

AGENDA

Meeting **Budget Monitoring Sub-Committee**

Date **Wednesday 21 March 2018**

Time **2.00 pm**

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

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Members of the Committee

Gareth Bacon AM (Chairman)

Len Duvall AM (Deputy Chair)

Jennette Arnold OBE AM

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

Ed Williams, Executive Director of Secretariat
Tuesday 13 March 2018

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Laura Francis, Committee Assistant, telephone: 020 7983 4383; email: laura.francis@london.gov.uk.

For media enquiries please contact Alison Bell, Communications Manager; telephone: 020 7983 4228; Alison.bell@london.gov.uk. If you have any questions about individual items please contact the author whose details are at the end of the report.

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Certificate Number: FS 80233

Agenda
Budget Monitoring Sub-Committee
Wednesday 21 March 2018

1 Apologies for Absence and Chairman's Announcements

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

2 Declarations of Interests (Pages 1 - 4)

The Sub-Committee is recommended to:

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

3 Minutes (Pages 5 - 56)

The Sub-Committee is recommended to confirm the minutes of the meeting of the Budget Monitoring Sub-Committee held on 13 December 2017 to be signed by the Chairman as a correct record.

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

4 Summary List of Actions (Pages 57 - 62)

Report of the Executive Director of Secretariat
Contact: Laura Francis; laura.francis@london.gov.uk; 020 7983 4383

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

5 **The London Stadium** (Pages 63 - 64)

Report of the Executive Director of Secretariat
Contact: Will King, will.king@london.gov.uk, 020 7983 5596

The Sub-Committee is recommended to note the report as background to a discussion with invited guests regarding the London Stadium, and to note the subsequent discussion.

6 **Quarter 3, 2017/18 GLA Group Monitoring Reports** (Pages 65 - 344)

Report of the Executive Director of Secretariat
Contact: Laura Francis; laura.francis@london.gov.uk; 020 7983 4383

The Sub-Committee is recommended to note the monitoring reports for Quarter 3 of 2017/18.

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

7 **Mayor's Decision Lists: 3 November 2017 to 7 February 2018** (Pages 345 - 398)

Report of the Executive Director of Secretariat
Contact: Laura Francis, laura.francis@london.gov.uk, 020 7983 4383

The Sub-Committee is recommended to discuss any issues arising in respect of the Mayor's Decision Lists for the period 3 November 2017 to 7 February 2018 (previously made available as background papers to the relevant Mayor's Report to the Assembly), and decide whether to refer any issues to the Budget and Performance Committee for detailed consideration.

The Mayor's Decision Lists are attached for Members and officers only but are available from the following area of the GLA's website: www.london.gov.uk/mayor-assembly/london-assembly/budget-monitoring

8 **Payments over £250** (Pages 399 - 414)

Report of the Executive Director of Resources
Contact: Ashraf Ali, ashraf.ali@london.gov.uk, 020 7983 5642

The Sub-Committee is recommended to note the report.

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

9 Date of Next Meeting

Subject to confirmation at the Annual Meeting of the Assembly on 10 May 2018, the next meeting of the Budget Monitoring Sub-Committee is scheduled for Wednesday 11 July 2018 at 2.00pm in Committee Room 5.

10 Any Other Business the Chairman Considers Urgent

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Subject: Declarations of Interests

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 21 March 2018

This report will be considered in public

1. Summary

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

2. Recommendations

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

3. Issues for Consideration

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

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

Member	Interest
Tony Arbour AM	Member, LFEPA; Member, LB Richmond
Jennette Arnold OBE AM	Committee of the Regions
Gareth Bacon AM	Member, LFEPA; Member, LB Bexley
Shaun Bailey AM	
Sian Berry AM	Member, LB Camden
Andrew Boff AM	Congress of Local and Regional Authorities (Council of Europe)
Leonie Cooper AM	Member, LFEPA; Member, LB Wandsworth
Tom Copley AM	
Unmesh Desai AM	Member, LFEPA; Member, LB Newham
Tony Devenish AM	Member, City of Westminster
Andrew Dismore AM	Member, LFEPA
Len Duvall AM	
Florence Eshalomi AM	Member, LB Lambeth
Nicky Gavron AM	
Susan Hall AM	Member, LFEPA; Member, LB Harrow
David Kurten AM	Member, LFEPA
Joanne McCartney AM	Deputy Mayor
Steve O'Connell AM	Member, LB Croydon
Caroline Pidgeon MBE AM	
Keith Prince AM	Member, LB Redbridge
Caroline Russell AM	Member, LFEPA; Member, LB Islington
Dr Onkar Sahota AM	
Navin Shah AM	
Fiona Twycross AM	Chair, LFEPA; Chair of the London Local Resilience Forum
Peter Whittle AM	

[Note: LB - London Borough; LFEPA - London Fire and Emergency Planning Authority. The appointments to LFEPA reflected above take effect as from 1 October 2017]

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

- where an Assembly Member has a Disclosable Pecuniary Interest in any matter to be considered or being considered or at
 - (i) a meeting of the Assembly and any of its committees or sub-committees; or
 - (ii) any formal meeting held by the Mayor in connection with the exercise of the Authority's functions
- they must disclose that interest to the meeting (or, if it is a sensitive interest, disclose the fact that they have a sensitive interest to the meeting); and
- must not (i) participate, or participate any further, in any discussion of the matter at the meeting; or (ii) participate in any vote, or further vote, taken on the matter at the meeting

UNLESS

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

3.3 Failure to comply with the above requirements, without reasonable excuse, is a criminal offence; as is knowingly or recklessly providing information about your interests that is false or misleading.

- 3.4 In addition, the Monitoring Officer has advised Assembly Members to continue to apply the test that was previously applied to help determine whether a pecuniary / prejudicial interest was arising - namely, that Members rely on a reasonable estimation of whether a member of the public, with knowledge of the relevant facts, could, with justification, regard the matter as so significant that it would be likely to prejudice the Member's judgement of the public interest.
- 3.5 Members should then exercise their judgement as to whether or not, in view of their interests and the interests of others close to them, they should participate in any given discussions and/or decisions business of within and by the GLA. It remains the responsibility of individual Members to make further declarations about their actual or apparent interests at formal meetings noting also that a Member's failure to disclose relevant interest(s) has become a potential criminal offence.
- 3.6 Members are also required, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £25 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.
- 3.7 The obligation to declare any gift or hospitality at a meeting is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The on-line database may be viewed here:
<http://www.london.gov.uk/mayor-assembly/gifts-and-hospitality>.
- 3.8 If any gift or hospitality received by a Member is not set out on the on-line database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £25, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.
- 3.9 It is for Members to decide, in light of the particular circumstances, whether their receipt of a gift or hospitality, could, on a reasonable estimation of a member of the public with knowledge of the relevant facts, with justification, be regarded as so significant that it would be likely to prejudice the Member's judgement of the public interest. Where receipt of a gift or hospitality could be so regarded, the Member must exercise their judgement as to whether or not, they should participate in any given discussions and/or decisions business of within and by the GLA.

4. Legal Implications

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

5. Financial Implications

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

Local Government (Access to Information) Act 1985	
List of Background Papers: None	
Contact Officer:	Laura Francis, Committee Assistant
Telephone:	020 7983 4383
E-mail:	Laura.francis@london.gov.uk

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MINUTES

**Meeting: Budget Monitoring
Sub-Committee**

Date: Wednesday 13 December 2017

Time: 2.00 pm

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

Copies of the minutes may be found at:

<http://www.london.gov.uk/mayor-assembly/london-assembly/budget-monitoring>

Present:

Gareth Bacon AM (Chairman)
Len Duvall AM (Deputy Chair)
Jennette Arnold OBE AM
Unmesh Desai AM
Keith Prince AM
Navin Shah AM

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

1.1 There were no apologies for absence.

1.2 In accordance with Standing Order 8.2, the Chairman noted that Members of the Budget and Performance Committee and Navin Shah AM, in his capacity as Chair of the Regeneration Committee, had been invited to this meeting of the Sub-Committee to discuss the London Stadium, listed as Agenda Item 5 on the agenda.

2 Declarations of Interests (Item 2)

2.1 Resolved:

- (i) That the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, be noted as disclosable pecuniary interests; and**
- (ii) That the following additional declarations be noted as non-pecuniary interests:**
- **Unmesh Desai AM – Trustee of the West Ham United Association;**
 - **Keith Prince AM – West Ham United supporter; and**
 - **Len Duvall AM – West Ham United season ticket holder.**

3 Minutes (Item 3)

3.1 Resolved:

That the minutes of the Budget Monitoring Sub-Committee meeting held on 18 October 2017 be signed by the Chairman as a correct record.

4 Summary List of Actions (Item 4)

4.1 The Committee received the report of the Executive Director of Secretariat.

4.2 Resolved:

That the completed and outstanding actions arising from a previous meeting of the Budget Monitoring Sub-Committee be noted.

5 London Stadium (Item 5)

5.1 The Committee received the report of the Executive Director of Secretariat as background to a discussion on the London Stadium with the following invited guests:

- Gerry Murphy, Acting Chief Executive / Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation (LLDC);
- Merryck Lowe, Head of Disputes, Advisory and Investigations, Moore Stephens;
- David Bellamy, Mayor's Chief of Staff, Greater London Authority (GLA);
- Martin Clarke, Executive Director of Resources, GLA.

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

**Greater London Authority
Budget Monitoring Sub-Committee
Wednesday 13 December 2017**

- 5.3 During the course of the discussion the Acting Chief Executive / Executive Director of Finance, Commercial and Corporate Services of the LLDC agreed to provide the following:
- Clarification on the configuration works required for enabling cricket events to take place at the London Stadium;
 - Further information on the feasibility assessment and planning being undertaken with regards to seating infrastructure once it has been concluded, and the proposed next steps arising as a result of this work;
 - The initial cost to the LLDC of introducing an additional 3,000 seats on West Ham United match days;
 - Further information on the agency appointed to assist the LLDC with naming rights negotiations, and specifically whether they have any experience of securing similar large naming-rights contracts;
 - Further details on Nicky Dunn's OBE, Chair of E20, experience in managing stadia; and
 - A commitment to ensure E20 agendas and minutes are published as soon as possible, with any private papers to be made publicly available once there are no longer any sensitive issues preventing their publication.

5.4 **Resolved:**

That the report and discussion be noted.

6 Quarter 2, 2017/18 GLA Group Monitoring Reports (Item 6)

6.1 The Committee received the report of the Executive Director of Secretariat.

6.2 **Resolved:**

That the monitoring reports for Quarter 2 of 2017/18 be noted.

7 GLA Performance Monitoring (Item 7)

7.1 Report of the Executive Director of Resources.

7.2 **Resolved:**

That the monitoring information appended to the report be noted.

8 Mayor's Decision List: 29 September 2017 to 2 November 2017 (Item 8)

8.1 The Committee received the report of the Executive Director of Secretariat.

8.2 **Resolved:**

That the Mayor's Decision Lists for the period 29 September 2017 to 2 November 2017 be noted.

9 Payments over £250 (Item 9)

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

9.2 **Resolved:**

That the report be noted.

10 Date of Next Meeting (Item 10)

10.1 The next meeting of the Sub-Committee was scheduled for Wednesday, 21 March 2018 at 2.00pm in Committee Room 5.

11 Any Other Business the Chairman Considers Urgent (Item 11)

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

12 Close of Meeting

12.1 The meeting ended at 4:43pm.

Chairman

Date

Contact Officer: Laura Pelling, Telephone: 020 7983 5526; email: laura.pelling@london.gov.uk

Budget Monitoring Sub-Committee – 13 December 2017**Transcript of Item 5 – The London Stadium**

Gareth Bacon AM (Chairman): Item 5, the main part of business today, is to discuss the London Stadium.

Can I thank our guests today? We have Merryck Lowe, who is - I will get your title right here, Mr Lowe - Head of Disputes, Advisory and Investigations at Moore Stephens, who drafted the report; Martin Clarke, whom we know very well of course, is the Director of Resources here at the Greater London Authority (GLA); David Bellamy is the Mayor's Chief of Staff; and Gerry Murphy is here for the first time since you assumed your acting-up role as the Acting Chief Executive at the London Legacy Development Corporation (LLDC). Can I thank all four of you for giving up your afternoon to be here?

This is a subject that has attracted a huge amount of interest. Indeed, at the Assembly, it is something that we have been interested in ever since I have been an Assembly Member now, which is pushing 10 years. The whole construction project was of interest to us and of course the legacy particularly so as well. The review commissioned by the Mayor last year which we are now about to discuss is of particular interest, too, for obvious reasons.

I will start with you, if I may, Mr Lowe, from Moore Stephens, with just some introductory questions about your report. What problems did you face when you were putting the review together?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): A very challenging timeline in the sense that it was a very long period of time which we were required to cover, a significant number of bodies involved, and a very significant number of documents and people having relevant evidence to supply to us, which we had to marshal and bring together, whilst dealing with the fact that it was difficult by virtue of the nature of the disparate organisations and documents to marshal everything into one place and review it effectively.

Gareth Bacon AM (Chairman): How many people did you have working on the review?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): On and off, seven.

Gareth Bacon AM (Chairman): On and off? How many of those people were working on it full time?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Effectively, six people.

Gareth Bacon AM (Chairman): Six people full time, OK. Did you get quick access to all of the documents or was there a problem with some of them?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): No, but the structure of any investigation involves honing it down on things which are most relevant and so, naturally, the investigation starts at a particular point and then tends to spread out. We started with the superstructure of what individual decisions led to the building of the Stadium that was ultimately built, which were individual Board decisions, and then we worked through documents from there. Every investigation has its own rhythm

and it takes a certain amount of time to get certain key documents and work into them, and you build over time, getting ever more documents in order to understand what has gone on.

Gareth Bacon AM (Chairman): Your methodology was primarily to do the reading first and the interviews later in the process. Is that correct?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): That is correct, yes.

Gareth Bacon AM (Chairman): Why did you adopt that approach?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): It is more effective factually. People's memory tends to fade with time and, in addition, later memories tend to overlay earlier ones, and so people's belief subsequently as to why individual decisions were taken tends to be coloured by later events. Therefore, we relied upon the papers and the documents.

Also, why people believe they took decisions is not why necessarily they recall they took decisions, and it is important to distinguish between the two. We always, in any investigation, start with what was recorded contemporaneously as being a more relevant record and then we add to that the colour brought by people's individual experiences and recollections.

Gareth Bacon AM (Chairman): Is that the methodology that you employ all the time?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): In general, yes. If you need a speedy investigation because it is a particularly discrete, narrow set of facts, then you can do it the other way around and you can ask individual questions, but that does not tend to work if you cover a very long period of time with the investigation as here.

Gareth Bacon AM (Chairman): For something as - well, let us be honest - fiendishly complicated as the Olympic Stadium and the odyssey that it has been on over the time since London was awarded the Olympic Games, I had assumed, maybe incorrectly, that your starting point would be to interview some of the key players at the beginning, then do your document trawl and then revisit, adding on others, as your investigations [develops] throughout different circumstances, through the time. Is that something you did not consider doing?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): We considered it and rejected it. We rejected it for the simple reason that we would end up going around the key things twice because, inevitably, otherwise, you would ask one set of questions to a key set of people, go and do the document review and then go and ask a very similar but slightly different set of questions to the same set of people. Doing the document review first has the advantage that, because you know your questions and you know your issues, you can be more focused in what you ask the individuals and structure the order of the people in terms of who you ask first.

Gareth Bacon AM (Chairman): When the review was commissioned, which I believe was back in February [2017], we were advised that the report would be produced in draft in June and then there would be a summer release of the full report in public. That slipped and the Mayor was chased on it in the September Mayor's Question Time. He indicated that it would probably arrive towards the end of that month and it did not. Then you had to come in and meet Mr Bellamy to discuss in more detail about when it would be out. As the outcome of that meeting, the timeline was then hit.

Some of the key people that you needed to interview, such as the Chief Executive of the LLDC, were not interviewed until after the date that the Mayor had advised us of at Mayor's Question Time. Why was that?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): The interviews spread over a significant period of time. Certain key people were always intended to be interviewed last because the evidence builds up from a base and so certain key people are asked certain key questions only once we have all of the valuable facts and all of the reasoning and all of the documentation. That is one of the reasons why someone as key as the Chief Executive of the LLDC is interviewed last.

To the other question of the actual timing, implicit in what you said there, there were various reasons why sequentially we had to adopt that certain order. In particular, there was a delay by virtue of the election, which put things back naturally, and we then picked up pace once all of that was over.

Gareth Bacon AM (Chairman): Sorry, could you say that last point again?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): There was a delay by virtue of the election.

Gareth Bacon AM (Chairman): How?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): The whole process of government slows down during the period of an election and so we were very much aware that it would be far more difficult to make any progress in the run-up to the election. Then the document requests and the various meetings and interviews picked up again after the election had been held.

Gareth Bacon AM (Chairman): Which documents were you not able to get access to because of the election?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): It was not that a specific document was refused; it was that naturally the whole process slows down and so, at the outset, we asked for information - amongst others - from the Department for Digital, Culture, Media and Sport (DCMS). We asked for information from the LLDC. We sought Olympic Delivery Authority (ODA) papers. Until we got the base document set, which was in fact around July, we could not really make very much progress in terms of setting a future direction and identifying key people. There was an initial interregnum until that was done.

Gareth Bacon AM (Chairman): I would like to explore that point a little bit because, to a degree, I could understand why you might have some difficulty with the DCMS, but of course you are talking to civil servants, not politicians.

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Yes.

Gareth Bacon AM (Chairman): I have no understanding of why the LLDC would not forthcoming with documentation --

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): I did not say the LLDC was not forthcoming; I said the whole thing slowed down and inevitably took longer and so --

Gareth Bacon AM (Chairman): Why? They are not politicians. They were not standing for election. They still have to do their day jobs.

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): I cannot really say why eventually things only really started flowing to us from about midyear. That was the point at which the pace certainly picked up and then it picked up again after the discussions around September. We were, happily, able to bring things to fruition. Other people here may today wish to comment upon how ultimately it all came together and that timing.

Gareth Bacon AM (Chairman): Yes, and that is a fair point and I will put those questions in a moment. Were there any questions that you were not able to ask that would have helped your work?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Ultimately, no. It was somewhat a close call in that we were not sure until the very end that all the things we wanted to be able to see in order to be certain enough on certain points to give the answers that we understood the Mayor to be seeking in the specific scope we were given, it was not clear those things were going to become clear to us until right at the very end. We were certainly working intensely, as it were, to the death, in order to make sure that we had all the facts and all the information to be able to report to that timeline.

Gareth Bacon AM (Chairman): I noted in your report that you took written evidence from the Vice Chairman of West Ham United.

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Yes.

Gareth Bacon AM (Chairman): She is the only person who is still in post in the same job who was in post right at the beginning of the process. That was quite surprising. Why did you take written evidence from [Baroness] Karren Brady [CBE]?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): [Baroness] Karren Brady [CBE] was willing only to give written evidence. We are very grateful for [Baroness] Karren Brady's [CBE] submissions. They were actually very useful, but that was what was available to us. We were not able otherwise to receive any input from her and so we took what was available to us.

Gareth Bacon AM (Chairman): Why was that?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): That was what was on offer. She was prepared to give written replies to written questions and that was what we gave and what we received.

Gareth Bacon AM (Chairman): Did you offer her a meeting?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Yes.

Gareth Bacon AM (Chairman): When in the process did you offer that?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): It was in the last phase of discussions when we put questions either in person or in writing to all of the most senior people involved. It was in the back quarter.

Gareth Bacon AM (Chairman): How long did the process take --

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): All in all, starting in March, ending in September, and so six months. It was the last month and a half.

Gareth Bacon AM (Chairman): The last six weeks?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Yes.

Gareth Bacon AM (Chairman): Did you give her enough notice?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): I think we did because we understand that in fact certain individuals had already contacted the GLA with a request to be spoken to and we had said, yes, we were happy to speak to absolutely anybody who had had any involvement and who had something to contribute.

Gareth Bacon AM (Chairman): Were there any organisations in particular that were slow in giving information during the pre-election period?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): We had issues and challenges throughout with DCMS and the materials we ultimately received from DCMS were relatively limited. In the event, we managed to address those challenges by using similar information from differing sources in order to work our way around that, but we did not necessarily feel that organisations were being uncooperative. It was simply that the vast scale and scope of the materials and the very extensive period of time covered made it challenging to respond.

Unmesh Desai AM: The question about [Baroness] Karren Brady [CBE] has already been asked, but my other question is: I understand that six people refused an interview either directly or by non-response. Who refused directly and, in particular, was [Rt. Hon] Boris Johnson [MP, former Mayor of London], ex-Mayor, one of those people who directly refused?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): No, Mr Johnson did not directly refuse.

Unmesh Desai AM: He did not respond?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): He did not respond, yes.

Unmesh Desai AM: All right. David Edmonds?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): This is in the back page of our report. Just to confirm the difference between declinations and non-responses, David Edmonds declined --

Unmesh Desai AM: I just want it on record here.

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Yes. Lord Coe [former Chair, London Organising Committee of the Olympic and Paralympic Games] actively declined our request. There was no response from four individuals whom we wrote to: Mr Johnson; Ranjit Baxi, an Olympic

Park Legacy Company (OPLC) former Board Member; Jonathan Dutton [former Executive Director of Finance, LLDC]; and Jan Boud [Legal Counsel, LLDC].

Gareth Bacon AM (Chairman): All right. Gerry, do you agree with Moore Stephens' conclusions?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Certainly, the report is comprehensive and well written.

Gareth Bacon AM (Chairman): I did not ask that. I asked if you agreed.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I do. Much of it relates to a period of time when I was not at the LLDC and, indeed, before the period of time I was at the ODA. For the time that I was there, the analysis -- I do not have any fundamental objections to it. I do agree, yes.

Gareth Bacon AM (Chairman): Go on. Is there something else you wanted to add?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): No, sorry.

Gareth Bacon AM (Chairman): I think you were tempted to, but you were being discreet. Fine.

Mr Bellamy, the report overwhelmingly focuses on past decisions, not on looking forward, and on the things that the Mayor can control, which is going forward. Why is that?

David Bellamy (Mayor's Chief of Staff): It was deliberate. The scope of the work we were asking Moore Stephens to work was to look at what had happened, overwhelmingly events that happened before the present Mayor took office, and provide transparency to the Mayor and, importantly, to Londoners on why such huge transformation costs had been incurred and why, despite all that expenditure, the Stadium would lose money on an annual basis. It was always clear that that was going to be a complicated piece of work to perform and, indeed, it was a complicated piece of work to commission, given the range of bodies that have worked on the Olympics and the Stadium and with the LLDC and so on over that decade or so. The Mayor was always clear that we were not going to just pause and wait for Moore Stephens to do everything, but there were things that actively we were going to focus on and address to try to understand and improve the financial performance of the Stadium.

Gareth Bacon AM (Chairman): In the review, 22 pages out of 139 are looking forward and looking at how you can change the way the Stadium is run. It seems to me there are several stages in the genesis of this. To a large extent, although it is interesting, the capital cost of retrofitting the Stadium and the Stadium design, whilst it is important that we know that, it is in the past and the money has gone, but the Stadium is losing revenue every year and going off into infinity. That is the only thing the Mayor can change, is it not?

David Bellamy (Mayor's Chief of Staff): That is true. I would say - and I have made reference to the Sub-Committee previously - that one of the things that we would need to do when Moore Stephens produced the report was to have our lawyers look over it to check there were no issues. It is always a possibility that some things Moore Stephens uncovered may be relevant to some of the work in front of us and so that was always a possibility, but that is why the Moore Stephens work was not the only thing that has been going on. There has

been a very active programme underway in the last year with the Stadium, which I do not doubt that we are going to be talking about this afternoon.

Gareth Bacon AM (Chairman): Yes, that is true. We will. Why have E20's accounts been kept from the public for so long?

David Bellamy (Mayor's Chief of Staff): I would not say that they have been kept from the public. Gerry, you may be able to add more, but they were published in the normal way to Companies House before the deadline.

Gareth Bacon AM (Chairman): Yes, but I am not talking about their statutory accounts, which every company has to publish at Companies House on deadline day. It is the fact that there were no management accounts and there was no ongoing accounting for how E20 is running the Stadium until the Budget and Performance Committee issued a summons and then - lo and behold - when the Moore Stephens review came out, the Mayor said he was going to publish E20's accounts in full.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Just on the statutory accounts, as David said, the deadline for filing at Companies House is December and, consistent with last year, we plan to file the accounts within that deadline.

You raise a good point, but in terms of how the investment from LLDC into the Stadium is made, that is reflected in our management accounts and that is reported, but of course, for a lot of the time, that was jointly funded with [the London Borough of] Newham.

Gareth Bacon AM (Chairman): Yes, but the overwhelming bulk of the funding comes from the LLDC, does it not, and the LLDC is underwritten by the GLA?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes, until the first quarter of this year, the partnership was funded jointly between Newham and the LLDC and the element that was funded by the LLDC - and of course back to the GLA - is reflected in the LLDC's management accounts, but E20 as an entity does not publish.

David Bellamy (Mayor's Chief of Staff): Just to be clear on that, we are talking about the 2016/17 accounts to 31 March 2017. During that period, the partnership's operating costs were funded 65% LLDC and 35% Newham, in accordance with the pre-existing agreement. That partnership was managed in the normal between Newham and LLDC Members and then each party's contributions flow up through their management accounts. Martin [Clarke] put in front of me the GLA statement of accounts for 2016/17, which on page 8 make a clear reference to the total comprehensive loss of the partnership. Yes, that stuff, absolutely, the GLA was putting in the public domain through our accounts back in -- it would have been June [2017] when we issued the draft accounts.

Martin Clarke (Executive Director of Resources, Greater London Authority): Correct, and in September the final accounts.

Gareth Bacon AM (Chairman): The point at issue, though, is that there is a large amount of public money going in to support the operation of E20. Until the Moore Stephens review was published, this scale of the losses of E20 was completely unknown. The fact that the Stadium was in trouble was not unknown, however,

and public confidence would have been aided by certain amount of transparency before this review was put into the public domain and it has not been forthcoming. That is the point we are trying to make. What was the reason for that?

David Bellamy (Mayor's Chief of Staff): I am not sure I accept the premise of the question. I would say that the Mayor made a clear statement in late 2016 of where we were at on the finances. Clearly, Moore Stephens was commissioned to understand why that was and then a huge range of activities, which as you say we will discuss, have been ongoing. That inevitably has meant that there has not been, I would say, a clear, consistent figure during that time because there are a huge number of moving parts to this and I am sure we will be walking through all of those this afternoon. Boards were kept informed on that and it was reflected in management accounts in the normal way. It was only when we reached the appropriate point in those discussions that we were able to update the public and give a clear, solid figure that reflects where we are. Importantly, of course, I would add, that that is after the conclusion of this summer's Athletics Championships, which was a very significant factor in the performance of the Stadium.

Jennette Arnold OBE AM: Coming back, David, this is just a common-sense sort of question because my constituents who are following this just cannot make sense of why this was not flagged up prior to 2016. Their question to me is: if we look and call the GLA the Mayor in this instance and there were mayoral appointees on the Board of the LLDC, and I do not know whether Martin [Clarke]'s team had members within that forum, what I cannot get to grips with is this increasing crisis of the company. That does not seem to have been flagged up to mayoral level. David, you will say that that was before you and so the only person who was around then was Martin. Martin, can you help answer that question in terms of process? Was this information withheld from the mayoralty, from appointees by the Mayor, from you as GLA officers? Your title is, after all, Director of Resources, GLA. It does not make sense to the average person that no one identified this or spoke up about this prior to 2016.

Martin Clarke (Executive Director of Resources, Greater London Authority): I would say nothing was withheld and we just need to bear in mind the sort of timeframe. The Stadium came into operation during the previous financial year and so the first games would have been just over a year ago. Then, in that autumn, what came out was the increasing costs of the actual transformation works and the initial extra costs that the operator was having to bear in respect of safety of football, etc. As that came out, in a matter of weeks, the Mayor was saying, "I want a review". The Mayor did announce he wanted a review on the basis of information that had been presented to him in October. It took longer than I would have hoped before that review was then specified and tendered and the work commissioned from Moore Stephens, and it started in March.

Jennette Arnold OBE AM: In March, and so this was --

Martin Clarke (Executive Director of Resources, Greater London Authority): Yes, but it was in October that the Mayor took a decision.

Jennette Arnold OBE AM: -- October 2015¹?

Martin Clarke (Executive Director of Resources, Greater London Authority): Yes.

David Bellamy (Mayor's Chief of Staff): To try to, if I can, Chairman, add a little bit to that, Moore Stephens' report presents, for me, as somebody who was not here at the time, a very useful summary of the activities that were taking place and the narrative that the LLDC and E20 faced in getting the Stadium to be

¹ Following the meeting, officers clarified that the Mayor took this decision in October 2016.

ready on time when there was a crisis about the provision of the seating for the Stadium. The decision to hold the Rugby World Cup meant that there were significant extra costs and upheavals incurred in order to have the Stadium ready to host those games, and yet to keep on track to have the Stadium ready in July 2016. That and some of the other factors as well the Moore Stephens report would set out helpfully for your constituents and that is helpful.

Really from the change in mayoralty, what we saw was the first events at the Stadium in July 2016 and the first West Ham United matches following on from there. It was only as we came through that period that the costs and the various claims from construction firms and so on were settled, so that we had a view in late October about the final cost of transformation.

The Mayor at the very end of October and the start of November acted quickly to put that in the public domain and announced his intention for us to find out exactly why that had happened, which I believe the Moore Stephens review has now done. Then, from there, it has been really a process of understanding the Stadium in operation with the various challenges there have been over the last 12 months, which, as I say, I am sure the Sub-Committee is going to talk through this afternoon.

Jennette Arnold OBE AM: It is OK, Chairman. That still does not answer the question I am after.

Gareth Bacon AM (Chairman): No. In fact, if I may supplement your question, to take it back, Mr Clarke, the question was around why people in the administration did not seem to take seriously the developing financial problems with the Stadium. This is something that the [Budget and Performance] Committee has been chewing over for years. We have published our pre-budget report and in it, on page 15, if you want to look it up afterwards, we reference what we said in each of our last three pre-budget reports. In every single case, we had highlighted problems with the Olympic Stadium and the ongoing escalation of costs in retrofitting the Stadium. Assembly Member Arnold's question, it seemed to me, in case I am misquoting her, was: were people not listening at that time? Why is it that we got to the state of affairs that we got to?

Martin Clarke (Executive Director of Resources, Greater London Authority): People were listening. It seems like passing the parcel here, but the LLDC Board was reviewing what had to be done throughout last year and we were fully aware in the GLA. For example, last year, in the back end of the budget process, we were working out and negotiating with the LLDC how much capital funding it required going forward. It was getting up-to-date estimates of the working capital that needed to be provided from the Stadium. Certainly, in the GLA, it was in our workstreams. It was not left alone. I know that in the LLDC probably every Investment Committee or every Board meeting would be taking reports on some aspect of the Stadium operation.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): If you take transformation as one activity, there was an emerging -- in fact, Moore Stephens sets out very clearly how the overall cost envelope of the transformation developed.

In terms of the operation of the Stadium, though, it did not come into normal operation until the start of the West Ham season in August 2016 and so we had a normally operating Stadium only from that period. We had high security and safety costs because it took a while to bed down that operation and there were some instances in the first matches that required additional security effort. In that autumn, there were also some terrorist incidents in London that permanently reset the security requirements.

It was an emerging picture. There was absolutely no intention or lack of transparency but there was an emerging picture, understanding better things like the West Ham matchday costs, things like the commercial performance of the operator, which meant we were being informed all the time. As Martin said, late in the budget process, in that period, which must have been early 2017, there was an amendment and an additional amount put aside. We were learning as we went the true costs of the operation of the Stadium.

If you think of the Stadium as having a number of drivers - naming rights, the operation of the Stadium, the seat moves costs - they are the bundles of costs that make up the current position.

Jennette Arnold OBE AM: It is that final comment that is really always troubling me because that is what I get out of it. It is that it seems like it was amateurs around the table. You talked about learning as you went on: was that good enough? None of you are Stadium experts and it just seems like you are saying there was no learning from elsewhere about commissioning a stadium post a Games. Manchester City post the Commonwealth Games? Surely, if you were to have the required expertise amongst yourselves, you would not have been learning as you went along and then you would not have ended up throwing Londoners' money into this deep pit.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I have two points to make. The Manchester City Stadium is quite a different beast to the London Stadium. It was designed for the Games and then it was redesigned wholly for football and so it is a very successful Stadium designed for football. It was always designed for football.

Moore Stephens' report draws one of the learnings from the very early decisions taken around the design of the Stadium that it was designed to be demountable to an athletics stadium. The decision that was then taken was to make the London Stadium a multiuse stadium. That is quite a different proposition and it throws up a number of challenges.

The second point that I would make is that E20 went to the market and secured a professional stadium operator. LS 185 our subsidiary of Vinci Stadiums. Vinci Stadiums runs very successful stadiums in France and runs the Stade de France, which is similarly a multiuse stadium. We would recognise that we would not necessarily have had the expertise in-house, but we procured a professional stadium operator.

Jennette Arnold OBE AM: Thank you.

Gareth Bacon AM (Chairman): We will come back on to some of that in a moment.

Unmesh Desai AM: I am sorry to labour this point, but I am a bit perturbed about what I would regard as the cavalier attitude of people who refused to participate in this investigation either directly or by non-response, in particular LLDC personnel. After all, they are part of the GLA family.

Can I come back to Mr Lowe? I know that there is stuff at the end of the report, but that is a 139-page report. I do not expect members of the public to go through all 139 pages and certainly not what is at the back. These meetings are webcast and so some of these questions and your answers have to be put on the record. Did the people who refused give any reasons for refusing or was it just, "I am not taking part"?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): If we look at the people who actively declined, in general, it was things like pressure of time and availability rather than blunt refusal. Everybody was exceptionally polite in terms of the interaction with us and we did not sense any

unwillingness. Had we felt that particular individuals who refused were critical, we would have continued to press, notwithstanding the timeline, for additional access. However, in fact, we felt that given the combination of people - and we looked at the span of membership of the various Boards and the individual roles occupied - those who had responded allowed us to form the view we needed to form. We do not feel we were adversely affected by those people who did not choose or were not able to contribute to the review.

David Bellamy (Mayor's Chief of Staff): Just to clarify one point from your question there, Assembly Member, the two people listed as "no response to our requests" from the LLDC are not current employees of LLDC; they are former employees. There is no question that the LLDC was not fully co-operative. These are private individuals and it is a matter for them.

Unmesh Desai AM: I was going to ask that. Certainly, the Chair [David Edmonds] was around until very recently. The people who did not respond at all, did you write to them again?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Certain people initially declined and then we further wrote to them and then they agreed to take part. This is the final list at the end of the process.

Gareth Bacon AM (Chairman): We are going to move on and start talking about some of the financial revelations that we have picked out of the report, starting with the seating.

Len Duvall AM (Deputy Chair): Just to help the Sub-Committee understand why was Sapa given a supplemental agreement in 2016 given that the Alto Seating Systems/Sapa consortium had caused many delays already? What was that about? What was the thinking going on there?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): In the autumn of 2015, Alto went into administration and Sapa, its joint and severable partner, was the aluminium extruding bit of the seating. Alto was the seating design and event seating experts. Sapa took up delivery of the contract. It was acknowledged, this not being their core business, that LLDC would be better completing the contract, but there were a number of things that we required from Sapa in order to conclude the seating in time for the summer events and in time for the Premier League. There were a number of components, there were a number of design elements and warranties that were outstanding, and a settlement was required in order to ensure that we could secure the seating for the summer and the Premier League events. Not covered by the report, simply because it fell out of the timeframe, the subsequent closeout of the Sapa contract included a settlement of £3.5 million back to E20. In effect, although we agreed a settlement with them at the time in order to secure the requirements for the seating, when we closed out the contract we secured a repayment of £3.5 million.

Len Duvall AM (Deputy Chair): This was a planned exit strategy, to secure stuff to go on into the future?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes.

Len Duvall AM (Deputy Chair): All right. Then let us move and talk about the big budget line on E20 and seating. The PHD contract for seating is between £8 million and £10 million each year. How realistically can we shave this amount? What is the plan? Take us through what the future is looking like. What are the key decisions that we need to take to bring this figure - I dare not say, I do not want to "put the mockers on it" - into a 'manageable amount'. What are we working towards?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): The PHD pre-tender estimates were in the region of £8 million to £10 million and the costs for moving the seats for the World Athletics and back again for the Premier League in total amounted to, as reflected in Moore Stephens, £11.7 million. Within that sum, we included a move of the East Stand which had not been planned. The decision was taken to move the East Stand because of the focus on the World Athletics and that was a phenomenally successful event. There are additional costs relating to capital investment to improve the seat moves next year and some project management costs. In total, it is fair to say the costs for the World Athletics are higher than would have been anticipated in the contract because they included the move of the East Stand. However, we have been working on configurations of the seating that reduce the amount of movement that needs to take place. Our forecast for seat move costs next year is in the region of £4 million. Therefore, we have taken some steps towards that by looking at the configurations and by making small capital investments to effect quicker and less resource-intensive moves.

In tandem, we have also been looking at the overall efficacy of the seating system. There are a number of proposals for replacing elements of the seating and they are in very high-level design at the moment. They are in concept design, but we do expect to see some proposals come forward in the first quarter of next year, which may also allow us to reduce the seating seat move costs.

In summary, we have gone some way already with configurations and some minor amendments with the existing system and there is also, in tandem, a review of the seating system to see whether there are other things that we can do to substantially improve.

Len Duvall AM (Deputy Chair): Just take us back on the athletics one, then. If you had not reconfigured it, would they have been less successful? You had to do it? You had to go back? There was no other way because of the way the running track is?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes.

Len Duvall AM (Deputy Chair): You are saying there is a reconfiguration under discussion that allows the running track to take away less seating than what we have now?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes. Rather than move whole stands, we take the front sections off stands to reveal the track and that is much more efficient to do.

Len Duvall AM (Deputy Chair): I thought that was what happens, does it not? We are not doing the over ends; that is the bit that changes. You would take them off the east and west stands. Is that how it works?

David Bellamy (Mayor's Chief of Staff): Shall I try to add my perspective and see if it helps? The East Stand - or, in athletics terms, the back straight - as those Members who attend West Ham will realise, is a particularly challenging stand because it has the middle tier of seats which is built up on a separate scaffold. Moving all these seats back is particularly expensive. It is by far the most expensive stand.

What happened for the 2016 athletics and what then meant that we could then host West Ham's first match and then the start of the Premier League season so quickly after the Diamond League was that the front seven rows were taken off the East Stand, which exposes the back straight. What that does not expose, however, and remains under the East Stand is the long jump and triple jump pits. That was OK for the Diamond League

because there are additional long jump and triple jump pits down by the home straight and so, for the Diamond League in 2016, those were used.

As the costs of all the seat moves became apparent in the autumn of 2016, E20 was saying, "Can we do that again for the summer 2017 athletics?" Some budget planning was made at one point on that basis. However, what became apparent working with the Boards organising the athletics was that - put bluntly - it is not as simple as that given the extreme detail with which those athletics championships are organised to the minute, all the television arrangements that are made, the arrangements that are made for awarding medals, which is not something that would happen at the Diamond League; also, of course, coupled with the desire that this was blue ribbon and the biggest sporting event in the world, really, in 2017. The conclusion in conjunction with the athletics organisers was reached that the only feasible way to deliver the championships was for the East Stand to move back

Where we are now is a question of saying, "What can we do next summer?" What has been identified is something that is more similar to the 2016 configuration but reduces some of the seating changes on the West Stand and the home straight to further reduce the costs. We have found a cheaper way of doing it in 2018 than was the case in 2016.

Len Duvall AM (Deputy Chair): We have a short-term plan, and what you described to me was a medium-term plan or a final solution? It sounds ominous, but it is a big area, is it not? It is a big problem, this one.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): In terms of the changes to the existing seating, it would be a solution that we would hope would last for 20 to 25 years, the standard life of a seating solution.

Len Duvall AM (Deputy Chair): We are in a position that you can present this Sub-Committee the costings that that would all take, both short-term and long-term solutions, and decisions have been taken already?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): No, it is in very early design. Any change to the existing seating solution is in very early concept design.

Len Duvall AM (Deputy Chair): This is the one where we need to move fast because of next year, presumably, for the Premiership?

David Bellamy (Mayor's Chief of Staff): For summer 2018, a plan is in place and, as Gerry said, that is going to cost around £4 million for the seat moves for the concerts and athletics that are booked for 2018. That is all lined up and that is clearly a significant reduction in costs from the costs that were incurred in 2017. We believe, with the seating infrastructure that we have, that that is the best that can be achieved consistent with hosting both football and athletics in the Stadium.

Len Duvall AM (Deputy Chair): Those decisions have been taken?

David Bellamy (Mayor's Chief of Staff): Summer 2018's decisions are taken. There are a number of concerts, some of which have been publicly announced, others maybe to follow, that have been being booked, but the decision to host football and to host athletics in the Stadium was taken around about four or five years ago, as Moore Stephens sets out.

What we are then looking at, as Gerry said, is options for changing the physical seating infrastructure and making some capital investment on the basis that then it would make it quicker and easier to move the seats.

There are really two considerations to this: first, the feasibility of doing that and the reliability and ensuring that if we do decide to do that we get the benefit from it that is claimed and so we are going to be taking a cautious approach to that, given previous experience. Secondly, if you are moving the seats, it is all about what events you are staging. If we were to have another International Association of Athletics Federations (IAAF) Athletics Championships in future, then we would want to move the seats back into the blue-ribbon event structure we saw this summer, and there would be a different cost.

There are suggestions and discussions about hosting Cricket World Cup matches in 2019. That would require a different layout of the seats with a different cost. Therefore, it is not just about thinking football, athletics, football, athletics. It is about thinking about the different uses for the Stadium that are possible and, in that context, what, if any, appropriate changes should be made to the seating infrastructure so that they can be moved more quickly and also more quickly in order that we have more time in the Stadium to host revenue-generating events.

Len Duvall AM (Deputy Chair): What is the timeline and what is the discipline of moving towards that solution, then? You are telling me you are not going to rush and, OK, given what has happened in the past you might not, but there must be some imperative to sort this out because it is a big haemorrhaging of costs. You have told me about the short-term solution and I am clear on that. What is your timeline for decision-making on your deliberations both about design feasibilities and about putting this into the right place? Are there any timelines you are imposing on yourselves? I say that with caution because one of them is imposing timelines on yourself and you have got yourselves into difficulties, but it does seem to me that you can drift or you cannot, but a short-term solution is a short-term solution, is it not?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes. The reason that I am hesitating is that with any changes to the existing seating, not only, as David said, would we have to be very robust about how well they work, but also any changes to the existing seating have to be implemented in short periods of time because the Stadium is in use. Therefore, the team is currently looking both at what changes could be made and also at the timeframes and the timescales that they could be implemented in. We would want to do a value-for-money proposition that reduces the cost as soon as possible, but we also have to work within the windows of opportunity that the Stadium presents and it has a very full schedule and for the next two years.

Len Duvall AM (Deputy Chair): I get all of that. What I would want to know, if I was one of your Board Members, is: when am I going to get a set of decisions that takes me to that bit? When is the Mayor going to receive the information back for that bit, on the basis that seating is one of the biggest problems being highlighted by Moore Stephens that we need to sort out? Where is that? That is it. I am trying to look. Am I going to get it next year or the year after or what? What is it --

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): What you would get - and what the Mayor will get - in the first quarter of next year is the staging point which says either, "We believe there are things that we can do that are cost-effective", or, "Do not spend any more money on there", and then it will be progressive. I cannot set out --

Len Duvall AM (Deputy Chair): Yes, it will not be 'big bang'. We get that. We understand that. It will not be a 'big bang' approach, but one of the options you are looking at is progressive changes that will lead us to a longer-term solution rather than a short-term one?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): That is it, yes.

David Bellamy (Mayor's Chief of Staff): It may well be that we, given the constraints on Stadium availability in any case, we trial something on a small part, maybe even just one block of the schedule, see if that works and then that might make the case for in the future years doing more.

Len Duvall AM (Deputy Chair): You accountants out there will understand this more than I will, but, in that sense, which quarter are we talking about and where does the finance come to?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): It is the first quarter of the calendar year we are hoping to see, but it will be towards the end of March 2018 that we are due to get the outcome of the concept design.

Len Duvall AM (Deputy Chair): Good.

David Bellamy (Mayor's Chief of Staff): To be clear, that is decision making. That does not mean that, if the Mayor says, "Go", you have people working onsite the next week doing it.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): No.

Len Duvall AM (Deputy Chair): For me, look, we are in a bit of a crisis here. Are we acting like we are in crisis? I just want to know. Are you working to Greenwich Mean Time or some Olympic time that you have made up yourselves in terms of coming to a solution? I get the bit about the short term. I now want to know what we are going to do in the long term. You have told me that in the first quarter next year we are going to see a range of proposals - and very difficult decisions, I would imagine - for the Mayor and your Board to say, "Yes or no, this is what we are going to do". Is that fair to say? That is what it looks like? I know I have simplified it and all the rest of it.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): That is what we are aiming for.

Len Duvall AM (Deputy Chair): Good.

Gareth Bacon AM (Chairman): I am going to bring in Assembly Member Shah in a moment, but a couple of factual questions first, just tidying things up. I am seeking confidence on this £4 million figure, which is the same figure that your predecessor used when he was here at Plenary [November 2017] and also in front of this Sub-Committee [October 2017] about getting the cost of moving the seats around down to around about £4 million. The original estimate was £8 million to £10 million and ended up being £11.8 million. Actually, I had not heard the description given by Mr Bellamy before today - it makes sense and I understand it - about needing to reconfigure specifically for the World Championships and why you could only do that or you had to do that for something like that, but for an average athletics event you would not need to do that and you can save money that way. I get that completely.

Was the difference between the original estimate and the £11.8 million that it turned out to be solely because we had the IAAF World Championships in 2017?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): No, included in the difference was about £700,000 of incremental improvements to the seating system that allowed us to move the seats more easily. Some element of that related to the patterns of working and some element related to additional changes to the seating system to make it move more quickly that we are now seeing the benefit of in the £4 million estimate.

Gareth Bacon AM (Chairman): Again, I take the point that the estimate in 2016 would be materially different to the one in 2017 because you had a one-off event happening and you had to do things slightly differently. Was the original estimate slightly naïve, then, and is it this learning-by-experience thing you were referring to earlier?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): No, it was not slightly naïve. There was a change for the World Athletics and there was a small addition of scope as well.

Gareth Bacon AM (Chairman): How much do you put the extra stuff that had to be done just for the World Athletics Championships into that £11.8 million or £7 million?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I would have to go back and look at the full cost of the East Stand move in isolation from the rest.

Gareth Bacon AM (Chairman): I am surprised you do not know that off the top of your head because that is one of the key savings, is it not? What we have just heard and what we have heard at previous meetings is that you have worked out that moving the seats in the East Stand may not be necessary every single year; indeed, it might have been necessary only on that one-off occasion.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): The cost of moving the seats in the East Stand is about £4 million. My hesitation is in going from what was included in the £8 million to £10 million pre-tender estimate and how that moved to the out-turn.

Gareth Bacon AM (Chairman): Yes, because, if you take the £4 million for not moving the East Stand off the £11.7 million or £11.8 million - round it up to £12 million - you have got to the lower end of your original estimate, which was £8 million to £10 million. We are now being told that £4 million is the most likely cost going forward and so I am quite interested in how you are going to cut your original estimate by 50% and how much confidence we can have in that number.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): We have reasonable confidence now because we --

Gareth Bacon AM (Chairman): You do, but it is a question of why we should be confident.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Why should you be confident? Essentially, there is

no move of the East Stand and there is no move of the West Stand, either, and so two of the stands are not being moved --

Gareth Bacon AM (Chairman): Was the West Stand moved last year, then, or this year?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): The West Stand was moved in summer 2017, yes. All four stands were moved in summer 2017.

Gareth Bacon AM (Chairman): What we are saying is that going forward you would not need to do that?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): You do not need to do that, but what you do need to do is take elements off those stands to reveal the track. It does cost to take off the front X seats.

David Bellamy (Mayor's Chief of Staff): The other factor that should give some confidence in the estimate is that it does involve moving the North and South Stands, but that was done this summer by the same individuals. You have confidence that that cost you expect to be very similar this year.

Gareth Bacon AM (Chairman): I had heard before - and you referred to it again today - the possibility of hosting matches for the Cricket World Cup at the Stadium, which would be very exciting. That would transform the Olympic Stadium into the biggest cricket venue in this country at a stroke. However, I am interested in the business case of doing it. I would understand why you would want to use the Stadium for that and showcase it, but, if that is going to cost you millions of pounds - and by the sounds of it, it is - how are you going to make that money back up? That would involve even more seat movement, would not it?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): It does not, actually. The configuration works for cricket are slightly lower than that for concerts and athletics because - and I will confirm this - it does not require the full move of the North and South Stands.

David Bellamy (Mayor's Chief of Staff): Chairman, the point is, whatever one is hosting in the Stadium - and there are contracts in place that ensure football and athletics are held there - the consequence of signing those contracts is whatever seat moves are required. What you need to do is you need to take that into account when you negotiate. The negotiations that will take place with the Cricket World Cup organisers and indeed any other interested parties, just as we do in terms of concerts in the summer, will reflect the cost implications of holding those events. From the positive way in which you asked the question about the event, there is social and economic value to London beyond just the narrow finances of the Stadium, which is a relevant consideration, but nonetheless the finances of the Stadium need to be made to work.

Gareth Bacon AM (Chairman): That is a fair comment and that comment applies equally to the Rugby World Cup. Using the venue as much as possible is fine. However, given where we are at the moment, for us, anyway, we would have to be very satisfied that the business case stacked up and was not going to be adding to the financial drain that the Stadium currently is.

Navin Shah AM: I am still struggling for a bit of clarity. There are two issues I still want to raise.

One is: you mentioned progressive changes, which I understand, or the period that you will have to make before you come to the long-term, final scenario. Can you tell us? Is it £4 million or whatever figure? What is the figure you have currently estimated for those progressive changes?

The second question related to that is: what timeframe at the moment are you looking into achieving those progressive changes until you can say, "All right, we have nearly got there?"

Then the second question that follows is: when completed and when you have implemented all those progressive changes, what do you reckon would be the new allocation you would require for annual cost for moving seats, etc?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): In terms of the estimates we have for introducing changes to the existing seating system, because we are at a very early stage, we do not have anything other than very high-level estimates and they are being worked on currently. In terms of the investment required, I cannot give you a firm figure, but that would be part of the analysis and the consideration around any decision being made in relation to implementing changes to the seating system. Any changes to the seating system would have to pay back in terms of reduction in time and cost to move the seats or else there is no point.

Navin Shah AM: Sure.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): As David pointed out, into that mix you have to overlay the type of events that you may want to have at the Stadium. There is an element of what you might want to put on there, what configurations might work and then what additional works you may want to do. We do not have estimates for that at the moment.

As I said to Mr Duvall, we are expecting to get back the results from the high-level concept design work in the first quarter of next year, and the annual costs that we are targeting have to be considerably below the £4 million mark. They have to be sufficiently less than the current costs in order to be an effective investment. However, any decision that is taken will be taken on the basis of a reasonable payback period.

Navin Shah AM: Your feasibility study, you said, would be completed sometime next year?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): In the first quarter.

Navin Shah AM: In the first quarter of next year?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes.

Navin Shah AM: What happens then? Will you be able to tell this Sub-Committee at that stage what it actually means in terms of where you go from there?

The feasibility is positive in the sense that it points you to a direction that - given the changes you require to accommodate a whole host of different facilities requiring different configurations of seating arrangements, etc - then, if you need to implement that, there would be costing that will go with that and a timetable.

Would you be able to share that with us and, roughly, when do we expect that information - the feasibility itself, the outcome of that - and then what do we do next? Where do we go from there?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): In terms of the decision-making process, we would be engaging with the GLA on that. Depending on the merits of it, I do not see why we would not share it. I am keen to not programme-manage the process through the Assembly, but, if the results are good and useful, I would not have any objection to sharing them.

Gareth Bacon AM (Chairman): It is certainly something we will be keeping an eye on --

David Bellamy (Mayor's Chief of Staff): Yes. I would have expected, if the feasibility work is completed, late March. There are then potential things to be impacted by the pre-election period and so we have to work out whether it is possible to make decisions on this or not in that period. I would have expected the LLDC Board to be taking a decision about that, which, if it requires financial support in any way or approval from GLA, as some things do require explicit mayoral consent, we would need to manage that. At the same time, then, whilst some of the financial aspects may be confidential, the fact that the work would be decided to happen would absolutely be public when that decision was made.

Gareth Bacon AM (Chairman): Just an observation of that: I do not personally see any reason why you would not be able to make mayoral decisions during purdah. You just could not press-release them. The timing is important because --

David Bellamy (Mayor's Chief of Staff): Yes. Maybe you can come and be our lawyer. I have great sympathy for that view.

Gareth Bacon AM (Chairman): Have you?

David Bellamy (Mayor's Chief of Staff): Yes.

Gareth Bacon AM (Chairman): That is an interesting revelation to be making in public.

Ms Murphy said that the feasibility would come back in early March. Of course, we would run into pre-election purdah at that point in time, but it is important in terms of timing because, of course, you start making the Stadium move in June, do you not? In June and July, it is supposed to be in athletics mode?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): There are no implications from the feasibility report for this year's - and indeed probably for next year's - Stadium moves. The feasibility is about change to the existing system that will improve the system or make it a radically different system.

Gareth Bacon AM (Chairman): The key concern that we have is that we do not want something to delay the decision that could mean we go into next summer spending money that we do not need to be spending.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes, but any changes to the existing system will take time to implement because of the windows available to --

Navin Shah AM: This is why I raised the whole issue. We are just trying to come to grips with what we are talking about in terms of the timeframe. This is just an endless process, otherwise, with no clarity.

David Bellamy (Mayor's Chief of Staff): Chairman, if we accept in 2018, if you would say, "Let us try to do some work in 2018", we have a very limited window to do it in around the concerts that are already in the diary, the athletics and the need to make the moves beyond the end of the football season and back again in time for the start of the football season. We already have a very limited window.

You have to add on to that the fact that, if a decision is made to make some changes, a procurement process will have to be run to identify the company to do that. Previous experience demonstrates the importance of doing that procurement with great care and that just inevitably leads to the conclusion that it is going to be very difficult to do anything non-trivial in summer 2018.

Beyond that, we will ask questions like, for instance, if there is an international break during the football season and West Ham happen to be away the week before that and away the week after it, does that create enough of a gap for us to do a trial piece of work in one area sometime during winter 2018/19? It is that sort of thing that we will look at because we are in the same place as the Sub-Committee on this. If - and it is a big 'if' - the work demonstrates that there is value in making the investment in improving the seating, we are keen to see that as soon as possible because that maximises return from that investment. We were absolutely keen to do that, but we have to be realistic: this is a Stadium in live use and that is necessarily going to limit our ability to make changes to its physical infrastructure.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I do want to reiterate: we have been looking at configurations that minimise the amount of cost in changing the seats. I do not want to characterise that we are delaying in anything at all. We have been working hard to try to find configurations that reduce the cost of moving the seats. For next year, we are comfortable that the estimate is much lower than previous years.

Keith Prince AM: I understand the issues you have had in putting the seating back, but I also understand there is an issue about maximising the seating in the ground and that there is a dispute over how many seats you have agreed with West Ham. I believe there is a minimum figure - West Ham have an aspiration to have 66,000, I understand - but there is some dispute going on about the bit in the middle. Do you want to just give us a bit more on that?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): The concession agreement talks about minimum seating and there are more seats available in the Stadium. However, in order to activate those seats, it would cost E20 additional operating costs and potentially also additional capital costs. There is a dispute with West Ham about what the contract says in terms of capacity. West Ham have absolutely said that they want to increase the capacity to 60,000 and they want to further increase the capacity to 66,000. LLDC and E20 disagree with their interpretation of the contract. We feel that, if West Ham wants to enjoy more seats, then they should commensurately pay more. That is the gist of the disagreement between us. It is subject to legal proceedings.

Keith Prince AM: I do not want to compromise that, obviously, but the extra revenue from the extra seats goes to whom?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): West Ham's argument is that they would receive all of the extra revenue from the extra seats. We would contend that we should get a share of that.

Keith Prince AM: That is fine. Thank you.

Gareth Bacon AM (Chairman): Do you get a share of the seat revenue now?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): No, we get a flat, fixed fee from West Ham.

Gareth Bacon AM (Chairman): The £2.5 million a year?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes. We get a share of catering revenue.

Gareth Bacon AM (Chairman): What capacity are we talking about going up from? Sorry, I was out of the room for a moment.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): The current capacity enjoyed by West Ham is 57,000. The concession agreement --

Gareth Bacon AM (Chairman): They were asking to go to 60,000. Is that what I heard? You mentioned 60,000? Is it their ask to go up by 3,000?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Their ask is 66,000 but there are two stages. Up to 60,000 is what they currently publicly talk about.

Gareth Bacon AM (Chairman): What would be the extra income to West Ham if they went up to 60,000 and kept it all?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Over the period of the total contract, it is hundreds of millions.

Gareth Bacon AM (Chairman): Yes, but I am talking *per season*.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I would have to come back to you, sorry. I just cannot --

Keith Prince AM: It is between £20 and £30 a seat, is it not? It is a quick 20 times --

David Bellamy (Mayor's Chief of Staff): It is dependent on what West Ham choose to sell the tickets for and what the market will bear on top of the additional capacity, which is probably not for us to comment on.

However, I do want to stress the point that Gerry made there. This is not just about one season. This is about an agreement with West Ham United that has 97 and a half years to go on it. Therefore, in terms of protecting the taxpayer interests, we have to think about that.

Gareth Bacon AM (Chairman): That is a fair comment, too. My concern is that we are not trying to retrospectively fix a deal that was done that was to the LLDC's detriment now and treating West Ham like the guilty party. My understanding is that West Ham do a lot of very flexible prices for their tickets for local residents that they were not able to do when they were at Upton Park because of course their capacity there was very much lower. I could be wrong on this, but my understanding is that a significant proportion of that extra capacity they are asking for would also be done on the same basis.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): West Ham have an obligation to provide community tickets and I believe that they would, through an increased capacity, deliver more Premier League tickets within that commitment. However, their community ticket obligation is up to 100,000 over the entire season and so it is pretty much small beer in relation to the number of additional seats per match if you multiply it out over the season.

Gareth Bacon AM (Chairman): The rumour that I had heard is that one-sixth of the extra capacity that they are asking for they were going to be giving over to community-based tickets.

David Bellamy (Mayor's Chief of Staff): The community obligation West Ham have under the existing agreement is not a new requirement that they would accept in exchange for additional seating. The agreement signed in 2013 imposes this obligation on them.

Gareth Bacon AM (Chairman): Yes, it is just that where I am keen that we do not go with this debate is viewing West Ham as the big bad wolf that is fleecing the taxpayer. The fact of the matter is, of course, that the overwhelming majority of West Ham United's income - according to their audited accounts - comes from TV rights and they would get that playing on Hackney Marshes. The increase in ticket revenue is comparatively slight going to the Olympic Stadium from Upton Park. A lot of this debate has been shrouded in this view that these Premier League football clubs that pay millions to their players are somehow fleecing the taxpayer.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I am interested to get a copy of West Ham's latest annual report and accounts, which I do not think have been filed with Companies House yet, and so I cannot comment.

Gareth Bacon AM (Chairman): It would be absolutely true to say in the case of every single Premier League football club that the vast majority of their income comes from TV rights.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): The vast majority of the income comes from TV rights - that is absolutely correct - but, as I say, we have yet to understand the benefit of the increased capacity that West Ham enjoys at the Stadium and the fixed-cost deal that they also enjoy at the Stadium.

Gareth Bacon AM (Chairman): They have been playing in the Stadium for two years. How long have they been asking for increased capacity?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I believe that they began to ask for the increased capacity last year, certainly before the start of last year's season, probably early last year, I would say. It first came to my attention around the beginning of last season.

Gareth Bacon AM (Chairman): The beginning of last season and so that is --

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Sorry, the beginning of the season that we are currently in and so --

Gareth Bacon AM (Chairman): Since August? For the last four or five months?

David Bellamy (Mayor's Chief of Staff): The beginning of the 2017/18 season.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): 2017/18.

Gareth Bacon AM (Chairman): Have you not already had those discussions, then?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): We have had very many discussions with West Ham in relation to the seating capacity. We agreed to increase the seating capacity on the basis that they would agree costs and we would increase the seating capacity, and the cost agreement was not fulfilled or not completed.

Gareth Bacon AM (Chairman): Sorry, what does that mean? Can you explain that to me?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): We have had a number of discussions with West Ham about capacity. Ultimately, we have a disagreement about the interpretation of the contract. Of course, it would be good for us to have a higher capacity if we would get a share of that revenue, but that is not what West Ham proposed. Therefore, in order to avoid additional costs by providing West Ham with additional capacity, I do not see how we can agree to it without --

Gareth Bacon AM (Chairman): This hinges, it seems to me, from what you have just said, on the understanding on the part of West Ham and the LLDC of the original contract because the capacity that they have at the moment, 57,000, they get all of the income from that. You have said that, have you not?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes.

Gareth Bacon AM (Chairman): All right. I walked in just as you were saying that there is legal action ongoing or pending or something. Is that turning on West Ham's assumption that they can increase the capacity and that they would take the revenue and your assumption that, "No, this is your capacity and we will take a share of anything over that"?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): It hinges on West Ham's view that they have access

to all of the capacity in the Stadium and our counterview is that, in order to access the additional capacity, we would need to see some commercial arrangements in place.

Gareth Bacon AM (Chairman): Yes, that is what I have just said. You said there is legal action pending on this?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): There is.

Gareth Bacon AM (Chairman): When is that going to court?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I believe it is November 2018.

Gareth Bacon AM (Chairman): Just under a year from now. What will happen if you lose?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Then we would be exposed to additional costs and no additional revenue, significant over the term of the contract, but our legal advice is strong in this respect. Given the cumulative value or potential loss to E20 over the term of the contract, it is sensible that we --

Gareth Bacon AM (Chairman): The potential loss? What would you be losing?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): If we had to support additional capacity at the Stadium, we would incur additional costs that we do not believe would be covered by the --

Gareth Bacon AM (Chairman): How much would that be? They want an extra 3,000 seats and, ultimately, in this two-stage process, maybe another 9,000.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): They do want an extra 9,000 seats.

Gareth Bacon AM (Chairman): Yes, as I said, a two-stage process: 3,000 this year, which is what you have said, up to 60,000, and then potentially up to 66,000. Let us assume that they got - I do not know - 3,000 to start with. What would be the initial cost to the LLDC of West Ham having those 3,000 extra seats?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I do not know offhand.

Gareth Bacon AM (Chairman): We will write to you afterwards and ask for that, if that is possible --

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes.

Gareth Bacon AM (Chairman): -- because it is very important that we get underneath this. We need to understand exactly what the problem is here.

David Bellamy (Mayor's Chief of Staff): Can I also, Chairman, just make a follow-up point on something you said a minute ago about how the finances of Premier League clubs today are such that they receive a large amount of money from TV and the seating is correspondingly less valuable? They are still valuable. That is why a great many clubs - you see it at Arsenal recently, Tottenham Hotspur currently and Chelsea soon, as well as West Ham - are rebuilding their stadiums. They are doing that because they see significant financial value in doing so.

Gareth Bacon AM (Chairman): Partly.

David Bellamy (Mayor's Chief of Staff): What we have to recognise is that this is a 97-year deal. The media and technology landscape is changing very dramatically around us. One cannot assume that in 20, 30 or 40 years' time, what we now call 'TV rights' will be far more important to clubs than seating rights. We just do not know that.

Keith Prince AM: When we are talk about rights, it also comes down to bragging rights. As you know, Tottenham Hotspur are going to be increasing their ground and Chelsea are as well. They will be 60,000-seat stadia. If West Ham achieves a 66,000-seat stadium, they will have the second largest ground in the country.

Gareth Bacon AM (Chairman): We are going to move on and we are going to start talking about - forgive me - naming rights, another thorny subject.

Unmesh Desai AM: I raised this issue back in January and October and so I will complete my hat trick by raising the same topic again today. I will try to be as brief as possible. I am conscious of the time.

To you, firstly, Ms Murphy, a perhaps somewhat predictable question: how is £4 million of naming rights income realistic when a club the size of Arsenal generates less? In the figures that I have - because I started with my second question - Arsenal generated £3.3 million of naming rights but this also includes sponsorship. In light of that, do you think a joint Stadium and shared sponsorship deal is possible or desirable?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): In terms of whether £4 million is a reasonable sum, we have had significant advice that £4 million is a reasonable sum. Indeed, the concession agreement with West Ham reflects the £4 million level in that, above that, West Ham share the naming rights revenue. We have had advice from ESP, which is part of the WPP group, in fact was recommended by West Ham. It was the last agency that we worked with in terms of naming rights and believed that was a reasonable estimate. We have had discussions with two parties over the last year at there or thereabouts this sum. Therefore, £4 million is not unreasonable.

In terms of relevance to the Emirates, the London Stadium is - I am trying to find a different word to 'unique' - a very different proposition. It has multiple uses. It can host, for example, as we saw, the World Athletics last year, which is a blue-ribbon event. In the bundle, what you get for the Stadium is also a different proposition to a standard football club naming proposition.

In terms of whether those rights should be jointly offered with shirt rights, as I said, we have been in conversations with two different parties over the last year and, actually, the focus of neither of these parties was particularly on the club relationship but more on the wider relationship. While, yes, you could look at packaging a naming rights deal with a shirt deal, you would have to be very happy that you were getting sufficient value for the naming rights element that would accrue to the public sector as against the shirt deal. We are looking now at how best to go back to the market on naming rights.

Unmesh Desai AM: I am coming to that, but these two deals have been speculated about in the press but have not happened. Therefore, is it reasonable to still include £4 million of naming rights income in your business plans?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): The business plans as presented in our budget submission to the GLA do not include any naming rights income for 2018/19. We have submitted our budgets on a very prudent basis and we have included our business plan estimates, plus risk, and the risk is that we will not get a naming rights deal next year. Indeed, we do not currently intend going back to the market until later next year when we have developed and thought about all of these things such as shirt deals. How to package the rights is under consideration.

Unmesh Desai AM: It still seems hazy. We were told that you are not actively marketing the naming rights. Is that still the case?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes. I do not believe we will be actively marketing --

Unmesh Desai AM: Why not?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): As part of a developing commercial strategy, we want to work through the options for how best to present to the market.

Unmesh Desai AM: What I do not understand -- and I asked this question in January and in October and I did not get a satisfactory answer. We were told in January and in October by David Goldstone [CBE, former Chief Executive, LLDC], "I am very confident in securing naming rights", and the same language in October, "Still very confident". What is the problem?

You have this iconic Stadium. Your words, I forget, but I think you described it as a unique Stadium, different to the Emirates. You get far smaller stadia. Dagenham & Redbridge's [Football Club] stadium - I do not know if it is still the case - is sponsored by a construction company. I know it is a much smaller stadium, but you have smaller stadia all over the country that tie up various deals, naming rights deals and so on.

What is the problem with such an iconic institution? Why can you not attract an international sponsor? The Mayor was in India recently, of course, and I followed his trip on Facebook, David. It seemed a fairly successful trip, although we are without outputs in concrete terms. I do not know if he actually went there because [Tech] Mahindra was one of the two companies that was mentioned in the press, a very big Indian company.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes.

Unmesh Desai AM: I simply do not get why you cannot attract a sponsor.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): The Moore Stephens report helpfully points out the challenge to securing naming rights. It is a narrow market and we have been reasonably close on two

occasions now to securing a naming rights deal. As I said, we are looking at our options for re-presenting to the market but, while we are working on those, we will not actively be marketing our naming rights.

Unmesh Desai AM: Do you still share the optimism - and I will finish on this note, Chairman - of Mr Goldstone [CBE, former Chief Executive, LLDC] in January and in October about being "very confident" that you will get someone soon?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I am not quite sure of the timing.

Unmesh Desai AM: January: "I am very confident... I do not think there is a fundamental problem... "

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): In January we were actively in discussion with Vodafone, and then in October David would have been reflecting that we were still very confident about securing --

Unmesh Desai AM: He said he was very confident and positive that with the right partner at the right time -- when will that right time ever come, if it comes at all?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): As I said, we are reviewing our options for representing the naming rights for the Stadium to the market, but we will not do that until next year. We are considering it as part of our commercial strategy that is in development for the Stadium business. I am very confident -- shades of David -- that at a point in time we will --

Unmesh Desai AM: "Very confident"; I am sure that has been minuted!

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes, I know. I can see. I am very confident that at a point in time we will get a naming rights sponsor.

Unmesh Desai AM: OK. I wish you luck, but it is something that I cannot figure out.

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): We have been close twice, and I am sure and confident that we will find the right partner, as indeed David would have been --

Gareth Bacon AM (Chairman): "At a point in time" sounds OK, but given the scale of the losses and given that this is one of the premium ways that you can make some of that money back, and it is taxpayers' money that is underwriting those losses, a sense of urgency would probably be good.

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Perhaps I am not conveying the sense of urgency. I do feel that with what we currently experience in relation to the Stadium losses there is a huge sense of urgency. I do feel that it would be right for us to consider in the round as part of our commercial strategy how best to go back to the market.

Len Duvall AM (Deputy Chair): In going back to the market why are you ruling out going back to the market place with a shirt sponsor?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I am definitely not ruling it out.

Len Duvall AM (Deputy Chair): That might well be one of the options when you come to that decision; that you will say, "Actually, can we try to do a deal with West Ham because that is the best way forward"?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes, absolutely. I am absolutely not ruling that out; absolutely not.

Len Duvall AM (Deputy Chair): Sorry, I was not clear in terms of that. It is an option?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): It is an option.

David Bellamy (Mayor's Chief of Staff): The point Gerry was trying to make is that with the two companies we got very close with it was not the fact that there was a Premier League football team there that was the key driver for them; it was the wider usage and story around the Stadium. From that experience, it is not obvious that the way definitely to go is tying in with the West Ham shirt sponsorship, but it absolutely is an option that we will look at.

Gareth Bacon AM (Chairman): With respect, that is one potential commercial partner. As Assembly Member Desai pointed out, virtually every naming rights deal of any big stadium around the country has been allied with a shirt sponsor. It seems strange not to be looking at that or not to be pressing that forward. Have you actually spoken to West Ham about that? Are you in discussions now?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): We are currently developing our commercial strategy, and West Ham will be interviewed as part of that process. West Ham will be engaged with us as part of that process.

Gareth Bacon AM (Chairman): Surely you should be in partnership with West Ham over this, should you not?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): We will engage with West Ham as part of that process.

Gareth Bacon AM (Chairman): Engaging and being in partnership are different. We have flogged this horse; let us move on.

Match days. Sorry, this is becoming the Gerry show. I am sorry. The E20 Board minutes that we have recently had sight of indicate that match-day costs are around about £220,000 per match, netted off against the catering revenue of approximately £30,000, which means the E20 is losing £190,000 per match. Why is that?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): In terms of the level of stewarding - I referred to this previously - when we started operations at the Stadium for the first season there was some bedding in and there were some security issues. The cost of stewarding essentially drives much of that cost. Over that first winter of 2016 we started off operations with a higher level of stewarding than anticipated, and actually because of the threat level and the security level because of a number of terrorist incidents that higher level of stewarding has been largely maintained. In addition, we had to make additional efforts with heavy vehicle mitigation. We have delivered a safe and secure operation for West Ham's first season, and we are now looking at the efficiency of the stewarding costs. Therefore, we are looking at how we can safely reduce the stewarding costs on West Ham match days.

Gareth Bacon AM (Chairman): Do you expect that cost to come down then?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I do, but I do not believe it will ever break even. I do not believe the West Ham match-day costs will break even currently. I believe that the match day costs will continue at some level to exceed the revenue that we get.

Gareth Bacon AM (Chairman): The Moore Stephens review indicated that the fixed rate of £2.5 million a year that is paid to E20 was reasonable, and they referenced Manchester City as an example of something similar. If we look at that and extrapolate that out, plus the losses that are being incurred every time, we see the E20 will lose £2.25 million every year from hosting football matches. Is that sustainable?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Clearly it is not sustainable, but that is the deal that we did with West Ham. Perhaps I did not understand the question.

David Bellamy (Mayor's Chief of Staff): Chair, the financial performance we see, clearly there are factors around any first season and there are going to be learnings. Where safety is concerned you are going to be cautious about that. People's safety comes first. There were some disturbances during West Ham's first few matches there, just as there were indeed at Upton Park towards the end of their time there. It is important to address that, as well as respond to the counterterrorist situation. We will learn and we will be able to get more efficient there.

It is worth saying that we are in a good place. I understand that arrests at the Stadium are lower than at comparable Premier League teams; therefore, that is a positive sign for the Stadium. We need to learn and we need to get better, but the fundamental reality here is a deal was done by the then Mayor, who was also then Chair of LLDC, in March 2013. West Ham, while the Premier League club, pay £2.5 million a season, and that has proven a figure that we cannot operate the Stadium on match days within.

Gareth Bacon AM (Chairman): Yes. I would like to get away from blaming, really, if I can. The Stadium has been operating in its entirety under the present Mayor, and I do not think it behoves us very well--

David Bellamy (Mayor's Chief of Staff): Under the contractual arrangements that were put in place before the present Mayor was elected.

Gareth Bacon AM (Chairman): Indeed, but a lot of the personnel involved in making those contractual arrangements are still in post; therefore, perhaps we should stop wasting time with that. Do you not think that makes the issue of naming rights rather more pressing?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I completely agree that the issue of naming rights is pressing. We have a programme to address the Stadium financial situation. We have introduced a corporate restructuring officer. He is developing a commercial strategy. My belief is that we should go out to the markets when we have developed that commercial strategy.

I do not think we are over-deliberating, but we have found ourselves in a situation where the Stadium is making higher losses than could ever have been anticipated, and we need to look at what events are appropriate for the Stadium. We need to look at the commercial environment, and we need to understand how we can maximise utilisation of the asset, be that in finding ways to move the seats more efficiently or be that in looking at ground technology to understand how we can maximise the summer event period and also maximise the income that we can get in addition to that from our existing concessionaires. That is all being worked through, and that will be part of a proposition that we take to the market for naming rights. It would be reckless to do anything other than that.

Gareth Bacon AM (Chairman): I am interested in probing your relationship with West Ham United again. In her written submission to Moore Stephens, [Baroness] Karren Brady [CBE] said:

“We have expertise at West Ham of effectively and profitably running football clubs and stadium for 25 years. The Boleyn Ground as a facility could not offer anything comparable to that which the Olympic Stadium can offer, and yet it seems to us that we were able to make more of that facility in terms of appeal and revenue generation.”

Are you talking to West Ham about things that could be done to make it more profitable?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes, we will be talking to West Ham about all those things.

Gareth Bacon AM (Chairman): Again, that is “will be”. Why are you not doing that already?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): We talk to West Ham all of the time. They are our anchor concessionaire. We are developing a commercial strategy and West Ham will be part of that development.

Gareth Bacon AM (Chairman): The thing is it does not feel like a partnership arrangement, from what I am hearing today. Partners do not sue each other, or at least partners who are working together do not sue each other. That seems to be happening on a range of problems.

David Bellamy (Mayor’s Chief of Staff): Chairman, can I try to step back and paint the picture on this one? The Stadium has been in operation now for, let us say, 15 months. Clearly that has been a very financially challenging time, and it has nevertheless been very operationally successful. With all the problems we talk about, it is important to remember that the athletics this summer went fantastically. The position now is the finances, having gone through a full year, are crystal clear and the problems are understood. Clearly the agreement with West Ham is open to different interpretation. That is a fair comment to make. West Ham are keen to pursue it from their perspective, and we are considering the taxpayers’ interests in our stance based on our legal advice.

What we are actually trying to do now that the Mayor has taken control of the Stadium is to try to say, "Look, we have had all these problems. We do not want to be in a situation where we are in legal action. We are comfortable that if we have to we will defend the taxpayers' interests, because that is what we are here to do and we will not shy away from doing that, but we do not wish to be in legal action. What we want is to be in a partnership situation where all partners and stakeholders involved in the Stadium share in the agreed understanding and the agreed vision for how the Stadium is going to work and how it is going to be a success".

That is the process that is underway now in terms of talking to the stakeholders and trying to get that agreed vision of how everybody sees the Stadium working. That then gives us the basis to say, "How do we get from where we are today to where we all want to be in partnership?" It is quite clear the contracts that are in place are in place. They are reality and no one party can unilaterally amend those. What we have to do is we have to say, "Are there ways that changes can come along that will be mutually beneficial and that will help us move towards where we want the Stadium to be?" That is the process we are going to go to.

We very much want to have a partnership with all our tenants to ensure mutual success. We welcome West Ham's public commitment to that, and that is why, as Gerry sets out, all sorts of discussions have gone on in the past. Now the facts are clear and on the table, we are working together to address the situation and working out what we need to do for the best interests of the Stadium, which is, and I am sure will continue to be, a great asset for London.

Gareth Bacon AM (Chairman): Speed would be good.

Keith Prince AM: I have two questions. One I am confused on, but if I can just go back to the naming rights, can I ask: have you ever spoken with or had any discussions with any other clubs that have had successful naming-right negotiations, such as Arsenal, Manchester City and so on? Have you asked them if they could help, or taken any advice from somebody who has actually made it happen?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I do not personally know of any, but we have used an agency. We have used two agencies, in fact, to secure naming rights.

Keith Prince AM: Do they have a record of securing large naming-right contracts?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): The last agency that we used was in fact recommended by West Ham to us. I cannot remember off hand, but --

Keith Prince AM: That was not quite the question I asked though, was it?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I cannot answer that currently, but we will have done due diligence on the agency.

Keith Prince AM: I am sure you would have done, yes. Perhaps you could let us know whether either company has any experience of landing a large contract.

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes.

David Bellamy (Mayor's Chief of Staff): I would say, on top of that, Assembly Member, if you take Manchester City as an example, for the reasons that Moore Stephens set out on page 149 we should regard Manchester City as being in a wholly exceptional situation and not a useful comparator for this discussion.

Keith Prince AM: I used Arsenal as well.

David Bellamy (Mayor's Chief of Staff): Arsenal is a fair comment.

Keith Prince AM: All right. That answers that, and that is fine, thank you. Where I am now confused is, David, you just said, and I wrote it down, "Now that the Mayor has taken control of the Stadium". I would have thought that with a 65% share in any business he already had control of the Stadium, and has had control of the Stadium since he was elected in May last year. Why does he all of a sudden think he has now taken control of the Stadium when in fact he has had control of the Stadium ever since he was elected to Mayor?

David Bellamy (Mayor's Chief of Staff): Whereas the partnership shares of E20 were 65% and 35%, the membership agreement provides a great number of matters on which unanimity is required between the members.

Keith Prince AM: OK. I get that.

Jennette Arnold OBE AM: Chairman, before I go on to stadium operator questions, can I just go back to David? David, you gave us a great bit of narrative there following on from Gerry's answer to questions on the Mayor. As a scrutineer, I have to be clear who is in charge and the flow of responsibility, and I am really confused here. Does Gerry brief you as Chief of Staff or do you brief Gerry? It seems to me that what you did there was you gave some sort of executive overview of what we had heard from the Acting Chief Executive. What do you think?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): My deficiency in explanation.

Jennette Arnold OBE AM: It is important for us to understand where the buck stops here and who is making decisions on what.

David Bellamy (Mayor's Chief of Staff): The decision-making structure is a matter for the LLDC Board because they govern the LLDC.

Jennette Arnold OBE AM: You do not sit on the LLDC Board?

David Bellamy (Mayor's Chief of Staff): I do not sit on the LLDC Board. What that obviously requires, as I touched on, is the LLDC to operate under mayoral decisions, and there is a mayoral decision set under the previous Mayor that sets out certain matters that have to be referred up to where consents have to be given. That was done in some of the recent decisions, and the mayoral decisions reflect that. The mayoral decisions reflect where formal approval is required from the Mayor on matters. This is a very financially significant matter, as we all know. It is in that context, it is very important for the GLA, and with my role overseeing GLA Group financial resources. That is why I have been working closely with Gerry and with colleagues to look at options and ensure that we are going in the direction that the Mayor would want to see.

Jennette Arnold OBE AM: OK, I will stop you there because I am going to come back to transparency if I get a chance later on.

Merryck, in your report on page 110 -- do you have it in front of you? I do not expect you to have it off by rote -- you say in there that LS185, the Stadium operator, has "yet to prove itself as a commercially astute organisation capable of identifying and exploiting income-generating opportunities". Did you get that from a broad statement?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Yes, that sounds to me like a lift from a broad statement. Can you tell me where on the page that is, just so I can find it?

Jennette Arnold OBE AM: Where on the page is it? It is about halfway down, is it not?

David Bellamy (Mayor's Chief of Staff): It cannot be page 110. That is much earlier in the timeframe. It must have been a more recent page than that.

Gareth Bacon AM (Chairman): It is an E20 Board minute. It is not in the report.

Jennette Arnold OBE AM: From the E20 Board minutes, sorry about that. No, the E20 Board papers made this damning report. That would have been after your review. Not a question for you, Merryck, sorry.

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): No problem.

Jennette Arnold OBE AM: It is difficult to understand who to put that question to, really. Gerry, I was going to give you a rest, but it is back to you. The E20 Board, in their minute, are damning about LS185: saying it is yet to prove itself as a commercially-astute organisation capable of identifying and exploiting income-generating opportunities. In fact, despite promising substantial income in its bid document -- for instance, it said in its original bid in 2014 that by 2017 to 2018 it would be delivering £5 million net revenue -- in fact, as we understand it, E20 are making net payments to LS185 at just under £500,000. Why is the LLDC persisting with a Stadium operator that is clearly unable to meet its commitment?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): It is fair to say that LS185 have not delivered the net commercial revenues that they set out in their bid. I would say that the E20 Board is disappointed with the commercial performance, but LS185 have delivered operational performance for the Stadium. We have seen one West Ham season, we have seen a phenomenal --

Jennette Arnold OBE AM: That is not what I am talking about. They promised income; I just want to stay with the income.

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Sorry, you said that the E20 Board was damning about LS185, and I do want to differentiate between their performance as an operator, for example, the safe and excellent performance of their operation, versus their financial performance, which is disappointing.

Jennette Arnold OBE AM: Yes, and I only want to deal with the financial aspect, and it is damning, is it not?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): The financial performance has not delivered.

Jennette Arnold OBE AM: How are you going to deal with that? Are you going to say, "Well, they do not have to meet that because they are good in other aspects?"

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): No. No, sorry.

Jennette Arnold OBE AM: Well, that is your modus of--

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): That was not what I intended.

Jennette Arnold OBE AM: That is the way you work, is it not? You find something to balance the negative against. I am saying that a Stadium operator promised to create substantial income in a big document. You are still wedded to that Stadium operator, and I want to know why should Londoners be paying for an organisation that is not fulfilling a promise that it made.

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): LS185 is not delivering on its commercial revenues, and we are working hard with them to see an improvement in that. They are a commercial operator and we are holding them to their contract. I just want to explain that they are paid a fixed fee for managing the Stadium for the day-to-day operation, and then they return a net commercial revenue, which is the net revenue over and above operation costs. When we are paying them, we are paying them to operate the Stadium. Their profit from that is a percentage of net commercial revenues. Just by way of clarification, we are not content with the commercial performance of LS185 and we are working very closely with them to hold them to their contract to improve that performance.

Jennette Arnold OBE AM: Can I understand what sort of timeline you are working to for that improvement?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): In terms of targeting an improvement we are working with them day to day, and they have had a number of changes in senior staff to --

Jennette Arnold OBE AM: Are you expecting them to produce any revenue by the end of 2019?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes, we are expecting them to produce revenue by the end of 2019.

Jennette Arnold OBE AM: When we look at your quarter 2 or quarter 3 reports next year, we will be seeing some income from this company. Is that what you are saying?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): You will see income from the company.

Jennette Arnold OBE AM: As promised?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): In terms of the net revenue, I would have to refer to our expectations, but of course we are pressing them to improve upon their current performance, because it is not satisfactory.

Len Duvall AM (Deputy Chair): E20: Newham caps its original loan at £40 million. My question to you, David, is did they jump ship? Did you ask them to stay? What was their exposure? What was the motivation? Why did they need to go? You alluded in an earlier answer about how the decision-making on E20 is based. Maybe that is your starting point.

David Bellamy (Mayor's Chief of Staff): Yes, certainly, Assembly Member. I think what your question really drives at are two separate issues, which if I may I will go through in turn. First is the need for one owner of E20, and then the second is who should that be. In terms of the need for one owner, first there is absolute agreement between the Mayor of London and the Mayor of Newham that this is what is required. Taking this path removes layers of complexity from the Stadium governance structure. It also allows us to address the Members' agreement, which did not reflect certainly the practical funding ratios between the parties for the Stadium. It ensures that we have one single voice to speak for the Stadium and removes the need to put in a lot of time and energy on coordinating to make sure that we are all speaking with one voice, and enables us to spend our energies on addressing the financial situation. Because of those factors the Chief Restructuring Officer that we appointed jointly with Newham recommended that this step be taken, and both Mayors agreed absolutely that that was the right thing to do.

We then come to the question about who should take on ownership. That is something that I know the Mayor of London considered carefully, and I have no doubt the Mayor of Newham did as well. Ultimately the bottom line on the agreements put into place is that the LLDC has responsibilities towards West Ham and also LS185 if E20 were to fail as a business, and it just makes logical sense to align the asset ownership with this. If you were to try to do it the other way it is actually very difficult to put a financial value on this responsibility in order to affect a transfer between the LLDC/GLA and Newham. Therefore, that actually would be a very difficult thing to do. Financially it would be very difficult for Newham to take that responsibility.

Both parties are absolutely clear that we want the community benefits from the Stadium to be delivered. I know the LLDC Board is very strong on this as well. Really the agreement reached reflects that the LLDC and the Mayor have put in far more of the funding to the Stadium, and that the Mayor of London has a particular interest in the Stadium because it is an asset for all Londoners, including Newham residents, in terms of the events that we are able to put on and how we are able to project London on the world stage, as we saw this summer.

It is fair to say - and I do not want to speak for Newham - that its investment was very much predicated on delivering community benefits and that has always been what matters rather than ownership *per se*. Ultimately, it was a consensual discussion between the two Mayors and an agreement that this was the best way to proceed.

Len Duvall AM (Deputy Chair): When you say we are speaking with one voice, we were speaking with one voice when the LLDC was picking up all the over cost, and so, it is quite clear in that arrangement of E20.

Coming back, in terms of the future of E20, in terms of vision of one single ownership, do we need a delivery vehicle for the E20? What is the plan or is it just going to be that we still use E20 because that is the way it is? We have people on E20. When the Mayor says he is taking charge, he is taking charge through the LLDC, but is the Mayor going to take charge and put his people on the Board rather than the LLDC? What are we talking

about? What does the structure look like of this ownership and what is the thinking of the use of this delivery vehicle for the future of the Stadium?

David Bellamy (Mayor's Chief of Staff): I will start with that. Gerry, if you need to chip in any more detail, please do. E20 is now fully a subsidiary of the LLDC. That is the result of Newham's withdrawal.

Len Duvall AM (Deputy Chair): Can I just point out? It did feel like that before. Even though Newham was sitting at the table, they were like a junior partner. They may have had different voices, and a colleague said it earlier, but I have to come back and say it felt like we were the majority of the owners of the Stadium. Is that not fair to say?

David Bellamy (Mayor's Chief of Staff): The contracts are set out as the contracts are set out. Sometimes what may give you that impression is that, a lot of times, E20 unanimously would ask LLDC officers to do work on its behalf and indeed, yes, E20, which has a very small number of staff, is not a big organisation because that is what the Stadium operator is there to do, to operate the Stadium. The small number of E20 staff are based physically in the LLDC offices and those are based in the borough of Newham. That is sometimes where it comes from.

If you are reading through the history, there have been times in the past where Newham officers have led on certain matters but, a lot of the time, we would have an agreement by the E20 Board that particular actions would be taken forward by LLDC staff. That is where that perception comes from.

In terms of E20 as an organisation, legally it is a partnership. We are in a place where it is constituted appropriately at the moment but, ultimately, it is controlled by the LLDC, just one organisation, therefore, we are going to need to review whether it is appropriate to continue with that corporate structure or not. What matters to the Mayor is not the corporate structure *per se* but the success of the Stadium and all those who use it. That is where the focus is.

In terms of your other questions about the Board and about governance, as you know, a new Chair of LLDC was appointed last June [2017]. He asked the Mayor for five or six months to get his feet under the desk, as it were, and get familiar with the current Board and what was required from the Board. Having got through that, we are now in a process of looking to appoint new Board Members. The terms of existing LLDC Board Members expire at the end of March [2018]. Clearly, in the natural course of things, some Board Members will remain, others will move on either because they wish to do so or because it is just good practice to refresh the Board and bring on perhaps different skills. That is the process that the LLDC Chair is starting to lead at the moment. The governance of E20, essentially, as it is now a full subsidiary of LLDC, will get subsumed into the governance of LLDC and its boards and committees.

Len Duvall AM (Deputy Chair): Thank you.

Gareth Bacon AM (Chairman): Moving on, Mr Clarke, welcome back to the meeting. I hope to welcome you all back at some point. Gerry [Murphy] can take a rest. I want to talk to you a bit about capital because the LLDC is going to be putting in a substantial amount of capital funding in E20 over the next few years; £21.1 million in the forthcoming financial year followed by £28.9 million in 2021/22. The transformation costs of the Stadium are over, they are finished. It has been paid. What is this extra capital money going in for?

Martin Clarke (Executive Director of Resources, Greater London Authority): That extra capital money is going in on, worst case projections, the future deficits E20 will make if we do not do any of the things we have been talking about this afternoon. The projection of working capital is capital spending. At the moment,

we have got an LLDC draft capital spending plan that is not painting a rosy picture of E20. That is sort of the numbers, a slightly worse case. In the GLA, we do not look at this Stadium in isolation. We are looking at the whole of the LLDC's capital requirements over the period. At our last meeting --

Gareth Bacon AM (Chairman): Can I just ask you to pause there just to correct my understanding? This is money going from the LLDC into E20 and E20 run the Stadium. The LLDC look after the entirety of the Olympic Park, which I understand. This is money going from the LLDC to E20, is it not?

Martin Clarke (Executive Director of Resources, Greater London Authority): Yes.

Gareth Bacon AM (Chairman): What you have just said then about the Park in totality does not really apply to the capital money I am talking about, does it?

Martin Clarke (Executive Director of Resources, Greater London Authority): There is not a separate source for that capital funding. The source for that capital funding is like the source for the whole of the LLDC which --

Gareth Bacon AM (Chairman): Yes, but it is paying the money from the LLDC to E20 and the responsibility of E20 is the Stadium, yes?

Martin Clarke (Executive Director of Resources, Greater London Authority): Yes.

Gareth Bacon AM (Chairman): What is E20 going to be using £20-plus million of capital money per year, escalating up to £28.9 million in 2021/22, given that the transformation costs are done?

Martin Clarke (Executive Director of Resources, Greater London Authority): No. It is capital in LLDC books. It is to fund the forecast deficits on E20.

Gareth Bacon AM (Chairman): All right. It is to cover the revenue losses of E20 at the moment?

Martin Clarke (Executive Director of Resources, Greater London Authority): The revenue losses. As I say, those revenue losses are before some of the measures which we have been talking about today which, if they do come forward, shall we say, as we expect and are as successful as we hope, will reduce that requirement.

Gareth Bacon AM (Chairman): All right. It is worst-case scenario, then?

Martin Clarke (Executive Director of Resources, Greater London Authority): Yes.

Gareth Bacon AM (Chairman): It is basically the LLDC plugging the gaps in the operating losses of E20?

Martin Clarke (Executive Director of Resources, Greater London Authority): As the owner of E20, it has to plug the gap or E20 ceases to be.

Gareth Bacon AM (Chairman): Capital money is usually borrowed, is it not? There is a revenue cost to the GLA for doing this, presumably?

Martin Clarke (Executive Director of Resources, Greater London Authority): Yes. At present, the cost to the GLA is the interest foregone because, otherwise, we would be pulling that money out of the money

market. The GLA has cash and, day to day, that is invested in some means. Therefore, if it is not being invested, it is being given to the LLDC and we have lost that interest-earning capacity.

Gareth Bacon AM (Chairman): I understand. Is this a loan or this is a gift?

Martin Clarke (Executive Director of Resources, Greater London Authority): This is what we covered at the last meeting. At present, the GLA has provided the LLDC with a drawdown facility which we charge at the prevailing long-term PWLB rates when they draw it down. What we spoke of at the last meeting of the Sub-Committee was - and it was the question of Jennette [Arnold OBE AM] - how much further can you go? What you used was if you maxed out the credit card. I did explain we were doing work to establish a cap on how much the GLA can prudently lend to the LLDC and we were reflecting that in the budget consultation paper that will be coming out next week.

Gareth Bacon AM (Chairman): Is this lending to the LLDC, then?

Martin Clarke (Executive Director of Resources, Greater London Authority): Yes. At the moment, all of the LLDC's capital spending is financing a loan from the GLA to the LLDC which they then repay when they generate the capital receipts from the developments they are doing on the Park. But, what will happen in future, the GLA will not be able to lend the maximum that the LLDC would maybe want to spend over the next 20, 30 years on its current plans and, therefore, if those activities get to go ahead, the GLA will have to give some direct form of funding.

Gareth Bacon AM (Chairman): OK.

Martin Clarke (Executive Director of Resources, Greater London Authority): This time last year, the forecast level of capital receipts over the next 20 or more years from the LLDC was in excess of the level of the loans but, since then, we have had the deficit on the Stadium, which, as I have explained, gets funded from a capital source, plus we reviewed all the forecasts for house price inflation and tendering house inflation, and, therefore, the cushion that gap gave is diminished, therefore, it would not be prudent to fully loan fund all LLDC's capital expenditure on the expectation that future capital receipts will be sufficient to repay it.

Gareth Bacon AM (Chairman): OK. Is that a long way of saying we are not going to get our money back?

Martin Clarke (Executive Director of Resources, Greater London Authority): No, the opposite.

Gareth Bacon AM (Chairman): At the moment.

Martin Clarke (Executive Director of Resources, Greater London Authority): The opposite because we are going to cap how much we will provide in a loan, but it will mean direct expenditure from the GLA.

Gareth Bacon AM (Chairman): Yes.

David Bellamy (Mayor's Chief of Staff): The two individuals on either side of me have a statutory responsibility to ensure that we can get our money back and that is why, and you will see this in the Mayor's draft consultation budget, when that is issued, we are taking the action to ensure that that remains the case.

Martin Clarke (Executive Director of Resources, Greater London Authority): Clearly, I do not want to lend more money than the forecast of future receipts will be. You have to allow some margin of risk because you are talking about events that will happen over a number of years.

Gareth Bacon AM (Chairman): Given that you are going to cap the amount of money that might go to E20 --

Martin Clarke (Executive Director of Resources, Greater London Authority): Cap the amount of money that will go to the LLDC.

Gareth Bacon AM (Chairman): At the moment, it is technically insolvent. Without propping up, it is not a viable concern. Do you draw a line at any point or are they able to keep asking for money?

Martin Clarke (Executive Director of Resources, Greater London Authority): It comes back to the responsibility and the accountability, the decisions and priorities; where a finance of the money from the GLA would go is an LLDC decision.

Gareth Bacon AM (Chairman): Yes, but the LLDC is a mayoral body, is it not, funded by the GLA?

Martin Clarke (Executive Director of Resources, Greater London Authority): Yes, but I suppose what I am saying, it will not be my actions that would move E20 to insolvency. Obviously, it has to be a collective decision, if that was a priority, not to fund E20.

Gareth Bacon AM (Chairman): Yes. I am just wondering how far it goes because the trouble we have had with the whole legacy project is that assurances that we have received as Assembly Members in this Sub-Committee in particular, about costs, whether it be for retrofitting the Stadium or anything else, always seem to be underestimates. The concern that we have is that E20 continues to lose money at an escalating rate and continually gets bailed out by the taxpayer. At what point do you draw a line and say, "Enough is enough"?

Martin Clarke (Executive Director of Resources, Greater London Authority): I do not disagree with that analysis. If the Mayor and the LLDC want to deliver these priorities, it is quite clear that to deliver everything, all the aspirations, it cannot be funded from resources that the LLDC can generate themselves. Like other bodies we fund, like museums etc, if you want to maintain it, there will be a direct cost.

David Bellamy (Mayor's Chief of Staff): What you will see in the consultation budget is two things. Firstly, as Gerry has said, we are taking a very prudent view in terms of the Stadium and assuming that it is going to lose more money than we expect it to because we are urgently cracking on with a range of measures to try to address its financial performance. Regardless of that, we have been prudently putting in worse case numbers into the budget, and in the consultation budget the Mayor will set out the approach we are taking to ensure that the LLDC is funded to the extent necessary to delivery his policy priorities.

Gareth Bacon AM (Chairman): That is interesting. We will probably explore that point.

David Bellamy (Mayor's Chief of Staff): We will be back on that in January.

Keith Prince AM: Basically, what we are saying here is that we are running out of headroom, i.e. the asset base of the LLDC which supports the borrowing is reaching its maximum.

Martin Clarke (Executive Director of Resources, Greater London Authority): Correct.

Keith Prince AM: Thank you. The problem we have is, and this is no criticism because I support the Mayor's right to have policies and policies of his choosing, but we have a real conflict here on the Park, do we not?

The value of the asset base, a lot of that is dependent on the Mayor's policy in relation to affordable homes. If the Mayor was prepared to allow development on the Park with the lower affordable home element, then that would increase the asset value. Of course, the higher the affordable element that the Mayor insists upon, which I support his right to have, devalues the asset base. Would you agree with that?

Martin Clarke (Executive Director of Resources, Greater London Authority): Yes, I would agree. That is why it is a decision for the Mayor and the GLA to take is what other funding is required. At the moment, affordable housing across the capital is delivered by public subsidy, by affordable housing grants. In a way, this is just analogous of that.

Keith Prince AM: There is an option for the Mayor, is there not? That would be to use other funding that is used to increase the affordable element of developments to cross-fund the developments in the Park. Although it would be a subsidy, that would enable him to have, what he believes, a reasonable level of affordable [housing] without damaging the asset value that we have in the Park.

The other point, of course, is that it does mean, at the moment, based on the figures that we have, is that that headroom, or that moment of reality when we no longer have the base on which to support the borrowing, and you quite rightly said, David, although you are sitting there, the guys either side of you have a legal responsibility on this; we will soon get to the point where we cannot lend the LLDC any more money and we have to gift the money as a mayoral choice.

Martin Clarke (Executive Director of Resources, Greater London Authority): Yes, and there are many ways it can be done. It can be done by allocating housing grants to housing developments on the Park, and that is something that will be looked at. It could be providing the LLDC further annual revenue subsidies, therefore, they can build up a prudent provision to repay debt or there could be direct GLA funding of some of those activities. That is what we have been looking at over the past few months. Our proposals, how we are going to manage that there is insufficient future capital receipts to fund the capital spending will be set out in the budget papers which we will be going through over the [next] two months.

David Bellamy (Mayor's Chief of Staff): One point I would say to add to that is that yes, what the Mayor is proposing is different plans for the use of that land which has financial implications. It is fair to say that for all the work we have done, post-Brexit, looking at house price inflation, looking at tender price inflation, we do not, in any case, feel that the assumptions that the previous plan and the previous mayoralty were based on necessarily stand true anymore. Regardless of policy, there are going to be some changes.

Just as a point of theory, the income, when we are going for development on the site, is very much impacted by people's ability to pay. A model which has more expensive housing is very much at the risk of the state of the housing market and whether people are able to do that.

Keith Prince AM: Thank you.

Gareth Bacon AM (Chairman): OK. This is for you, Mr Bellamy. The Mayoral press release that accompanied the Moore Stephens report, the fourth bullet point down states,

"The Mayor agrees deals with all councils taken from the Stadium in order to renegotiate deals and minimise ongoing losses."

Which deals is the Mayor planning on renegotiating?

David Bellamy (Mayor's Chief of Staff): What we are looking to do is work with all partners to set out, get an agreed vision for the future of the Stadium and then start working together to deliver that and get the financial benefits for that. It is clear that no partner is going to renegotiate a deal to their own detriment. Why would they do that? None of the organisations we deal with here are charities. Clearly, commercial entities will put their interests first as one would expect. What it is about doing is about working together, finding out how the Stadium can be better for those who use it and finding ways in which changes can be made to deliver that, that bring benefit that can be shared between the taxpayer and those using the Stadium.

Gareth Bacon AM (Chairman): How likely is it, do you think, that partners will be willing to renegotiate deals?

David Bellamy (Mayor's Chief of Staff): Partners will be willing to negotiate where it delivers benefit for them compared to not negotiating.

Gareth Bacon AM (Chairman): Thank you. Obviously. Have you spoken to any of them?

David Bellamy (Mayor's Chief of Staff): Our Chief Restructuring Officer speaks to them very regularly. That is his job. I know I had a brief conversation with [Baroness] Karren Brady [CBE] on the morning that the Moore Stephens report was published to notify her of that and Newham's decision to withdraw from the partnership. As reflected in West Ham's public press release, they are keen to work together to try to bring the stadium to a better place.

Gareth Bacon AM (Chairman): Good.

Len Duvall AM (Deputy Chair): This is back to you, Gerry. Of course, you are going to have the necessary commercial and procurement expertise to deal with these various contract issues in that. Tell us more about the Chief Restructuring Officer. When they were appointed, who are they, what is their background? Is it an E20 appointment or is it your appointment? Are you supervising them? Who is doing this at this moment? Who is directing them? What are the arrangements?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): It is an E20 appointment. It was made around June but there was a recruitment process. On the advice of advisors, we jointly, with Newham, sought to secure a corporate restructuring officer and that was a joint recruitment exercise that concluded in June, I believe. It is an E20 appointment and that is who he works to. He has got vast experience in turnaround, including in stadia, and he was the most appropriate of the people that were interviewed.

Len Duvall AM (Deputy Chair): Who is directing him at the moment? It is a pretty key appointment. It is key because it is mentioned in the Mayor's press release. I am not sure if Moore Stephens mentions it, but it seems to me they are going to be pretty crucial. Are they?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Absolutely.

Len Duvall AM (Deputy Chair): Thank you, right.

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes, absolutely. He reports --

Len Duvall AM (Deputy Chair): Who is supervising him? Is it you or someone in E20 that we do not know about?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): It is me as the Acting Chief Executive of LLDC and to the Chair of E20.

Len Duvall AM (Deputy Chair): All right. Who is the current Chair of E20?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Nicky Dunn [OBE]. She has a lifetime experience in managing stadia.

Len Duvall AM (Deputy Chair): You have told us that you are talking to West Ham and all the rest of it and obviously, one of the issues is renegotiating or seeking to make this contract work to mutual benefit, it is fair to say. You have a thing called a contract and then how do you work together to deliver some mutual arrangements in the future? I take it that you are all West Ham supporters now because you do not want them to go down and that would be the worst thing that could happen at the moment.

David Bellamy (Mayor's Chief of Staff): Absolutely.

Len Duvall AM (Deputy Chair): I am glad you are all on board around that. The question then is - I think the previous Chair answered it, but I do not want to give away your negotiating stance around that - but I do not get the flavour. Even in the language you said earlier in terms of how you are speaking is about you have a long-term contract and there will be rights on both sides. Sometimes they are tested in the courts and sometimes they are not, and it is a bit of a risk on that. I do not get the sense of purpose albeit David [Bellamy] just alluded to that he spoke to [Baroness] Karren Brady [CBE] there that people get into groups with this contract and it is a bit like you can choose your friends but you cannot choose your family. The stadium family, as I think of West Ham United and when I think of you lot, and then we have the Mayor's office and somehow, someone has to come together and cut through all the crap to get to a sensible position on both sides. It will take give and take on both sides. Does that sound about right in terms of a long-term solution, or what is it, or are we all reverting to go back into the courts and putting money in lawyers' pockets? No disrespect to the lawyers around the table but we spend a lot of money on lawyers.

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): No, absolutely. The idea is David set out developing a vision that engages a commercial strategy. A vision for the Stadium that engages with all stakeholders is to try to find areas where we could work better together and common areas of interest. West Ham have a really good deal. West Ham have a great deal. That was competed in the market. Nobody is saying anything different, but it is the deal that we have. If we want to get a better deal from West Ham, then there will need to be something that we have that they want. We will have to come to some arrangement.

If we cannot get a better deal with West Ham, given that they have a good deal now, then we will have to find ways of absolutely maximising the revenue of the Stadium to make up for the shortfall in financing on that deal. I am not criticising in any way. That is just the financial reality. We are working through the process of trying to understand what all parties would like to get out of the Stadium to see if there is a sweet spot that we can have a partnership discussion on.

Len Duvall AM (Deputy Chair): We have a milestone here, have we not? We have a milestone because you are in the courts in November next year, therefore, working back from that, would it be right for this Sub-Committee to assume that we may see some progress around that relationship and see some potential savings? I am not going to hold you to what those savings would be but some progress in where there is - I am not going to say a win-win situation - but a sensible outcome that delivers on both parties.

In the press yesterday, in one of the BBC press reports, I saw that West Ham are indicating they were willing, they thought there could be some additional monies. Am I right? Between now and sometime in November, we may see some, what is it they talk about now in terms of the European Union (EU), papal smoke, white smoke coming out of the Olympic Park that says we have a working relationship with each other which would make sense.

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I absolutely hope so, definitely. That is the objective.

Len Duvall AM (Deputy Chair): OK. Can I pin you a bit further than November? Can I say in the first quarter, the Mayor is going to have something on his desk that says --

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): No.

Len Duvall AM (Deputy Chair): No, that is not going to work like that. Am I going too far?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): It is very difficult to pin down.

Len Duvall AM (Deputy Chair): I accept.

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): It is going to be something; we do not know whether we can do it yet. We really do want to do it. It is going to take two of us to work that through. As you said, we read the press as well. In correspondence, we are committed to making that --

Len Duvall AM (Deputy Chair): This Sub-Committee is not going away. At some stage, we may well have both parties here in a public hearing and start to ask some questions about why there is no resolution. At the moment, it is over to both of you, is it not?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes.

Len Duvall AM (Deputy Chair): It is progress that we are looking for in terms of achieving a sensible outcome.

Gareth Bacon AM (Chairman): I am not sure who it was that compared the Olympic Stadium to the Sistine Chapel, but it is an interesting one. Just one point before I pass it over; we are going to move on to another section in a moment. Nicky Dunn [OBE, Chair of E20], you said, has a lifetime of experience in managing stadia. Where?

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Without being able to recite, in London and we can --

Gareth Bacon AM (Chairman): Shall we write to you on that? I would just be interested to see her back history because I am completely unaware of it.

Gerry Murphy (Acting Chief Executive, Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): Yes. We can supply you with that. Nicky is involved in arts and cultural development in Belfast and in London.

Gareth Bacon AM (Chairman): You specifically mentioned stadia and of course that is the point at issue and so we will write to you. I bounced you with that question; I appreciate that.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): I apologise to Nicky for not --

Gareth Bacon AM (Chairman): Yes, it will be interesting to see her curriculum vitae (CV). We are going to talk about transparency now. This is very much Assembly Member Arnold's bag and so she is going to lead on this.

Jennette Arnold OBE AM: Yes, Chairman, thank you. Can I just say: I do not think the comparison was with the Sistine Chapel. I thought it was to the --

Gareth Bacon AM (Chairman): It was to papal smoke.

Jennette Arnold OBE AM: -- the papal smoke.

Gareth Bacon AM (Chairman): Yes, but the conclave happens in the Sistine Chapel.

Jennette Arnold OBE AM: Yes, like the LLDC, it is its own state. We jest, because it has been a hard session.

I am going to go to David first on transparency. David, you spoke earlier on about the plan to make use of the Stadium and look for opportunities and all that sort of stuff. Does this include a commitment to athletics remaining as part of that plan in the Stadium?

David Bellamy (Mayor's Chief of Staff): UK Athletics has a contract with 48 years left to run, something like that. Absolutely, they have rights. One of the interesting points that I think Moore Stephens make in terms of how you need to think about the Stadium is because for the football stadium season, people think of the Stadium as a football stadium that does athletics. Actually, it is not. It is an athletics stadium that does football.

Jennette Arnold OBE AM: That is how I see it, being a supporter of blessed Arsenal.

David Bellamy (Mayor's Chief of Staff): UK Athletics absolutely has a valid contract and the athletics coming up summer 2018. There are two separate meets in the programme and doubtless some community activities as well.

Jennette Arnold OBE AM: You can understand how people would be worried that maybe you could actually be phasing or pushing athletics off the page, but we have a commitment from you.

David Bellamy (Mayor's Chief of Staff): As with West Ham, there is a contract and so we do not even need to consider it.

Jennette Arnold OBE AM: That contract exists, yes. Now, it seems to us that one of the problems that there is around this whole thing is this whole issue of transparency. We are informed that Merryck and team had a job getting hold of papers; maybe I am taking that too far. One of the things that you could do, David, is to commit to making transparency a key element of any of the future working going forward. Given that the GLA - i.e. Londoners - now are central to funding this whole operation, should all minutes and all documents not be published as soon as possible on the website so that we can all know what is happening to our money and what is happening in terms of this particular project?

David Bellamy (Mayor's Chief of Staff): Yes, minutes and documents should be published as soon as possible. That is why we took the step of establishing a special web page called Olympic Stadium or London Stadium Transparency, on which a range of documents have been published. That is something that the LLDC will look to add to. Clearly one of the challenges about this is that this is a very sensitive commercial matter and there are certain financial and other aspects, including legal matters, that cannot be placed in the public domain, but what we want to ensure is that firstly we place as much as we can in the public domain; secondly, that we are transparent about the progress that is being made; and thirdly, that when matters that were previously necessarily commercially or legally confidential are resolved, such that information no longer need be confidential, then the LLDC should publish that.

Jennette Arnold OBE AM: But in terms of how Londoners' money is spent, that is not a matter of confidentiality, that is about how it is meeting mayoral priorities and then the accountability framework around that. Whereas in the past, E20, because it was in partnership with Newham, you could say there would be sensitivities there, now E20 is owned by the GLA, so what would be the confidentiality issues there about getting minutes, future minutes, of E20 online or their meetings?

David Bellamy (Mayor's Chief of Staff): I do not know if there is anything you want to say about the governance changes.

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): We can do that, in the same way that for the LLDC Board and for all of the committees there are elements in the public, as much as possible in the public, but there are restricted papers in private where they deal with commercial issues. That could be arranged, but I think that would be public and private papers and private papers that deal with commercial issues would remain private until they are no longer commercially sensitive.

Jennette Arnold OBE AM: They have not been made available up to this point?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): No.

Jennette Arnold OBE AM: Are you saying that they will be made available?

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): They could be.

Jennette Arnold OBE AM: Can I have that commitment that they will be made available in the future --

Gerry Murphy (Acting Chief Executive/Executive Director of Finance, Commercial and Corporate Services, London Legacy Development Corporation): They could be made available, yes.

Jennette Arnold OBE AM: The minutes that you can post, you will be posting?

David Bellamy (Mayor's Chief of Staff): As we changed the governance of E20 now that it is wholly owned - and we are what, a week and a half wholly owned - by the LLDC, then if we change the governance structure to that it is effectively run as a committee of LLDC, then that will fall out in the same way as you get transparency about any other LLDC committees, the same as you would any Transport for London (TfL) committees. Those processes absolutely will follow and where there is information, as I say, that historically was confidential but now with the passage of time and circumstance no longer is, then we want to try to see if we can make that available as well.

Jennette Arnold OBE AM: Then, lastly, will all appointments to this new E20, which it will be new, will it not?

David Bellamy (Mayor's Chief of Staff): E20 exists at the moment as a partnership, it is a company, so --

Jennette Arnold OBE AM: Will you not have to change it?

David Bellamy (Mayor's Chief of Staff): -- any change to its directors are declared. That would sit in the same way that any decision for membership of LLDC committees is a minuted decision of the Board and publicly available. That would continue.

Jennette Arnold OBE AM: Mayoral appointments will be made public?

David Bellamy (Mayor's Chief of Staff): The mayoral appointments to the LLDC Board, absolutely, will be listed out on the LLDC website in the usual way.

Jennette Arnold OBE AM: E20?

David Bellamy (Mayor's Chief of Staff): Likewise.

Jennette Arnold OBE AM: Yes, thank you.

Unmesh Desai AM: Can I just ask a couple of questions? I am not sure where they will take us, but it is just some information that came to my knowledge after the meeting started. Can I ask you, Mr Lowe, how many people responded in writing? You said [Baroness] Karren Brady [CBE] was one.

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Yes.

Unmesh Desai AM: Anyone else?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Certain people whom we interviewed, we actually also received certain materials additionally in writing, but what we have done here is we have picked out those people who only responded in writing.

Unmesh Desai AM: The people who responded in writing, did you send them a list of questions?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): We have done various things. In the main, we interviewed people in person or by telephone.

Unmesh Desai AM: No, I am talking about the ones in writing.

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Yes, so those people who only put things to us in writing, we gave them an indication of the areas we wished to hear about and we put questions to them or they wrote to us with specific things upon which they felt they could comment.

Unmesh Desai AM: When you sent them questions, did you have any sort of multiple choice questions, "Take your pick"? If so, can you give me an example of the sort of questions?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Not for the people who we spoke about earlier. You in particular highlighted from the back page of our report those people who only made submissions in writing. That was Baroness Brady and one of the professional firms advising. At the end of our process, we balanced the expression in our report of our opinion by summarising certain key elements of what we had understood and asked people to indicate where they felt the balance of their view lay. We received a number of those in response just to try to help us make sure that our overall presentation fully reflected what we had understood by individual interviews. We used that at the end of the process.

Unmesh Desai AM: That was the only example of multiple choice?

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): That is the only example and it was only used in a limited fashion at the end in order to ensure that it fully reflected accurately what we had understood from all the prior work.

Unmesh Desai AM: Thank you, Chair.

Gareth Bacon AM (Chairman): Thank you very much, Assembly Member Desai. I am grateful to you for that, because the thing that stimulated this meeting was a 139-page report, 117 pages of which were about things that happened in the past. We spent 10 minutes speaking to Mr Lowe at the beginning about his report and two and a half hours talking about the 22 pages going forward. That is the first time you have intervened since I asked two questions at the beginning and so I would like to apologise to you for the fact you have had to spend so much time sitting here quietly, patiently and to thank you for it.

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): Not at all.

Gareth Bacon AM (Chairman): I have a question to ask you as well just before we close, because we are almost there now, which is really to ask you what advice you might have for the Mayor and the LLDC based on your findings in your report to address the pressing issues in the London Stadium going forward.

Merryck Lowe (Head of Disputes, Advisory and Investigations, Moore Stephens): I think the Mayor at the moment, and the GLA, generally are taking a significant amount of external professional advice and trying to spend the time to review it carefully before taking the decisions. That is what needs to happen going forward, that enough time is taken and enough advice and study is put in to make sure that when decisions are

made, cul-de-sacs are not entered. That would be my overall observation, the learning overall of key lessons learned from the report is that decisions can lead one down a path that gets difficult further down. That is what now needs to be avoided.

Gareth Bacon AM (Chairman): Thank you for that. Members, we have reached the end of our scheduled questions. Can I thank all our guests, particularly Mr Lowe, for coming and attending?

Subject: Summary List of Actions

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 21 March 2018

This report will be considered in public

1. Summary

- 1.1 This report sets out the completed and outstanding actions from previous meeting of the Sub-Committee.

2. Recommendation

- 2.1 **That the Sub-Committee notes the completed and outstanding actions arising from previous meetings, as listed below.**

Actions arising from the meeting of 13 December 2017:

Agenda Item	Topic	Status	For action by
5	<p>London Legacy Development Corporation (Item 5)</p> <p>During the course of the discussion the Acting Chief Executive, LLDC, agreed to provide information:</p> <ul style="list-style-type: none"> • Clarification on the configuration works required for enabling cricket events to take place at the London Stadium; • Further information on the feasibility assessment and planning being undertaken with regards to seating infrastructure once it has been concluded, and the proposed next steps arising as a result of this work; • The initial cost to the LLDC of introducing an additional 3,000 seats on West Ham United match days; 	Attached at Appendix 1	Acting Chief Executive, LLDC

Agenda Item	Topic	Status	For action by
	<ul style="list-style-type: none"> • Further information on the agency appointed to assist the LLDC with naming rights negotiations, and specifically whether they have any experience of securing similar large naming-rights contracts; • Further details on Nicky Dunn's OBE, Chair of E20, experience in managing stadia; and • A commitment to ensure E20 agendas and minutes are published as soon as possible, with any private papers to be made publicly available once there are no longer any sensitive issues preventing their publication. 		

Actions arising from the meeting of 18 October 2017:

Agenda Item	Topic	Status	For action by
5	<p>London Legacy Development Corporation (Item 5)</p> <p>During the course of the discussion the Chief Executive, LLDC, agreed to provide information:</p> <ul style="list-style-type: none"> • The terms of the appointment of ESP to secure naming rights for the Stadium, including the value of the retainer and the period over which it was paid; and • A breakdown of the £27.8 million of capital expenditure forecasted to be spent on the cultural and education district in 2017-18. 	Ongoing (the Chairman wrote to the Chief Executive on 24 October 2017)	Chief Executive, LLDC

List of appendices to this report: Letter to Chairman from Acting Chief Executive, dated 25 January 2018.

Local Government (Access to Information) Act 1985

List of Background Papers: None

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Mr Gareth Bacon AM
 Chairman of the Budget Monitoring Sub-Committee
 City Hall
 The Queen's Walk
 London SE1 2AA

Thursday, 25 January 2018

Dear Gareth

Budget Monitoring Sub Committee – 13 December 2017

Thank you for your letter regarding last month's committee meeting. Please find below the answers to the additional questions you requested.

1. Clarification on the configuration works required for enabling cricket events to take place at the London Stadium

E20 and LS185 have been working closely with the ICC on the potential to stage matches in the 20:20 Cricket World Cup at the London Stadium in 2019 although no contract has yet been agreed.

There are two key areas of work to enable the venue to stage such an event following the end of the football season. First, a limited number of seats will need to be moved. The front seven rows of seating from all four stands will be removed and the West Stand will be pushed back. This work will be undertaken at E20's cost.

Once the seats are in place, a cricket pitch will be installed at the cost of the International Cricket Council. First, protection would be laid over the football pitch and a new cricket outfield created on top and seeded. An internationally compliant wicket, created off-site, would then be dropped in to the ground to complete the playing area.

This is a challenging task but technically feasible and would create the largest cricket ground in the country, more than doubling the 28,000 capacity at Lord's.

2. Further information on the feasibility assessment and planning being undertaken with regards to seating infrastructure once it has been concluded, and the proposed next steps arising as a result of this work

Significant work has been undertaken over the last 12 months to identify alternative solutions that will both reduce costs and speed up transition times for the relocatable seating in the London Stadium.

Work on concept designs is now nearing conclusion and E20 will consider this work and whether to commission detailed design work in early spring.

Should further work be commissioned it will take approximately six months allowing plans for a fully costed solution to be developed by the end of 2018. This work will run in tandem with the development of the Stadium's commercial strategy which will dictate the future ambition and usage of the venue.

Key stakeholders will be involved in the development of both the commercial strategy and the proposed seating solution.

3. The initial cost to the LLDC of introducing an additional 3,000 seats on West Ham United match days

The additional stewarding costs of increasing capacity from 53,500 set in the Concession Agreement to 57,000 are in the region of £7,000 - £10,000 per match. In addition, there will be an increase in maintenance and lifecycle costs in the Stadium with higher capacity usage.

West Ham United sell most of the 57,000 tickets even though average attendance this season has been c45,000. E20 is still obliged to steward for the number of tickets sold regardless of the numbers who actually attend the match.

4. Further information on the agency appointed to assist LLDC with naming rights negotiations and specifically whether they have any experience of securing similar large naming-rights contracts

Two world-class agencies, IMG in 2013 and more recently ESP, have been engaged to find a suitable naming rights sponsor for the London Stadium to date.

IMG is a global leader in sports, events, media and fashion, operating in more than 30 countries. The company represents and manages some of the world's greatest sports figures and fashion icons and is one of the largest independent producers and distributors of sports media.

ESP Properties is a division of WPP, the world's largest advertising and marketing group, specialising in maximising value from audience and brand partnerships. ESP came with a strong recommendation from the West Ham United Vice-Chairman, Karren Brady.

As was stated at the committee, the naming rights market is at its early stages of development in the UK with very few deals of significant value having been secured. In spite of this the London Stadium has come close to securing two multi-million pound deals with Vodafone and Tech Mahindra. The global exposure of the venue through events like the World Athletics Championships and Premier League matches and the resultant interest from major brands shows that there is significant interest though these deals take time and patience to complete.

E20 will re-enter the market formally at the appropriate time to ensure that approaches to prospects fit with the emerging commercial strategy.

5. Further details on Nicky Dunn's, chair of E20, experience in managing stadia

Nicky Dunn OBE is a member of both the Boards of LLDC and E20 Stadium LLP and has been chair of E20 since 2017. She has 30 years' experience in venue management, 16 of which were working for SMG, the world's largest venue operator with 500 venues worldwide including stadia, arenas, and convention centres. She has detailed experience of business planning, strategy and operations across all venue types, predominantly stadia and major arenas and most importantly mixed-use venues including those with sports team tenants. Accordingly, she has a comprehensive understanding of the challenges of operating mixed-use venues and has led the negotiation of a wide variety of related contracts, including sports team tenant concession agreements, operator agreements, contracts with music and sports promoters and the acquisition and extension of naming and other rights agreements. As well as having oversight of operational venues, as a senior employee of SMG she carried out feasibility studies and business plans for proposed arena and stadia and was involved in business recovery work for venues that had been acquired by SMG or met operational challenges.

Further evidence of her unrivalled experience comes from her role at SMG during the period that they were managing the main stadium for Manchester City Council during the Commonwealth games, one of the few major events with comparable complexity to an Olympics.

She was CEO of the Odyssey (now SSE) Arena in Belfast where she oversaw the operational design, planning, opening and management of the venue, taking it from opening to one of the world's top 10 multi-use sporting and entertainment venues.

Nicky now runs IMD Group a company she founded in 2011 to provide strategic and operational advice to the leisure and entertainment industries. Projects have included due diligence on new stadia business plans for governments and partnering with Price Waterhouse in Ireland to oversee an operator procurement process

Nicky is the Chair of Jockey Club Live, a joint venture between live music firm Music+Sport and UK racecourse group Jockey Club Racecourses, the Netball World Cup 2019 and is a trustee of the Young Vic Theatre in London. In Belfast, she chairs the board of The Titanic Foundation, which wholly owns the Titanic visitor attraction which is internationally renowned as a symbol of progress in Northern Ireland and has attracted over 4 million visitors. For this work, Nicky was awarded an OBE in the Queen's 2016 Birthday Honours.

- 6. A commitment to ensure E20 agendas and minutes are published as soon as possible with any private papers to be made publicly available once there are no longer any sensitive issues preventing their publication.**

E20 is committed to being as transparent as it can be given the constraints of its significant commercial operations. From 2018 agendas and minutes of the Board meetings and items discussed will be published as soon as possible after the meeting. These arrangements will be reviewed in the new financial year. The E20 Board is also committed to release all private papers as soon as any commercial sensitivities have passed.

The Board's agendas and minutes can be found here:

<http://www.queenelizabetholympicpark.co.uk/the-park/venues/the-stadium/stadium-transparency>

I hope this answers the questions you raised but please let me know if you need any further information.

Yours sincerely



Gerry Murphy
Acting Chief Executive

Subject: The London Stadium	
Report to: Budget Monitoring Sub-Committee	
Report of: Executive Director of Secretariat	Date: 21 March 2018
This report will be considered in public	

1. Summary

- 1.1 This report provides information on the Sub-Committee's consideration of the London Stadium (the Stadium).

2. Recommendation

- 2.1 **That the Sub-Committee notes the report as background to a discussion with invited guests regarding the London Stadium, and notes the subsequent discussion.**

3. Background

- 3.1 On 1 November 2016, the Mayor announced an investigation into the Stadium.¹ In February 2017, the Greater London Authority (GLA) appointed Moore Stephens, a private advisory company, to lead the investigation.² A draft report was promised for June 2017 with a public report in the summer. The report was delayed and the Mayor's Chief of Staff held an emergency meeting with Moore Stephens on Friday 20 October 2017 to address the delay.³ On 1 December 2017, the report into the Stadium was published and can be found [here](#).⁴
- 3.2 The Mayor's review covered three distinct phases of the Stadium's life:
- Olympic bodies' original decision making in the design of the Stadium;
 - The London Legacy Development Corporation (LLDC)'s (and its predecessors') decisions in tendering for and delivering the Stadium transformation; and
 - Decisions made about the current operational arrangements of the Stadium.

¹ BBC Sport, [London Stadium: Sadiq Khan orders investigation over rising costs](#), 1 November 2016

² Greater London Assembly, [DD2097 London Stadium review - appointment of lead team](#), 28 February 2017

³ Draft transcript of the Mayor's Chief of Staff, David Bellamy, talking to Budget Monitoring Sub-Committee on 18 Oct 2017

⁴ Moore Stephens, [Moore Stephens Olympic Stadium Review](#), 1 December 2017

- 3.3 The report revealed for the first time the depth of the Stadium’s financial difficulties. The Budget Monitoring Sub-Committee last met on 13 December 2017 to discuss the review. This discussion was with the author of the review, Merryck Lowe of the Moore Stephens firm, as well as the GLA Director of Resources, the LLDC Chief Executive and the Mayor’s Chief of Staff.
- 3.4 This meeting will allow Members to question two of the key decision makers associated with the London Stadium who were in post before the Olympics took place. David Edmonds CBE was a board member of the Olympic Park Legacy Company, which then became the LLDC, and he became Chairman of the LLDC in September 2015. Mr Edmonds was also the first Chair of E20 LLP, the joint venture between the LLDC and the London Borough of Newham that was responsible for the Stadium. Neale Coleman was the principal advisor to the Mayor of London on the 2012 Olympics, and was involved from the very beginning of bid preparations in 2003.
- 3.5 This will be the first time that either of these two persons have appeared before the Sub-Committee after the financial difficulties associated with the Stadium came to light. Neither guest took part in the Moore Stephens Stadium Review.

4. Issues for Consideration

- 4.1 The following guests have been invited to attend the meeting:
- David Edmonds CBE, former Chairman, LLDC; and
 - Neale Coleman CBE, former Chairman, LLDC.

5. Legal Implications

- 5.1 The Sub-Committee has the power to do what is recommended in this report.
- 5.2 The topic for this meeting was agreed under delegated authority by the Chairman in consultation with party Group Lead Members of the Budget and Performance Committee.

6. Financial Implications

- 6.1 There are no direct financial implications of this report.

List of appendices to this report:

None

Local Government (Access to Information) Act 1985
List of Background Papers: Moore Stephen Olympic Stadium Review, 1 December 2017; agenda and minutes from the Sub-Committee’s meeting on 14 December 2016.
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Subject: Quarter 3, 2017/18 GLA Group Monitoring Reports

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 21 March 2018

This report will be considered in public

1. Summary

- 1.1 This report sets out, as appendices, the individual monitoring reports submitted by the Greater London Authority (GLA) Group on its finance and performance issues for Quarter 3 of 2017/18.

2. Recommendation

- 2.1 **That the Sub-Committee notes the monitoring reports for Quarter 3 of 2017/18.**

3. Background

- 3.1 At its meeting on 13 June 2017, the Budget and Performance Committee agreed to refer automatically to the Sub-Committee for the 2017/18 Assembly year quarterly monitoring reports from the GLA and functional bodies.

4. Issues for Consideration

- 4.1 The bodies submitting financial reports are: the GLA; the Mayor's Office for Policing and Crime, (MOPAC); the London Legacy Development Corporation (LLDC); Transport for London (TfL); the London Fire and Emergency Planning Authority (LFEPA); and the Old Oak and Park Royal Development Corporation (OPDC).
- 4.2 The monitoring reports submitted by the GLA Group on finance and performance for Quarter 3 of 2017/18 are included as follows:
- **Appendix 1** – GLA Finance & Performance Monitoring Reports, Quarter 3 2017/18 (Revenue Forecast; Capital Forecast, Project Performance and Affordable Housing Update to end of December 2017);
 - **Appendix 2** – MOPAC Quarterly Performance Report - Quarter 3 2017/18;
 - **Appendix 3** – LLDC Corporate Performance Report, Quarter 3 2017/18;

- **Appendix 4** – TfL Quarterly Performance Report - Quarter 3 2017/18;
- **Appendix 5** – LFEPA Financial Position as at end of December 2017; and
- **Appendix 6** – OPDC, Finance and Performance Report, and Corporate Performance Dashboard Quarter 3 2017/18.

5. Legal Implications

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

6. Financial Implications

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

List of annexes to this report: As set out at paragraph 4.2

Local Government (Access to Information) Act 1985	
List of Background Papers: None	
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Greater London Authority Financial and Performance Report for Q3 2017-18

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- 1 Introduction
- 2 Summary financial position
- 3 Revenue
- 4 Capital
- 5 Performance

Appendix 1: Revenue Forecast Q3 2017-18

Appendix 2: Capital Forecast Q3 2017-18

Appendix 3: Project Performance Table

Appendix 4: Portfolio Dashboards

Appendix 5: Portfolio GLA Role and Responsibilities narrative

Introduction

- 1.1 This report provides a summary of the Greater London Authority's (GLA) financial performance and forecast position for Q3 2017-18.

2. Summary final financial position

- 2.1 The overall revenue and capital forecast positions are shown below.

	Annual Budget £m	Forecast £m	Variance £m	Forecast to Budget
Revenue: directorates	133.2	117.2	(16.0)	(12)%
Revenue: corporate items	26.2	26.2	0	-
Capital	714.1	961.3	247.3	35%

- 2.2 A more detailed breakdown of the above can be found at Appendices 1 and 2.

3. Revenue

Revenue: Directorates

3.1 The Q3 net revenue forecast position for 2017-18 is an underspend of £16.0m. This is made up of a combination of programme slippage, underspends and overspends; of which the most significant elements of the outturn variance are summarised below.

Directorate	Variance £m	Commentary
Development, Enterprise & Environment	-8.2	<p>The forecast underspend is due to slippage and offsetting underspends and overspend variances across the Directorate, principally:</p> <ul style="list-style-type: none"> • There is project slippage totalling £3.0m against regeneration programmes, including: the Good Growth Fund £0.4m, Skills for Londoners Fund £0.8m, Further Education £0.4m, the Mayor’s Regeneration Fund £0.4m and the Growing Places Fund £0.9. The slippage is due to delays in the commissioning new Growth Deal 3 programmes as well as reducing spend on existing Growth Deal projects with the intention to redirect funds to the new Growth Deal 3 programmes. • There is project slippage totalling £2.2m within the Economic Business Policy Unit, including: Infrastructure Investment £0.3m, Apprenticeships £0.2m, Construction Skills £0.2m, Career Advice £0.2m and Digital Skills £1.4m. The Digital Skills slippage is due to delays in procurement of the ESF element of the project. • There are forecast underspends of £0.8m within planning including: £0.5m surplus income in pre-applications and £0.3m staffing underspend due to vacancies in the Planning Decisions team. • There is project slippage totalling £1.7m against the Environment budget while the Environment Strategy, Fuel Poverty Action Plan and the Solar Action Plan are being finalised. • There are other offsetting underspends and overspends across the Environment unit including: £0.5m underspend on RE:NEW due to surplus income and an overspend

		arising from a corrected duplicate item of £0.6m for the HYFIVE and DEEP projects.
External Affairs	-0.4	<ul style="list-style-type: none"> • There is project slippage totalling £0.5m, including the Customer Relationship Management System (CRM) £0.2m and Central Marketing Programme £0.3m. Slippage is a result of delays in the procurement process for the CRM system and the Marketing Campaigns starting later than anticipated.
Communities & Intelligence	-3.8	<p>The forecast underspend arises principally as a result of:</p> <ul style="list-style-type: none"> • £0.7m slippage against the Education and Youth budget, including £0.3m against the Youth Innovation Fund Programme, £0.2m against the London Schools Excellence Fund Programme, and £0.1m against the London Ambitions Programme. • £0.2m against the Health budget, due to recruitment delays and slippage on the Healthy Schools Programme. • £1.1m against the Community and Social Policy budget including slippage against the following; £0.5m Social Integration, £0.2m Social Mobility, £0.3m Social Evidence and £0.1m Community Engagement. • £0.1m against the Sport budget with offsetting variances including: £0.5m underspend on the IPC World Championship due to a re-distributed surplus, £0.2m overspend against the Major Sports Events Programme and £0.2m overspend against A Sporting Future Programme. • £0.2m against the Intelligence budget due to slippage against Demography and Policy Analysis (DPA) and recruitment delays in the Economics & DPA Teams. • £1.4m against the Culture budget which relates to slippage across a number of programmes including: £0.4m in the Culture Seeds programme relating to procurement delays, £0.6m in the London Borough of Culture due to launch delays, £0.1m on Fourth Plinth, £0.1m on Suffrage and £0.1m on Night Time Economy.

Directorate (continued)	Variance £m	Commentary
Elections	-0.2	The forecast underspend is due to actual spend varying from the budget profile.
Resources	-0.5	<p>The forecast underspend is due to slippage and offsetting underspends and overspend variances across the Directorate, principally:</p> <ul style="list-style-type: none"> • There is project slippage of £0.2m on the Treasury System upgrade. • There are underspends of £0.4m within Facilities Management relating to £0.2m against Union Street lease costs and £0.2m City Hall service charge and amenities to offset the cost of covering vacancies in the security team. • There are overspends of £0.3m against HR & OD principally relating to additional recruitment and advertising costs. • There are underspends of £0.2m in Technology Group primarily relating slippage of £0.3m on MS Enterprise Licence.
Mayor's Office	-0.3	The forecast underspend is principally due to staffing vacancies.
Assembly & Secretariat	-0.1	The forecast is primarily a result of staffing underspends.
Housing & Land	-2.4	<p>The forecast underspend consists principally of:</p> <ul style="list-style-type: none"> • £1.7m slippage, including Rough Sleeping £0.9m, Housing Zones £0.6m and Home Buy Agent Fees £0.2m. • £0.5m against the London Land Commission budget. MHCLG awarded £1m grant for this project to be spent over a number of years. This is the forecast to be carried over and spent in 2018-19.

<p>Housing & Land – GLAP</p> <p><i>N.B. Not part of directorate revenue budget</i></p>	<p>-3.3</p>	<p>The forecast underspend consists principally of:</p> <ul style="list-style-type: none"> • £2.4m against Estates resulting from the generation of additional income from licencing and development delays. • £0.9m slippage on revenue budget due to development agreement changes against initial submissions.
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Revenue: Corporate items

Contingency

- 3.2 The GLA budget includes a sum for contingency of £1.975m. Any allocation of contingency is not added to base budgets but is instead available on a non-recurring basis to provide transitional support for specific budget areas.
- 3.3 The approved applications of contingency to date for 2017-18 are listed below.

		£m
Original Budget		1.975
Directorate	Item	
Resources - Finance	Stadium Investigation	0.100
External Affairs	Key Messaging for London 2017	0.050
External Affairs	Digital Leadership Training	0.050
DE&E	London & Partners	0.352
Resources	Valuation of Southwark Former Fire Station	0.015
Resources	FM – renewing City Hall electrical system	0.100
Total Adjustments		0.667
Revised Budget		1.308

Changes in Budget

- 3.4 As at Q3 there are three notable budget adjustments to the Corporate 2017-18 budgets:
- The first is to reflect loan interest of £9.9m to be paid by GLAP and received corporately, which results in an increase in GLA reserves;
 - The second adjusts the GLAP Recharge Income budget to reflect recharges of £3.7m rather than £6.5m previously budgeted. This £2.8m adjustment is funded through reserves; and
 - The third separates the GLAP budget from the component budget to reflect its trading status, resulting in a £7.2m adjustment.

Changes in Reserves

- 3.5 The table below details the reserve adjustments at the end of the third quarter, with the transfers from the Directorate Programme reserve reflecting the application of the agreed carry-forward of Directorate budgets from 2016-17 closure of accounts processes (as per MD2153) to fund projects that were delayed and are due to start or be completed within this financial year.
- 3.6 The GLA's policy is to maintain a minimum general reserve of £10m. This balance of £10m is assumed to remain constant through to the end of 2021 but will be kept under review in light of any changes to future liabilities, risks and funding uncertainties facing the GLA.

Forecast GLA Reserves

	TB Balance at 1 April 2017	Forecast Transfers In	Forecast Transfers Out	Forecast 31st March 2018
	£000	£000	£000	£000
Reserves to support key revenue budget outcomes				
Directorate Programme	12,000	7,135	(8,879)	10,256
Sport for Social Change Programme	5,800	0	0	5,800
Election	1,810	0	0	1,810
Environment Drainage	396	12	(142)	266
Major Events	15,000	0	(8,100)	6,900
Planning Smoothing	975	0	(144)	831
Pre Application Planning	966	0	(18)	948
Rev Grants Unapp Res	38,306	16,400	(18,734)	35,972
Capital Programme - revex/capex funding			(1,719)	(1,719)
Total	75,253	23,547	(37,736)	61,064
Reserves to support organisational change and transformation				
Assembly Development & Resettlement	1,490	0	0	1,490
Development	1,000	0	0	1,000
Mayoral Resettlement	77	0	0	77
Total	2,567	0	0	2,567
Reserves to support on-going capital activity and asset management				
Capital Programme	69,694	0	(10,835)	58,859
City Hall Lease Smoothing	4,287	1	(1,145)	3,143
Compulsory Purchase Orders	1,330	0	(1)	1,329
Estates (H&L Reserve)	5,233	0	(369)	4,864
Total	80,544	1	(12,350)	68,195
General				
General Reserve	10,000	0	0	10,000
Total GLA Reserves	168,364	23,548	(50,086)	141,826
Group Reserve				
	Balance at 1 April 2017	Forecast Transfers In	Forecast Transfers Out	1st Apr 2018 Balance
	£000	£000	£000	£000
Business Rates	114,825	73,400	0	188,225
Development Corporations	29,010	6,300	(13,300)	22,010
NDR Backdated Appeals Spreading	15,020	0	(15,020)	0
Total Group Reserves	158,855	79,700	(28,320)	210,235
Third party Reserve				
	Balance at 1 April 2017	Forecast Transfers In	Forecast Transfers Out	1st Apr 2018 Balance
	£000	£000	£000	£000
London & Partners	2,245	0	0	2,245
New Homes Bonus	18,287	1	0	18,288
Total Third Party Reserves	20,532	1	0	20,533
TOTAL RESERVES	347,751	103,249	(78,406)	372,594

4 Capital

Analysis of 2017-18 Capital Budget

4.1 A summary of the programme budget against the Q3 Forecast is provided in the table below and a detailed analysis is appended.

Directorate	Current Budget £m	Forecast Q3 £m	Variance £m	Percentage Increase/ (Decrease)
Housing & Land (H&L)	340.9	680.1	339.2	100%
Corporate	243.2	223.1	(20.2)	(8%)
Development, Enterprise & Environment (DEE)	126.4	57.1	(69.4)	(55%)
Communities and Intelligence (C&I)	3.5	1.1	(2.5)	(70%)
	714.1	961.3	247.3	35%

Housing & Land

4.2 The Housing and Land programme is forecasting a net overspend of £339.2m as shown in the table below.

Q3 2017/18	Current Budget £m	Forecast Q3 £m	Variance £m	Percentage Increase/ (Decrease)
Housing & Land				
Affordable Housing Programme	128.2	562.6	434.4	339%
Community Led Housing	1.6	0.0	(1.6)	(100%)
Care & Support	19.5	9.3	(10.1)	(52%)
Homelessness Change and Platform for Life	5.7	3.0	(2.7)	(47%)
London Housing Bank	40.8	0.2	(40.6)	(99%)
Housing Zones-Loans	48.0	44.8	(3.3)	(7%)
Housing Zones -Grants	83.9	59.1	(24.8)	(30%)
Land and Property	13.2	1.1	(12.1)	(91%)
Total Housing & Land	340.9	680.1	339.2	100%

Affordable Housing Programme

4.3 The Affordable Housing Programme is forecasting an increase in spending of £434.4m on the indicative budget. The directorate is intending to bring forward £87.0m from 2019-20 and a further £347.4m from 2020-21 to cover accelerated delivery for the Affordable Housing Programme. Following programme allocations announced in July 2017, the directorate has been in discussion with housing providers to confirm grant drawdown and annual profile of expenditure for the programme.

Community Led Housing

- 4.4 The £1.6m Community Led Housing programme has been deferred to 2018/19. The project has a number of identified sites and negotiations on the leases are underway with the boroughs in question. However, the sites do not have planning permission yet and the GLA is therefore unable to commit funds in 2017/18.

Care & Support

- 4.5 The Care & Support programme is forecast to have an underspend of £10.1m (52%) against budget. This is owing to several schemes being cancelled, some project slippage and bid activity being negatively impacted by welfare reform and uncertainty around funding for welfare reform for supported housing costs. The uncertainty has resulted from the government recently scrapping the proposed capping of social sector rents at London Housing Allowance and now consulting on new proposals on funding the housing costs of supported housing. The underspend is intended to be carried forward into 2018/19.

Homelessness Change and Platform for Life

- 4.6 The Homelessness Change and Platform for Life programme is forecast to have an underspend of £2.7m (47%) against budget owing to project slippage and the Oasis Aquila Housing scheme (£0.4m) being cancelled. The slippage related to following schemes:
- £0.4m for Passage scheme at Montfort House
 - £0.3m for Veterans Aid scheme at New Belvedere House
 - £0.2m for Islington Shoreditch and Birnbeck Housing association.
- 4.7 The balance of £1.4m relates to lower than budgeted bids on new proposals due to the uncertainties created by welfare reform. The underspend is intended to be carried forward.

London Housing Bank

- 4.8 The London Housing Bank is forecasting a reduction in spend of £40.6m (99%) on budget as a result of the Government looking to repurpose the initiative. The GLA continues its discussions with a number of providers who have expressed an interest in the programme with a view to submitting bids through continuous market engagement. No further drawdowns are anticipated this year. However current contract negotiations indicate a further drawdown of £27.0m in April 2018. The underspend is intended to be carried forward into 2018/19 (£20.6m) and 2019/20 (£20.0m).

Housing Zones – Loans

- 4.9 The Housing Zones - Loans is currently forecasting an underspend of £3.3m (7%) on budget. This relates to movement in counterparty drawdown requirements which are driven by the pace of construction on site. This is something outside the GLA's control as a lender. Additionally, the Britannia Music Site has suffered on-going delay in drawing down funds owing to refinancing part of the project to bring on board a senior lender. The underspend is intended to be carried forward into 2018/19.

Housing Zones – Grants

- 4.10 The Housing Zones - Grants is forecasting an underspend of £24.8m (30%) on budget. Viability issues and difficult contract negotiations have led to delays and in some cases an inability to draw funding resulting in full withdrawal of indicative grant allocations such as:
- £12.0m re Housing Zones in Lewisham (New Bermondsey)
 - £8.6m re Two Housing Zones in Enfield (Meridian Water and Edmonton Heartlands)
 - £5m re Wandsworth.
- 4.11 Part of each of these allocations was due to be spent in 17/18 and the underspend is intended to be carried forward into 2018/19.

Land and Property (GLAP)

- 4.12 Land and Property is forecasting a decrease in spending of £12.1m (91%) on budget (mainly Barking Riverside JV) owing to the time taken to agree the S106 between all the parties, which completed in December 2017. As a result, TfL has reprofiled the drawdown of the funding from Barking Riverside Ltd (BRL) as it is required to fund all design works and BRL only has to pay once TfL works start on site. The underspend is intended to be carried forward into 2019/20 and beyond as the 2018/19 forecast spend is also reprofiled to later years. It should be noted that there has been no delay to delivery.

Development, Enterprise & Environment (DEE)

Regeneration

4.13 The Regeneration programme is forecasting an underspend of £56.1m (50%).

Q3 2017/18	Current Budget £m	Forecast Q3 £m	Variance £m	Percentage Increase/ (Decrease)
Regeneration				
London Regeneration Fund	14.9	7.0	(7.9)	(53%)
Mayor's Regeneration Fund/London Enterprise Fund	4.5	3.9	(0.6)	(14%)
Growing Places Fund	35.1	32.0	(3.1)	(9%)
Further Education	42.0	10.1	(31.8)	(76%)
Skills for Londoners	5.5	1.0	(4.5)	(82%)
High Streets Fund	0.8	0.6	(0.2)	(28%)
Crystal Palace Park	1.5	0.8	(0.6)	(43%)
Good Growth Fund	7.3	0.0	(7.3)	(100%)
Total Regeneration	111.5	55.3	(56.1)	(50%)

London Regeneration Fund (LRF)

4.13 The London Regeneration fund is forecasting an underspend of £7.9m (53%) on the budget mainly due to the challenges associated with a multi—stakeholder environment and the level of community involvement. Furthermore, project costings came in considerably higher than original estimates which meant delivery partners were required to seek and approve further funding. This together with the stringent requirements for match funding and subsequent approval for further funding has caused further delays.

Mayor's Regeneration Fund / London Enterprise Fund (MRF/LEF)

4.14 The Mayor's Regeneration Fund is forecasting an underspend of £0.6m (14%) against budget mainly due to:

- £0.4m programme underspend is now intended to be assigned to the Good Growth Fund to assign to new projects entering into contract.
- £0.2m re North Woolwich project owing to delays as attempts to purchase the station building pushed other project elements to be on hold.

Growing Places Fund (GPF)

- 4.15 The Growing Places Fund is forecasting an underspend of £3.1m (9%) against budget due to slippage on two projects (London Co Investment Fund and Erith Regeneration Programme) largely resulting from a slowdown in investments because of uncertainties surrounding Brexit and delays in compulsory purchase orders (CPOs).

Further Education

- 4.16 Further Education is forecasting an underspend of £31.8m (76%) on budget resulting from significant slippage at:

FE National College (£8.2m) – due to planning delays and subsequently the site acquisition costs will not be eligible to draw down funding until May 2018.

FE Richmond Upon Thames (£7.7m) – due to the programme having to find a new match fund provider as the existing provider pulled out owing to Brexit and the outcomes of the options analysis. Further delays caused by the new bidder completing the legal due diligence/exchange contracts and furthermore the reserved matters planning permission was delayed by approximately three months due to staff absence.

FE Lambeth College (£6.5m) – This project will not be eligible to draw down funding until the revised project scope receives full approval, expected in April 2018.

Skills for Londoners (SfL)

- 4.17 SfL is forecasting an underspend of £4.5m (82%) against budget as a new measure was introduced which requires projects to have planning permission in place before they can drawdown SfL funding. This is to avoid abortive costs should a project get rejected before planning permission is granted; hence the significant slippage to 2018-19.

High Streets Fund & Crystal Palace Park

- 4.18 Combined underspend of £0.8m owing to minor project slippage against High Street Funds (£0.2m) and Crystal Park Projects (£0.6m)

Good Growth Fund (GGF)

- 4.19 The new Good Growth Fund is forecasting 100% slippage of the £7.3m programme budget to 2019/20. This has been caused by both the snap election and the sheer volume of Expression of Interest forms (205), significantly higher than any major capital programme the Regeneration Unit has run previously. Work is underway on development of 47 detailed applications with a view to entering contract with a subset of these projects by the end of March 2018.

Environment & Economic Policy

4.20 The Environment and Economic Policy is forecasting an underspend of £13.2m (89%).

Q3 2017/18	Current Budget £m	Forecast Q3 £m	Variance £m	Percentage Increase/ (Decrease)
Environment & Economic Policy				
Digital Skills	2.5	0.2	(2.3)	(93%)
London Outdoors Park	1.8	0.0	(1.8)	(100%)
Smart London	0.1	0.0	(0.1)	(100%)
Boiler Cashback	3.3	0.0	(3.3)	(100%)
Fuel Poverty	2.5	0.5	(2.0)	(80%)
Energy Supply Company	3.7	0.1	(3.6)	(96%)
Home Retrofitting	1.1	0.9	(0.2)	(16%)
Total Environment & Economic Policy	14.9	1.7	(13.2)	(89%)

4.21 The Digital Skills project is forecasting an underspend of £2.3m (93%) resulting from the correction of the brought forward balance from the previous year of £0.5m and slippage of £1.8m into 2018/19 owing to the EU Referendum, GLA applying to become a co-financing organisation and a change in the eligibility criteria for GLA European Social Fund programme.

4.22 On London Outdoors and Boiler Cashback, no spend is forecast in 2017/18 as the projects are slipping to 2018/19 due to:

- London Outdoors - capital/revenue swap issues arising as per MD2141.
- Boiler Cashback - delays in recruitment. Following commencement of new staff in November 2017, the procurement document was finalised in December with a tender response by January, causing the slippage to 2018/19 and future years.

4.23 Fuel Poverty is forecasting an underspend of £2.0m (80%), slipping to 2018/19. This is due to delays in the lead time to scope and develop a new programme, delays in recruitment (three new officers are now in place), tenant refusals (due to ill health) and higher than expected delivery costs.

4.24 The Energy Supply Company project is forecasting an underspend of £3.6m (96%) against its indicative budget with the majority of the budget slipping to 2018/19. The project relates to delivering a high-profile manifesto commitment with stakeholder interest and thus reputational risk needs to be managed carefully due to the novelty and complexity of the initiative.

Communities and Intelligence (C&I)

4.25 C&I is forecasting an underspend of £2.5m (70%) against Budget.

Q3 2017/18	Current Budget £m	Forecast Q3 £m	Variance £m	Percentage Increase/ (Decrease)
Communities & Intelligence				
Museum of London	0.8	0.8	0.0	0%
Sport	1.5	0.0	(1.5)	(100%)
Culture & Creative Industries	1.3	0.3	(1.0)	(76%)
Total Communities & Intelligence	3.5	1.1	(2.5)	(70%)

Sports

4.26 Sports is forecasting a slippage of its entire £1.5m budget to 2018/19 in relation to the Parklife programme. The slippage is caused by both delays in the construction of the first projects, as the sites identified requiring new local authority management/monitoring arrangements, and the multi-stakeholder nature of the programme.

Culture & Creative Industries

4.27 Culture and Creative Industries is forecasting an underspend of £1.0m against the budget owing to delays in staff recruitment.

Corporate

4.28 The forecast for Corporate projects is showing a forecast underspend of £20.2m (8%) against Budget.

Q3 2017/18	Current Budget £m	Forecast Q3 £m	Variance £m	Percentage Increase/ (Decrease)
Corporate				
Northern Line Extension (NLE)	189.0	175.0	(14.0)	(7%)
London Legacy Development Corporation (LLDC)	51.2	45.9	(5.3)	(10%)
City Hall Infrastructure	2.1	1.4	(0.7)	(34%)
Technology Group	0.9	0.8	(0.2)	(17%)
Total Corporate	243.2	223.1	(20.2)	(8%)

NLE

- 4.29 NLE reflects an underspend of £14.0m (7%) which relates to:
- Property settlements for Banhams Security and Sainsbury's still being negotiated
 - An updated forecast for the main contractor Flo
 - Re-phasing of Railway systems works.

LLDC

- 4.30 LLDC reflects an underspend of £5.3m (10%) on budget which relates to:
- A reduction in the forecast expenditure on Chobham Manor Community Infrastructure Levy, which is rolled into next year
 - A reduction in the forecast working capital requirement for E20 Stadium LLP due to incorporating a business rates rebate
 - A rollover of a number of Regeneration capital projects into next year.

City Hall Infrastructure

- 4.31 City Hall Infrastructure reflects an underspend of £0.7m (34%) against budget mainly in relation to delays in the procurement process for the lifts (£0.5m) and revolving doors (£0.2m), which are now slipping to 2018/19

Technology Group

- 4.32 The Technology Group is forecasting slippage of £0.2m against forecast mainly in relation to extended usage of the current MDF Fleet until 2020/21 to fully utilise their value as the majority are printing below their recommended capacity.

5 Performance

Project performance

- 5.1 Significant financial performance issues are set out above in the financial paragraphs of the report. Seven projects were rated red this quarter:
- The London Regeneration Fund Bootstrap Co: Dalston Works (E4) project continues to be red due to lengthy delays, despite progress in the past quarter.
 - LRF LB Ealing: West Ealing (E10) due to significant issues pertaining to finding an operator, project management capacity, the site itself and ensuring there is adequate funding.
 - LRF Blackhorse Lane (E26) because we have received notification from our project partners that there were no responses to their tender for operation of two units, which represent approximately 75 per cent of project spend.
 - Three further education capital projects continue to be rated red: Lambeth College (G10), ADA National College for Digital Skills (G14) and Hackney Community College (G19).
 - In respect of G10, the project has been on hold since 31 March 2017 as the college is merging with London Southbank University. Changes to project scope are being investigated.
 - In respect of G14, the Broad Lane refurbishment has been delivered and the college has completed its first year of operation. Completion of the Ashley Road site is, however, currently delayed by one year and forecast to be completed in September 2019. Planning permission for the scheme has been secured, removing a significant risk.
 - In respect of G19, Hackney Community College merged with Tower Hamlets College in August 2016. The Here East element of the project is not going to be realised as a result of the merger.
 - Energy Leap (I5) is red because the programme has experienced issues that have significantly delayed implementation, relating mainly to higher costs than were predicted through a soft market testing exercise and difficulties in identifying suitable properties. This is partly related to the novel nature of the project and the presence of uncertainties and barriers in the current market. These barriers need to be addressed through the demonstrator projects to pave the way for future projects.
- 5.2 The table below sets out changes to overall project ratings over the past quarter. This also flags projects that have moved into closedown. The full project table is at **Appendix 3**.

	Q4, 2016-17	Q1, 2017-18	Q2, 2017-18	Q3, 2017-18
GREEN	<p>88</p> <p>New in: LRF Abbey Wood GPF Meridian Water</p> <p>↑MRF Cobden Junction ↑MRF West Croydon Interchange ↑MRF Croydon Business Rate Relief ↑MRF Colliers Wood ↑HSF Ladywell ↑HSF Walthamstow ↑LRF Dalston Works ↑LRF South Kilburn Enterprise Hub ↑LRF CEME: London Riverside ↑GPF MedCity ↑GPF Meridian Water Angel Road ↑FEC Fashion Retail Academy ↑FEC City of Westminster Maida Vale Campus ↑Energy for London</p>	<p>80</p> <p>New in: LRF Richmond RACC Workspace National Park City Schools Air Quality Audit Programme Air Quality Business Fund</p> <p>↑HSF Burnt Oak ↑HSF Wembley ↑LRF Barking Town Centre ↑LRF Royal Docks Silvertown</p>	<p>68</p> <p>New in: FE Capital: Havering College, Construction Infrastructure Skills and Innovation centre FE Capital: Big Creative Education, Walthamstow Early Years Education Getting Ahead London</p> <p>↑LRF LB Lambeth: Loughborough Junction ↑FE Capital: East London Advanced Technology and Training ↑Smart Cities demonstrators ↑Sports Legacy Fund: Facilities (football foundation) ↑London Design Festival ↑24 Hour London</p>	<p>66</p> <p>New in: Tech.London Innovation & Growth Commercial Boiler Scrappage Scheme Warmer Homes Education</p> <p>↑LRF Poplar Harca: Poplar ↑The Connection Gardening and Horticulture Project ↑Decentralised Energy Enabling Project (DEEP) ↑Barking Riverside ↑Culture Strategy ↑The Illuminated River ↑New Year's Eve</p>
	<p>40</p> <p>↓OLF Crystal Palace Park ↓LRF Barking Town Centre ↓LRF Meridian Water Workspace ↓LRF Beddington ↓GPF Southall Junction Improvement ↓GPF Erith ↓H&L Greenwich Peninsula ↓Sports Legacy Fund: Facilities</p> <p>↑HSF Portobello ↑Affordable Housing Programme</p>	<p>35</p> <p>↓LRF Loughborough Junction ↓GPF The Cube ↓Energy for London ↓Smart Cities demonstrators</p>	<p>41</p> <p>New in: Digital skills The Connection Gardening and Horticulture Project ERDF Better Futures Commercial Boiler Scheme</p> <p>↓HSF Wembley (Brent) ↓LRF LB Ealing: West Ealing ↓LRF LB Harrow: Wealdstone ↓LRF Poplar Harca: Poplar ↓The Illuminated River ↓Youth Innovation Fund</p> <p>↑MRF LB Southwark: Gateway to Peckham</p>	<p>43</p> <p>New in: Crowdfund London round 4 Energy Supply Company</p> <p>↓MRF LB Ealing: Dine in Southall ↓LRF Battersea Arts Centre: Battersea ↓LRF LB Barking and Dagenham: Barking Town Centre ↓LRF LB Lambeth: Loughborough Junction ↓LRF Peabody Trust: Abbey Wood ↓FE Capital: Havering College, ↓Construction Infrastructure Skills and Innovation centre (CISIC) ↓Royal Albert Docks ↓24 Hour London, Night Time Commission</p> <p>↑Housing Mobility (Housing Moves and Seaside and Country Homes)</p>
RED	<p>5</p> <p>↓LRF Romford Market Place ↓FEC Lambeth College ↓FEC Hackney Open Tech Institute</p>	<p>6</p> <p>↓MRF Southwark: Gateway to Peckham ↓LRF Bootstrap Co: Dalston Works ↓FE Capital: ADA national College for Digital Skills</p>	<p>6</p> <p>New in: GPF 205 Holland Park Avenue</p>	<p>7</p> <p>New in: Energy Leap</p> <p>↓LRF LB Ealing: West Ealing</p>
MOVED INTO CLOSEDOWN / CLOSED	<p>MRF Hackney Fashion Hub HSF Chrisp Street Exchange</p>	<p>MRF 639 Tottenham High Road MRF Tottenham Access and Parking MRF Tottenham Controlled Parking Zone MRF Growth on the High Road MRF Haringey Employment Support HSF Abbey Wood GPF Construction Skills CITB FE Capital Fashion Retail Academy FE Capital Westminster Kingsway: Kings Cross Construction Centre FE Capital West Thames College: Feltham Skills Centre Employer Led Apprenticeship Creation Programmes LRF Romford Market Place</p>	<p>MRF LB Croydon: Innovation Centre MRF LB Croydon: Business Rate Relief MRF LB Croydon: Wellesley Road Crossings MRF LB Croydon: High Streets MRF LB Croydon: New Addington MRF LB Merton: Colliers Wood HSF Camden Town (Camden) HSF Abbey Wood (Greenwich) HSF Romford (Havering) HSF Finsbury Park (Islington) HSF Brixton (Lambeth) HSF Forest Hill (Lewisham) HSF Ladywell (Lewisham) HSF Manor Park (Newham) HSF Bankside (Southwark) HSF Blackhorse Lane (Waltham Forest) LRF Hotel Elephant: Spare Street</p>	<p>MRF LB Ealing: Shaping Southall HSF Orpington (Bromley) HSF Wood Green (Haringey) HSF Whitechapel (Tower Hamlets) HSF Walthamstow (Waltham Forest) Lumiere</p>

Thematic dashboards

- 5.3 The GLA is in the process of refreshing its performance management framework, introducing a new focus on five themes: Air Quality, Housing, Social Integration, Future Economy, and Culture and the Creative Industries. Appended to this paper are portfolio dashboards for the five themes (**Appendices 4a-e**).
- 5.4 Background information for each theme is at **Appendices 5a-e**.
- 5.5 For each theme, we have worked to identify a number of high-level outcomes; that is, the benefits we wish to secure for Londoners, linked to statutory and other strategies and Mayoral commitments. These frame the commissioning and design of projects; and in turn, the performance indicators (PIs) and deliverables we report against link back to identified outcomes.
- 5.6 Deliverables include 'measures of success' that will help determine whether the deliverable in question has realised its benefits.
- 5.7 For quarter two, dashboards were reported for two themes - Air Quality and Housing - alongside papers setting out what we intended to report against for the other three themes. For this quarter we are reporting dashboards for all five themes.
- 5.8 Development and refinement will continue to take place, including identifying targets as new projects come on stream - noting it will take time, particularly for some of the indicators - to set up systems, collect and then report data/information. The format will, similarly, evolve over time. The Sub-Committees views would be welcome to help with this evolution.

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Appendix 1: Revenue Forecast Q3 2017-18
GLA

	Revised Budget Q3	Expenditure/ Income	Year End Forecast	Year End Variance
	2017-18 £000	2017-18 £000	2017-18 £000	2017-18 £000
Directorate Expenditure				
Corporate Management Team				
Core CMT	333	218	348	15
Committee	163	74	163	0
Standards	18	9	18	0
Governance & Resilience	621	543	621	0
Total Corporate Management Team	1,135	844	1,150	15
Total Elections	300	59	116	-184
Mayor's Office				
Mayoral Support	2,070	1,336	1,948	-122
Government & International Relations	929	489	772	-157
Political Advisors	2,132	1,406	2,083	-49
Total Mayor's Office	5,131	3,231	4,803	-328
Resources				
Executive Director	1,599	762	1,608	9
EPMU	0	1,361	37	37
Financial Services	3,024	1,624	3,037	13
Group Finance	965	1,351	811	-154
Treasury	78	286	-10	-88
Facilities Management	16,524	14,209	16,135	-389
HR & OD	2,311	1,592	2,594	283
Technology Group	4,775	3,429	4,576	-199
Total Resources	29,276	24,614	28,789	-487
Development, Enterprise & Environment				
Executive Director	476	122	486	10
London Enterprise Panel (LEAP)	1,406	312	1,321	-85
Planning	3,665	1,659	2,782	-883
Transport	566	-54	516	-50
Environment	8,112	4,042	6,240	-1,872
Economic and Business Policy	6,249	2,170	4,065	-2,184
Regeneration	6,996	2,231	4,007	-2,989
Delivery Unit	717	624	572	-145
Total Development, Enterprise & Environment	28,187	11,105	19,989	-8,198
External Affairs				
Directorate Support	171	123	187	16
Public Liaison	842	376	674	-168
External Relations	7,381	4,850	7,044	-337
Press Office	760	660	814	54
Total External Affairs	9,154	6,009	8,719	-435
Communities & Intelligence				
Executive Director	895	127	895	0
Health & Communities	18,265	16,854	16,064	-2,201
Culture	7,613	4,289	6,249	-1,364
Intelligence	2,984	1,556	2,805	-179
Team London	1,692	419	1,584	-108
Communities & Intelligence	31,449	23,245	27,597	-3,852
Housing and Land				
Executive Director	208	141	222	14
Investment and Operations	2,329	1,544	2,291	-38
Programmes Policy and Services	15,675	5,816	14,051	-1,624
Strategic Projects and Property	2,642	-928	1,923	-719
Total Housing and Land	20,854	6,573	18,487	-2,367
Total Directorate Expenditure	125,486	75,680	109,650	-15,836
Corporate Items				
Museum of London	11,600	4,740	11,600	0
London and Partners	12,252	9,225	12,252	0
Contingency	1,308		1,308	0
Net Service Expenditure	150,646	89,645	134,810	-15,836
GLAP				

Strategic Projects and Property	4,068	1,976	1,633	-2,435
L&P	2,804	600	1,931	-873
Tax, Interest Payable & Recharges	322	-18,224	322	0
Total GLAP	7,194	-15,648	3,886	-3,308
Financing costs - Crossrail	115,000		115,000	0
NLE Capital Financing	5,400		5,400	0
Financing costs - Other (Interest Payable GLA)	7,000		7,000	0
Provision for debt repayment/ other grant payments	19,646		19,646	0
Total Net Expenditure	304,886	73,997	285,742	-19,144
Income				
Crossrail Business Rate Supplement	-115,000		-115,000	0
NLE Contributions	-5,400		-5,400	0
GLAP Recharge Income	-3,700		-3,700	0
Interest Receivable GLAP Loan	-9,900		-9,900	0
Adjustment for direct net GLAP expenditure	-7,194	15,648	-3,886	3,308
Interest Receivable GLA	-10,900		-10,900	0
LEAP Recharge	-1,020	-868	-1,020	0
Total Income	-153,114	14,780	-149,806	3,308
Total Net Cost of Service	151,772	88,777	135,936	-15,836
Reserves				
Transfer to/(from) reserves	189		189	0
Contribution to Business Rate reserve	0		73,400	73,400
Contribution to MDC (from unapplied grants)	0		6,300	6,300
Contribution from MDC	0		-13,300	-13,300
Group Items funded through contributon to MDC Reserve				
LLDC funded from MDC Reserve	16,800		7,800	-9,000
OPDC funded from MDC Reserve	6,900		5,500	-1,400
GLA Resource Funding LLDC & OPDC (budgeted as trf from reserves)	-19,300		0	19,300
Resources transferred from Revenue Grants Unapplied Reserve to MDC Reserve	-4,400		-6,300	-1,900
Total Group Items funded MDC Reserve	0	0	7,000	7,000
Group Items funded Business Rates				
Business Rates Retention CLG Tariff Payment	720,200		720,200	0
Business Rates Retention Levy	33,500		26,000	-7,500
Income Maximisation Projects (funded from BRR)	55		2,500	2,445
Business Rates Income to Fund CLG Tariff Payment	-720,200		-720,200	0
Business Rates Income to Fund Retention Levy	-33,555		-26,000	7,555
Business rates collection fund deficit repayable to Boroughs in 2017-18	0		27,500	27,500
Business rates income transferred to the Business Rates Reserve	0		-78,600	-78,600
Council Tax collection fund surplus income	0		-24,800	-24,800
Total Group Items funded Business Rates	0	0	-73,400	-73,400
Group Items - LLDC and OPDC non-MDC Reserve funding				
LLDC funded from business rates	0		13,200	13,200
OPDC funded from business rates	0		2,500	2,500
Business rates income to fund LLDC costs	0		-13,200	-13,200
Business rates income to fund OPDC costs	0		-2,500	-2,500
LLDC soft Loan interest cost	12,200		11,500	-700
Interest Receivable LLDC	-12,200		-11,500	700
Total Group Items - LLDC and OPDC non-MDC Reserve funding	0	0	0	0
Total Financing Requirement	151,961	88,777	136,125	-15,836
Assembly & Secretariat				
Executive Director	222	139	188	-34
Committee and Member Services	4,534	2,857	4,478	-56
Scrutiny	1,621	1,078	1,561	-60
Special Projects	1,036	774	1,079	43
Total Assembly & Secretariat	7,413	4,848	7,306	-107
Total Budget including A&S	159,374	93,625	143,431	-15,943

Appendix 2-Q3 2017/18 Capital Summary

Q3 2017/18	Current Budget £m	Forecast Q3 £m	Variance £m	Percentage Increase/ (Decrease)
Affordable Housing Programme	128.2	562.6	434.4	339%
Community Led Housing	1.6	0.0	(1.6)	(100%)
Care & Support	19.5	9.3	(10.1)	(52%)
Homelessness Change and Platform for Life	5.7	3.0	(2.7)	(47%)
London Housing Bank	40.8	0.2	(40.6)	(99%)
Housing Zones-Loans	48.0	44.8	(3.3)	(7%)
Housing Zones -Grants	83.9	59.1	(24.8)	(30%)
Land and Property	13.2	1.1	(12.1)	(91%)
Northern Line Extension (NLE)	189.0	175.0	(14.0)	(7%)
London Legacy Development Corporation (LLDC)	51.2	45.9	(5.3)	(10%)
City Hall Infrastructure	2.1	1.4	(0.7)	(34%)
Technology Group	0.9	0.8	(0.2)	(17%)
London Regeneration Fund	14.9	7.0	(7.9)	(53%)
Mayor's Regeneration Fund/London Enterprise Fund	4.5	3.9	(0.6)	(14%)
Growing Places Fund	35.1	32.0	(3.1)	(9%)
Further Education	42.0	10.1	(31.8)	(76%)
Skills For Londoners	5.5	1.0	(4.5)	(82%)
High Streets Fund	0.8	0.6	(0.2)	(28%)
Crystal Palace Park	1.5	0.8	(0.6)	(43%)
Good Growth Fund	7.3	0.0	(7.3)	(100%)
Digital Skills	2.5	0.2	(2.3)	(93%)
London Outdoors Park	1.8	0.0	(1.8)	(100%)
Smart London	0.1	0.0	(0.1)	(100%)
Boiler Cashback	3.3	0.0	(3.3)	(100%)
Fuel Poverty	2.5	0.5	(2.0)	(80%)
Energy Supply Company	3.7	0.1	(3.6)	(359%)
Home Retrofitting	1.1	0.9	(0.2)	(16%)
Museum of London	0.8	0.8	0.0	0%
Sport	1.5	0.0	(1.5)	(100%)
Culture & Creative Industries	1.3	0.3	(1.0)	(76%)
Total Capital	714.1	961.3	247.3	35%

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Appendix 3 - Project Performance Table

Ref No	Project Name	Cap / Rev	GLA 17/18 net budget	Approved carry Forward from 16/17	Budgeted external income	GLA gross annual budget at Q1	GLA gross annual budget at Q2 (if change)	GLA gross annual budget at Q3 (if change)	Spend at Q3	Commentary	Overall project rating	Timescale	Issues	Risks	Targets	Budget
ECONOMIC AND BUSINESS POLICY (DEE)																
A1	London & Partners	R	11,900,000			11,900,000		12,252,000	9,225,000	- Headline GVA and jobs targets had, by the end of Q3, been exceeded for the year. - L&P were instrumental in organising events and trade missions for the Mayor and Deputy Mayor's visit to India and Pakistan. - Work has continued to refine L&Ps's corporate strategy, supporting strategies and implementation plan. - Trade & Investment: 48 projects completed in the quarter including Veolia's plastic milk bottle recycling centre in Dagenham and the first branch of Shanghai Pudong Development Bank. - Leisure Tourism: £1.2m from Discover England Fund to extend initial pilot programme with Manchester to include Birmingham and surrounding areas targeting Chinese and Indian visitors. - Higher Education: Launch of London Student Welcome Campaign. Video reached 3.9m people.	G					
		C	0			0		0								
A2	Food Programme		218,000			218,000			65,449	- The five new Food Poverty Action Plans funding agreements, will be signed shortly. The London Food Strategy is being drafted. Food is being integrated into the other statutory and non-statutory strategies. - The Kitchen Social Programme has successfully delivered against its objectives and 4 out of the 5 Food Poverty Action Plans have been completed. - All projects are on track and will deliver on time, apart from, the delayed Food Poverty Action Plans. However the spend will be committed. There are some issues regarding delivery of the London Food Strategy and the risks associated with the departure of the current London Food Board Chair and the recruitment of their replacement.	A					
A5	Digital skills	R	1,884,000			1,884,000			132,182	- While the programme delivery timeline has been extended to account for delays in procurement, all risks and issues are manageable and outputs are expected to be delivered as planned. - Three Digital Bootcamp providers have signed grant agreements. Recruitment for the first cohort of young people has commenced. A provider has been commissioned to put on a digital talent careers fair. A marketing campaign is in development.	A					
		C	2,000,000			2,000,000		50,342								

Ref No	Project Name	Cap / Rev	GLA 17/18 net budget	Approved carry Forward from 16/17	Budgeted external income	GLA gross annual budget at Q1	GLA gross annual budget at Q2 (if change)	GLA gross annual budget at Q3 (if change)	Spend at Q3	Commentary	Overall project rating	Timescale	Issues	Risks	Targets	Budget
A8	Tech.London Innovation & Growth	R	100,000			100,000			40,000	<ul style="list-style-type: none"> - Everything is on track pending further project planning on MedTech London and CleanTech London, and securing funding to deliver CleanTech London. - The Mayor's Civic Innovation Challenge was announced in December 2017. Officers are working to identify the Mayoral challenges that will be announced in the summer. - TechInvest held its first event on AI in January 2018, boasting £1.2bn deployable investment in the room. - The BigB2SME project has piloted one event to date (December 2017) to test the approach to engaging corporates and linking up with potential R&D collaborations with the MedTech start-up community. - Note finance figures relate to TechInvest only at this stage. 	G					
F4	GPF Med City	R	500,000			0			375,000	<ul style="list-style-type: none"> - MedCity promoted the region's life sciences strengths by leading/speaking at several international and national events in Q3. - The DigitalHealth.London Accelerator, which MedCity helps deliver, is taking registrations of interest for its 3rd intake of digital health startups and SMEs. To date, the programme has supported 60 companies. 	G					

OTHER REGEN (DEE)

B3	Crystal Palace Park	C	1,400,000	78,000		1,478,000			-62,000	<ul style="list-style-type: none"> - The skate park has completed on site and is accessible to the public, though not fully open until the launch event in March. The café is about to commence on site. The operator of the café has been appointed. - All other elements of the project are complete. 	G					
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MAYOR'S REGENERATION FUND (DEE)

Page 92	MRF General (and unallocated)	R	421,000			421,000			30,233		Budget monitoring only					
		C	2,700,000	1,486,000		4,186,000			0							
C3	MRF LB Croydon: West Croydon Interchange	C	0			0			0	This project has been successfully completed and will be removed from the monitoring table pending receipt of a closure form.	G					
C4	MRF LB Croydon: West Croydon Investment Programme	R	0			0			0	The project has been completed. Once a self-evaluation form has been completed by the delivery partner, a closure form will be prepared.	Complete - awaiting closure					
C5	MRF LB Croydon: Innovation Centre	R	0			0			0	The tech incubator workspace is in use. The Byte café, which forms part of the project, has won the Croydon Citizen People's Choice Award.	Complete - awaiting closure					
		C	0			0		0								
C6	MRF LB Croydon: Business Rate Relief	R	0			0			0	Project is complete and awaiting closure.	Complete - awaiting closure					
C7	MRF LB Croydon: Wellesley Road Crossings	C	0			0			0	The public realm has been successfully completed, including the landscaping and tree planting.	Complete - awaiting closure					
C8	MRF LB Croydon: High Streets	R	0			0			0	Project is complete and awaiting closure.	Complete - awaiting closure					
		C	0			0		0								

Ref No	Project Name	Cap / Rev	GLA 17/18 net budget	Approved carry Forward from 16/17	Budgeted external income	GLA gross annual budget at Q1	GLA gross annual budget at Q2 (if change)	GLA gross annual budget at Q3 (if change)	Spend at Q3	Commentary	Overall project rating	Timescale	Issues	Risks	Targets	Budget
C9	MRF LB Croydon: New Addington	R	0			0			0	Project is complete and awaiting closure.	Complete - awaiting closure					
		C	0			0			0							
C10	MRF LB Ealing: Dine in Southall	R	0			0			15,000	Works on the manor house are expected to be completed shortly. The risk lies in securing the future management and operations of the building.	A					
		C	0			0			-15,000							
C11	MRF LB Ealing: Shaping Southall	C	0			0			0	LB Ealing is reviewing the final draft of the evaluation report and a project closure form has been completed. This project will therefore be removed from the monitoring sheet ahead of the next reporting round.	Complete - closed					
C15	MRF LB Haringey: Opportunity Investment Fund.	R	0			0			0	- The project is rated amber due to delays signing a deed of variation (now signed) and because there is a risk of upto £489k underspend. However, LB Haringey has completed a big marketing push and identified 4 strong leads for potential loan applications that could be approved by the end of FY, totalling over £500k, this includes a large roller rink project that has come forward in Bruce Grove. - Self-evaluation will commence in Q1 2018/19, to provide an interim evaluation following completion of GLA spend (however, the revolving fund is not due to continue until 2022, using LBH match and repayments from previous loans).	A					
		C	0			0		1,201,800	-60,000							
C16	MRF LB Haringey: 639 Tottenham High Road	R	0			0			0	Delivery is complete but closure forms cannot be provided until final data on project outputs and outcomes are received.	Complete - awaiting closure					
		C	0			0			0							
C18	MRF LB Haringey: Tottenham Projects (Access and Parking, CPZ, Growth on the High Road, Station Approach)	R	0			0			0	Delivery is complete but closure forms cannot be provided until final data on project outputs and outcomes are received.	Complete - awaiting closure					
		C	0			0			-123,091							
C19	MRF LB Haringey: Employment Support (incl Haringey 100 project)	R	0			0			0	Delivery is complete but closure forms cannot be provided until final data on project outputs and outcomes are received.	Complete - awaiting closure					
C21	MRF LB Southwark: Gateway to Peckham (Peckham Rye Station)	C	300,000			300,000			0	- The project has been subject to a number of delays. - The borough is planning further engagement with the public, including business consultation. - The Peckham Palms project is underway and due to complete by June 2018.	A					

HIGH STREET FUND

	High Street Fund General	R	44000	43,000		87,000	88,000		0		Budget Monitoring Only					
		C	430000			430,000	230,000		-79,500							
D1	HSF Barking (Barking and Dagenham)	R	0			0			0	This project has now been completed. GLA spend has been achieved with the majority of capital works having been undertaken.	G					
		C	0			0										

Ref No	Project Name	Cap / Rev	GLA 17/18 net budget	Approved carry Forward from 16/17	Budgeted external income	GLA gross annual budget at Q1	GLA gross annual budget at Q2 (if change)	GLA gross annual budget at Q3 (if change)	Spend at Q3	Commentary	Overall project rating	Timescale	Issues	Risks	Targets	Budget
D2	HSF Burnt Oak (Barnet)	R	0			0			-40,000	<ul style="list-style-type: none"> - The project has delays due to contractor management and delivery time. - The Church gates and fence have been completed and need small adjustment. The notice board of the library needs IT support to be finalised and the concrete bench will be installed in few weeks. - The project should be mostly completed by the end of March and the evaluation strategy has been reviewed. 	A					
		C	170,000			170,000			0							
D3	HSF Wembley (Brent)	R	0			0			4,176	<ul style="list-style-type: none"> - GLA funding has been allocated and most of the various projects on Wembley Park Drive and Wembley Central have been successfully delivered. However, one strand of this project has not been delivered yet: Ealing Road Library, due to a variety of reasons. - However significant progress has been made this quarter, with new consultants on board. New contractors have been finalised who will deliver the public realm as well as the modular units. A value engineering process has taken place. - Although the programme is now being finalised, it is now likely to be completed in June 2018. 	A					
		C	0			0			-7							
D4	HSF Orpington (Bromley)	C	0			0			-587	This project has spent and is completed, but we are awaiting the borough's self-evaluation before closedown.	Complete - awaiting closure					
D5	HSF Camden Town (Camden)	R	4,000			4,000			0	The project is completed, with only the final grant claim and formal closure outstanding.	Complete - awaiting closure					
		C	8,000			8,000			0							
D6	HSF Acton (Ealing)	C	0			0			0	<ul style="list-style-type: none"> - Works are continuing on site for Churchfield Road, albeit with some unexpected delays relating to underground services. - Shopfront improvements will be commencing in March, and LBE legal department are finalising contracts between shop owners/occupiers and the council. Suitability of a BID is being explored, survey returned with 78% of businesses supporting a BID being tested. 	G					
D7	HSF Abbey Wood (Greenwich)	R	0			0			0	The project has been completed and is awaiting closure.	Complete - awaiting closure					
		C	0			0			0							
D8	HSF Wood Green (Haringey)	C	0			0			-83,715	Project evaluation has been completed and the closure form is being finalised,	Complete - awaiting closure					
D9	HSF Station Road (Harrow)	R	0			0			2,833	The project is substantively complete. An unexpected underspend is being allocated to deliverables that had previously been set aside due to budgetary constraints.	G					
		C	0			0			-57,761							
D10	HSF Romford (Havering)	C	0			0				All project elements have been delivered and a closure report from the borough is awaited. All outputs have been or are expected to be delivered.	Complete - awaiting closure					
D11	HSF Finsbury Park (Islington)	R	0			0			0	The project has been completed and an evaluation has been received from the borough, which will inform project closure in quarter 4.	Complete - awaiting closure					
		C	0			0			0							

Ref No	Project Name	Cap / Rev	GLA 17/18 net budget	Approved carry Forward from 16/17	Budgeted external income	GLA gross annual budget at Q1	GLA gross annual budget at Q2 (if change)	GLA gross annual budget at Q3 (if change)	Spend at Q3	Commentary	Overall project rating	Timescale	Issues	Risks	Targets	Budget
D12	HSF Portobello (Kensington and Chelsea)	C	123,000			123,000			0	- The project is rated amber due to new delays in starting the construction of the units and benches. These delays flow from changes to design and a new funding request. - After review, the order of the 6 units under GLA funding will be placed beginning of March and the first units should be on site by mid-April. - The planters have been ordered and the trees chosen.	A					
D13	HSF Brixton (Lambeth)	R	0			0			0	Project complete and is a success. Awaiting the self evaluation.	Complete - awaiting closure					
		C	0			0										
D14	HSF Forest Hill (Lewisham)	R	0			0			-5,000	This project is complete and awaiting closure.	Complete - awaiting closure					
		C	0			0		-108,000								
D15	HSF Ladywell (Lewisham)	C	0			0			-400,824	This project is complete and awaiting closure.	Complete - awaiting closure					
D16	HSF Manor Park (Newham)	C	0			0				Project working towards closure. All outputs and spend achieved.	Complete - awaiting closure					
D17	HSF Bankside (Southwark)	R	0			0			0	- The snagging to public realm works and building forecourt improvements has been completed. Bankside Open Spaces Trust will manage the maintenance of the planting. - The project has been completed.	Complete - awaiting closure					
		C	0			0		-18								
D18	HSF Old Kent Road (Southwark)	R	0			0			0	- Works to the market (phase 1) are complete. Southwark continue to work with the traders to ensure updates are well communicated and sufficient notice about phase 2 works are happening. Special events as part of Love Your Local Market are planned. - East Street library refurbishment is still on-going and due to complete in May 2018. A celebratory completion event will take place subsequently.	C					
		C	269,000			269,000		-206,480								
D20	HSF Whitechapel (Tower Hamlets)	R	0			0			-22,622	Complete. Closure form received. This project will be removed from the monitoring table ahead of the next round.	Complete and closed					
		C	0			0		-100,560								
D21	HSF Blackhorse Lane (Waltham Forest)	R	0			0			0	Complete. Closure form received. This project will be removed from the monitoring table ahead of the next round.	Complete - awaiting closure					
		C	0			0		0								
D22	HSF Walthamstow (Waltham Forest)	R	0			0			3,920	Complete and awaiting closure.	Complete - awaiting closure					
		C	0			0		8,581								

LONDON REGENERATION FUND

	London Regeneration Fund budget other	C	441,000	2,234,000		2,675,000		909,000	0		Budget Monitoring Only					
E1	LRF Battersea Arts Centre: Battersea	C	538,000			538,000			0	The enabling construction works to the building envelope are behind programme, which will delay the commencement and subsequent completion of the GLA funded works.	A					
E2	LRF LB Barking and Dagenham: Barking Town Centre	C	250,000			250,000			0	- Substantial progress has been made on the detailed design stage. Create and LB Barking & Dagenham have now appointed experienced construction project managers, which should speed up the pace of delivery. - The planning application is due to be made by late March 2018. This should see remaining LRF funding spent on time.	A					

Ref No	Project Name	Cap / Rev	GLA 17/18 net budget	Approved carry Forward from 16/17	Budgeted external income	GLA gross annual budget at Q1	GLA gross annual budget at Q2 (if change)	GLA gross annual budget at Q3 (if change)	Spend at Q3	Commentary	Overall project rating	Timescale	Issues	Risks	Targets	Budget
E3	LRF LB Bexley: Erith	C	1,792,000			1,792,000			476,445	- Good progress has been made this month. Planning consent has been granted for the refurbishment of the Carnegie building and works have started on site. External cleaning has been completed ahead of schedule. Works have also started to the station forecourt public realm improvements. Design work is progressing for the town centre sites. -Due to previous delays to programme, this project is rated as amber.	A					
E4	LRF Bootstrap Co: Dalston Works	C	1,009,000			1,009,000			-16,000	- The project is currently 7 months behind schedule due to changes at CEO level of Hackney Cooperative Developments, despite best efforts to mitigate this. Progress as follows: <ul style="list-style-type: none"> Development Manager continues direct management of the project, working closely with new CEO and CFO Community and tenant consultation has been carried out and is now complete, with comments having been integrated into proposals. Design proposals have been progressed and the project is now ready to be submitted for planning permission. Potential cost savings that were identified as part of a thorough value engineering exercise have been evaluated. The preferred solutions have been integrated into the design to keep the scheme within the assumed budget parameters. The Woodbury Down portion of the project is progressing through RIBA Stage 2. 	R					
E5	LRF LB Brent: South Kilburn Enterprise Hub	C	500,000			500,000			0	- South Kilburn Enterprise Hub is progressing well. Contractors have been on site, and the work is programmed to be completed by first week of March 2018. This gives a significant buffer of three weeks if there are any site issues that appear. <ul style="list-style-type: none"> South Kilburn Trust have already moved into the building and are operating from there. Project is progressing well overall and a public launch is being planned for May. 	G					
E7	LRF CEME: London Riverside	C	0			0			0	- GLA spend has been completed and remaining outputs are achievable.	G					
E8	LRF Create London: North Woolwich	C	363,000			363,000			138,747	- Substantial progress has been made on the project. <ul style="list-style-type: none"> A decision was made to walk away from the House Mill Trust owned railway building, following protracted attempts to secure a lease. Instead Create will progress a scheme west of Store Road for a social enterprise brewery space. This has received planning permission from LB Newham. In addition TfL has authorised the 20 year lease to Create and are in the process of progressing signing. Crossrail's funding contribution of £324k has been secured. This eliminates a substantial project risk. While it is still possible that remaining LRF funding can be spent by end of March 2018, the available build time is rapidly contracting. Create have now appointed an experience construction PM who will oversee the build works. 	A					

Ref No	Project Name	Cap / Rev	GLA 17/18 net budget	Approved carry Forward from 16/17	Budgeted external income	GLA gross annual budget at Q1	GLA gross annual budget at Q2 (if change)	GLA gross annual budget at Q3 (if change)	Spend at Q3	Commentary	Overall project rating	Timescale	Issues	Risks	Targets	Budget
E10	LRF LB Ealing: West Ealing	C	283,000			283,000			13,308	Spend of GLA funding will slip into 2018/19. There are significant issues pertaining to finding an operator, project management capacity and the site and a there is a risk of a funding shortfall.	R					
E11	LRF Hotel Elephant: Spare Street	C	0			0			-269	Project complete and awaiting closure.	Complete - awaiting closure					
E12	LRF LB Enfield: Meridian Water Workspace	C	1,290,000			1,290,000			0	The project is amber due to delays in contractor procurement and increased costs. There is a risk of project slippage into next financial year.	A					
E13	LRF LB Harrow: Wealdstone	C	866,000			866,000			-3,000	Despite good progress on some elements, the project has been delayed and will not be complete by the end of Q4.	A					
E15	LRF LB Hillingdon: Uxbridge Town Centre	C	738,000			738,000			42,839	- There has been steady progress despite an initial delay. - Construction work is ongoing on the Fassnidge Yard link and wider High Street improvements. Fabrication of screening elements for Bakers Yard is also on course for installation once parallel water mains works are completed. Associated Shopfront projects on Windsor Street are being delivered.	G					
E16	LRF LB Lambeth: Loughborough Junction	C AD		C	1,471,000			1,471,000	0	- Although the project has progressed this quarter, it is delayed and the construction contractor has been selected but not yet appointed; nor has construction started on site. - Overall project completion is now anticipated for October 2018.	A					
E18	LRF the Mill Co: Royal Docks Silvertown	C AD		C	51,000			51,000	42,145	- GLA funding has now been spent, with the majority of units having been fitted out. A number of tenants have now started moving into the site. Fit out of remaining floors is on-going. - Once the building has been formally launched, the business support element will begin.	G					
E19	LRF Peabody Trust: Abbey Wood	C AD		C	1,000,000			1,000,000	208,669	- Tender returns for the full fit-out contract were considerably over budget due to unforeseen costs encountered during the strip out process, further security costs and the construction industry generally increasing its costs for smaller contracts of this type in existing buildings. A value engineering exercise has been progressing well with input from the operator Bow Arts, design team, and preferred contractor. - Peabody has confirmed additional funding to close the remaining funding gap affecting the delivery of the Lakeside Centre refurbishment. - The project is amber due to the increased costs and delays.	A					
E20	LRF Poplar Harca: Poplar	C AD		C	1,567,000			1,567,000	7,425	Works have been relatively light in this quarter, due to awaiting confirmation of the revised delivery dates and confirmation from GLA on carry forward requested from the project team. As such, the majority of works during this period relate to value engineering on the contract tenders, planning conditions discharge preparation and preparing for entering into contract for main works.	G					

Ref No	Project Name	Cap / Rev	GLA 17/18 net budget	Approved carry Forward from 16/17	Budgeted external income	GLA gross annual budget at Q1	GLA gross annual budget at Q2 (if change)	GLA gross annual budget at Q3 (if change)	Spend at Q3	Commentary	Overall project rating	Timescale	Issues	Risks	Targets	Budget
E21	LRF LB Richmond: Richmond RACC workspace	C	AD	C	0			0	0	- A grant agreement has been signed for a revised (reduced but deliverable) project, following withdrawal of the majority of Council match funding. - The utilities, heating, cooling and ventilation work is on site, and making substantial progress, and at the time of writing were due to complete in February 2018. - The planning application to cover the roof was approved. A project management organisation is leading the delivery of a patent glazing system for the roof, as well as refurbishing and clearing internal partitions.	G					
E22	LRF South London Gallery: Camberwell Old Fire Station	C	AD	C	430,000			430,000	200,000	The project is making good progress and will be complete by March 2018. A launch is being planned for September 2018.	G					
E24	LRF LB Haringey: Wood Green Works	C	266,000			266,000			0	- The project is rated amber because of problems with a change in scope has led to the re-issue of the invitation to tender for the workspace provider and caused some delays to the programme; although the operator has accelerated delivery and is confident of GLA spend in this financial year. - Following a tender process, the main contractor is now appointed and has commenced work on site. The deed of variation is with the borough for signing; all spend will be claimed in Q4.	A					
E26	LRF Blackhorse Lane	C						1,106,000	0	- We have received notification from our project partners that there were no operator responses to their tender for operation of Units 3&10 Lockwood Way, which represent approximately 75% of project spend. - The overall project was intended to conclude capital spend by Q4 2017/18. It has previously requested carry forward to Q2 of 2018/19 to complete Units 3&10 Lockwood Way, following termination of negotiations with an appointed operator (an extension of 6 months) and will require a further 3 months at least following this latest set-back.	R					
E27	Crowdfund London round 3	R								- Uplift Salcombe Gardens is the latest project to make significant progress and claim in full. Some aspects of the project remain outstanding but are financed through crowd match. LB Barnet is supporting delivery of associated public realm improvements, due to complete by March 2018. - The Eel Pie Island museum project is set to open to the public in March.	G					
		C								- The Kitchenette Karts project reported work experience opportunities for 5 young people, with 4 young people completing a level 2 food hygiene qualification. - The Phoenix Garden Blooms reported volunteering opportunities for 20 people with an additional 6 new regular volunteers supporting the upkeep of the garden. - Budget monitoring is as part of 'LRF budget monitoring other' line above.						

Ref No	Project Name	Cap / Rev	GLA 17/18 net budget	Approved carry Forward from 16/17	Budgeted external income	GLA gross annual budget at Q1	GLA gross annual budget at Q2 (if change)	GLA gross annual budget at Q3 (if change)	Spend at Q3	Commentary	Overall project rating	Timescale	Issues	Risks	Targets	Budget
E28	Crowdfund London round 4	R								<p>- Much of the programme is likely to complete in April/May 2018, requiring the carry forward of budgets.</p> <p>- All of the 22 successful round four campaigns have now contracted for their pledge and are in delivery with some making significant progress already.</p> <p>- Camden Highline have commissioned feasibility work and concluded that the project is feasible, subject to significant capital funding. The organisation are looking at fundraising strategies going forward. They have established a governance structure for the charity that includes members of the crowdfunding campaign scrutinising activities. Southall Light Show has created a number of installations in Ealing and run events to tour the artworks. Croydon's Anthem for Peace took place in December and was well received.</p> <p>- An evaluation into the latest round of the programme (application process) has been conducted and will inform future development and improvements.</p> <p>- Budget monitoring is as part of 'LRF budget monitoring other' line above.</p>	A					
		C														

GROWING PLACES FUND (GPF)

	GPF General	R	654,000			654,000			0		Budget monitoring only					
		C	3,078,000	2,614,000		5,692,000		2,155,000	0							
F5	GPF London Co-Investment Fund	C	9,469,000			9,469,000			1,561,866	<p>- Jobs & finance leverage are both well above target. However investments and expenditure is still approximately a third below targets.</p> <p>- As at the end of Q1 the London Co-Investment Fund (LCIF) had invested c.£15m in 102 companies and 18 follow on investments. It has bought in c.£93m of private finance, meaning the co-investment multiple is currently 6.12, over twice it's target of 2.9.</p> <p>- The Brexit related market slowdown has continued in Q3 of 2017/18, as anticipated, and this doesn't look set to change until the outcomes of Brexit negotiations are known. In lieu of this we have increased the initial investment period by 9 months, which should ensure continuous access to finance for SME's.</p> <p>- LCIF portfolio companies have a strong presence in the start-up ecosystem. 15 are part of the Mayor's International Business Programme, with several more in the process of joining.</p>	A					
F6	GPF Hackney Wick Station	C	4,230,000			4,230,000			4,187,000	<p>- The project recently completed some critical items including the installation of the subway box and a temporary ticket office. Other elements are being completed including utilities, the concrete frame to the station ticket office and platform canopies.</p> <p>- After initial delays the project is on track for Spring 2018 completion.</p>	G					

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F7	GPF Southall Junction Improvement	C	1,085,000			1,085,000		1,915,000	134,469	- Certain workpackages in the programme (and therefore expenditure) has slipped. - Nevertheless, the programme has continued to progress against many of its workstreams. A key element to report on this quarter is that the junctions works (which had previously experienced slippage) are commencing finally this year which is welcoming news.	A					
F8	GPF West Anglia Route (STAR)	C	10,906,000			10,906,000			18,154	Good progress is being made, the project is so far on track with the planned project timeline. Progress highlights include: • Bridge 1393 abutment complete - a video showing works has been published on all socail media. • Piling at Bridge 666 complete. • Tottenham Hale station, crash protection complete. Project on track.	G					
F9	GPF Tempus Energy	C				0				- Tempus launched as a company in 2014 and has continued to build on their bespoke technology platform. '- Mayoral Decision in place to provide a way forward to novate GLA funding agreement to Tempus Technology.	A					
F10	GPF The Cube	C	50,000			50,000		131,000	30,797	- The Cube still continues to generate considerable interest, but conversion is slower than anticipated. Generally, companies that make a site visit are impressed with the overall site offering and see its potential but this is a slower process than envisaged. - Rooms on the second floor have been converted for shared use and several items of equipment have been ordered and installed. - The businesses already in the building continue to grow and have taken on two more staff since the last report and have taken on work experience from a local FE college.	A					
F11	GPF Barking Riverside	C	1,601,000			1,601,000		2,442,000	5,526,885	BRL have issued a revised Planning Application incorporating the latest planning changes and a response is forthcoming. The delivery was adjusted so that the section of the road leading to the school would be ready by September 2017, with full pedestrian, vehicular and bus access. A stakeholder meeting took place with the school and TfL who were satisfied with the arrangements proposed. Full construction completion has been brought forward to 06/11/18 based on current known scope of works and is dependent on interaction with the adjacent plot developers.	A					

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F12	GPF Meridian Water Angel Road	C	2,500,000			2,500,000			0	<ul style="list-style-type: none"> - Piling work for the new Meridian Water station is now underway, and Network Rail is advising that the station will be delivered on time in May 2019 and on budget. However, some of the cost contingency has been used up due to technical redesign of piling. - This month major technical obstacles have been overcome with the moving of a major gas main and the identification and isolation of seven cables that were previously an obstacle to piling and construction. - Enfield Local Planning Authority fully engaged with design work, and reserved matters application to be submitted in the first half of 2018. 	G					
F15	GPF LB Bexley Erith regeneration	C	2,850,000			2,850,000		1,098,000	0	The issues and risks are manageable; and spend is to be reprofiled following a decision to widen the scope of the project through a Deed of Variation.	A					
F16	GPF Games promotion	R	542,000			542,000			400,000	Milestones to date have been met by the target date. Risks and issues are manageable.	G					

FURTHER EDUCATION CAPITAL

	Further Education Capital Investment Fund	R	600,000			600,000			61,588			Budget Monitoring Only				
		C	7,026,000	2,129,000		9,155,000			0							
G3	FE Capital: City of Westminster College, Maida Vale Campus	C	361,000			361,000			441,709	<ul style="list-style-type: none"> - The Maida Vale campus fully opened to the first cohort of students on 1st September 2017. An interim evaluation is due from the project in April 2018 to confirm initial outputs. In the interim, a snagging list is being worked through. - The College is looking to hold a grand opening shortly and the GLA will seek to ensure this successful scheme is publicised. 	G					
G5	FE Capital: Barnet and Southgate College, Colindale Skills Centre	C	1,043,000			1,043,000			74,961	<ul style="list-style-type: none"> - Colindale has been operational for 10 months providing specialist training facilities. All snags have now been completed. Colindale is targeting a BREEAM rating of 'excellence' and is on track to receive this. - Southgate Centre Modernisation project is being delivered via 3 phases of work. The new CETAL and Dentristry areas have been completed. The College has also approved additional funds for the upcoming works. - The next stages (E & W blocks) have been approved and tendering is under way. Works are scheduled during the January-April period. - The amber traffic light reflects that the project is significantly behind schedule. 	A					

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G7	FE Capital: Richmond College Phase One, Education and Enterprise Campus	C	9,152,000			9,152,000			193,605	<ul style="list-style-type: none"> - This project is rated amber as there are complex risks and issues which may affect the delivery. This project is closely intertwined with the phase 2 project, as such any delays will directly affect the delivery of the second phase. - In the previous quarter, it was reported that works were completing at pace to secure the contract with the preferred developer. Unfortunately, the preferred developer decreased the offer at the point of exchange of contracts, making the project unviable. The offer was rejected and the land has been - successfully - remarketed. A new preferred developer has been selected and the due diligence has completed. The final contract was received in January 2018 pending exchange. - In the meantime, hoarding was constructed at the site in the week of the 22nd January, which marks a shift in the project. - The reserved matters application discussions are ongoing for the Sports Hall. - The project is expected to deliver as planned, though timescales have slipped and a number of key issues require resolving. 	A					
G8	FE Capital: Richmond College Phase Two, STEM Centre	C	154,000			154,000			0	<ul style="list-style-type: none"> - This project is dependent on progress being made in the phase 1 project, which has suffered delays. - A revised contract confirming the new timescales and giving further assurance on costs will be completed in this financial year in line with the phase 1 project. 	A					
G10	FE Capital: Lambeth College, Vauxhall Skills Centre	C	AD	C	6,496,000			6,496,000	-32,500	This project is currently on hold while changes in scope are investigated.	R					
G11	FE Capital: Harrow College (Health)	C	AD	C	1,224,000			1,224,000	965,340	<ul style="list-style-type: none"> - The project, albeit slightly delayed, is making good progress, with launch scheduled for July 2018. - The teaching staff and the students had originally occupied the facility and the HSC Hub was fully functional until end of December; however, a build up in the air conditioning system caused the heating to break, making the building uninhabitable during the winter. This issue is being addressed and should be fixed during the February half term. 	G					
G12	FE Capital: Bromley College, Hospitality project	C	AD	C	127,000			127,000	307,475	The facility is operating fully. The GLA lead officer is waiting for confirmation that all snagging issues have been addressed.	G					
G14	FE Capital: ADA, National College for Digital Skills	C	9,500,000			9,500,000			977,741	<ul style="list-style-type: none"> - The Broad Lane refurbishment has been delivered and the College have completed the first year of operation. - Completion of the Ashley Road site is currently delayed by one year and forecasted to be completed in September 2019. - Planning permission for the scheme was approved in late January 2018, which has removed a large risk from the project. 	R					

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G17	FE Capital: East London Advanced Technology and Training (ELATT)	C	0			0		48,000	25,936	Stage 1 building work has been completed and students are now using those facilities, including the lift. Phase 2 is almost complete with new reception, training room and 2 small meeting rooms. Despite previous contractor issues phase 2 will deliver within agreed budgets in early 2018.	G					
G18	FE Capital: Waltham Forest College, Engineering, Science and Technology Centre	C	1,399,000			1,399,000			1,718,303	The project delivered as expected. Practical completion was achieved in July 2017 and students are using the facilities. An opening ceremony was held in December.	G					
G19	FE Capital: Hackney Community College, Hackney Open Tech Institute	C	495,000			495,000			0	- The Hackney Open Tech Institute Project completed work on the D and P Blocks of the Shoreditch campus. Environmental and capital requirement work is also complete. - Hackney Community College merged with Tower Hamlets College in August 2016. The Here East element of the project is not going to be realised as a result of the merger.	R					
G20	FE Capital: Havering College, Construction Infrastructure Skills and Innovation centre (CISIC)	C	2,412,000			2,412,000		846,000	0	The grant agreement was signed in September 2017. The project is currently in its pre-construction stage with the construction phase planned to commence in March 2018 and with the new facility being operational by September 2019.	A					
G21	FE Capital: Big Creative Education, Walthamstow	C	200,000			200,000		1,690,000	1,266,476	Big Creative has made progress and finalised all work relating to the exchange for the lease agreement.	G					
G22	FE Capital: Ealing Hammersmith and West London College: Dine in Southall project	C	160,000			160,000			0		See C10 Dine in Southall					

ESF and other PDU projects

H4	Horizon 2020 (Sharing Cities)	R	0	0	2,819,483	2,819,483			2,621,740	The European Commission has awarded €25m over five years to the Greater London Authority to deliver a set of smart city projects in partnership with Greenwich, Milan, Lisbon, Burgas, Bordeaux and Warsaw to demonstrate and replicate to other EU cities integrated solutions in energy, sustainable mobility, urban data integration and digital technologies. - The programme has completed its second year of delivery and is required to ensure all the measures are installed in the demonstrator areas by the end of 2018. - The programme is expected to deliver as planned. Implementation of the measures will be completed throughout 2018.	G					
H5	The Connection Gardening and Horticulture Project	R	0	0	0	0			0	- The project's new schedule and site have been agreed and all the revised milestones are on track.	G					

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H6	Better Futures Project									<ul style="list-style-type: none"> - Following the success of the launch event in 2017, the project has attracted registrations from innovative, low-carbon entrepreneurs. - Our team of Innovation Advisers are working with a number of companies, supporting them to apply for funding, prepare for investment pitches, develop products, make strategic decisions about the future of their business and access specialist support in marketing and PR. Our academic teams are also now meeting with SMEs to develop projects as well, looking at prototyping, market research, product testing and giving vital academic insight. - There is a strong pipeline of SMEs to work with and a dedicted Project Manager is now in post driving delivery. - The project remains at Amber due to the delays in progressing the claims and the evidence requirements. Once this issue is resolved, we anticipate the project improving to 'Green'. 	A					

ENVIRONMENT (DEE)

I1	Decentralised Energy Enabling Project (DEEP)	R	1,352,000		1,000,000		1,000,000		96,339	The project is operating well. The procurement framework is operational and multiple work packages are currently being undertaken.	G					
I2	Better Boiler / London Boiler Cashback Scheme	R	0	67,000		67,000	75,000		63,775		Budget Monitoring Only					
		C	0	874,000		874,000	874,000		869,441							
I3	Commercial Boiler Scrappage Scheme	R						200,000	0	<ul style="list-style-type: none"> - A contractor has been appointed to set up and deliver the scheme following an OJEU procurement exercise. Works are now underway to deliver the initial stages of work required to develop the scheme: sector analysis, development and testing of eligibility criteria, stakeholder engagement and development of the online application management platform. - The appointment was delayed somewhat; but the project remains on track to deliver its outputs by March 2020. 	G					
		C						3,300,000	0							
I4	Warmer Homes	R						400,000	0	<ul style="list-style-type: none"> - The programme was launched on 31 January and the first installations under the scheme have taken place. - Early indications are that a high proportion of applicants to the scheme are vulnerable or have significant issues keeping their homes warm, indicating the scheme is reaching and benefiting those most in need. 	G					
		C						2,050,000	0							

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15	Energy Leap	C						496,000	0	<p>- Moat, Sutton Housing Partnership and Genesis Housing Association have been selected to deliver demonstrator projects under the Mayor of London's Energy Leap project. The project will see up to ten properties receive deep refurbishments, radically improving the look and energy performance of each property, and making them warmer, healthier and more affordable.</p> <p>- The project has experienced issues that have significantly delayed implementation, relating mainly to higher costs than were predicted through a soft market testing exercise and difficulties in identifying suitable properties. This is partly related to the novel nature of the project, and the presence of a number of uncertainties or barriers in the current market. These barriers need to be addressed through the demonstrators in order for these projects to succeed, and to pave the way for future projects.</p>	R					
16	RE:NEW (Homes)	R C	46,000			403,000	333,000	46,000	354,270	<p>- To date, RE:NEW phase III has delivered over £116.5m of leveraged investment into home energy efficiency and renewable energy retrofit and 71 landlords have signed up for support.</p> <p>As at December 2017, RE:NEW phase III had retrofitted 30,000 homes.</p> <p>- The Grenfell fire continues to create market uncertainty and disrupt investment plans. Many staff from London borough and housing association energy teams have also been redeployed to duties relating to fire-safety as part of the response. This is a high risk, with a clear need for close ongoing and responsive risk management. We have seen a number of projects be pushed back pending results of the official Grenfell inquiry.</p> <p>- This project has been rated amber as although all European Investment Bank targets have been met, GLA targets continue to lag.</p>	A					
17	Energy Supply Company	C						3,875,000	0	<p>- A Prior Information Notice (PIN) was issued on 15 November. This set out the Mayors desired outcomes for the Energy for Londoners Energy Supply Company (EFLSCo). It was publicised through the Official Journal and an Op-Ed by the Mayor. A supplier event was held on 13 December 2017 as part of testing the market's response to the PIN outcomes. We are currently working on the tender documents with the aim to publish this as soon as possible</p> <p>- The slippage of this project is mainly due to the need to manage the risk for this novel and complex project, ensuring that all proposals are based on considered advice, drawing on appropriate specialists.</p>	A					

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18	RE:FIT (Public Sector buildings)	R	370,000	33,000	700,000	1,352,000	1,352,000		568,707	<ul style="list-style-type: none"> - Implementation of the business development strategy with the use of a telmarketer has been fruitful: We have reached over 800 public sector organisations in London and have nearly 100 new leads. We are now working hard to convert those into signed Access Agreements. - One new Access Agreement was signed in this quarter: united Colleges. - The investment Grade proposal (IPG) for the Bank of England project was received (2 MWh and 673 t CO2 savings p.a); they are moving to construction stage in early 2018. - We are nearing IGP stage with the London Borough of Ealing (1.2 MWh expected saving across 21 buildings). <p>One remaining and still unresolved issue from the ERDF audit in March 2017 on the lack of evidence of the publication of an addendum relating to the 2013 framework used to procure the PDU in 2015. The GLA EPMU team are proposing imposing a 'correction' to the programme of up to 10 per cent of the total ERDF funding. Also, the project hasn't meet its ERDF KPI in the last quarter.</p>	A					
19	Smart Cities demonstrators (TSB)	R	0			0		30,406	30,406	<ul style="list-style-type: none"> - The project aims to demonstrate the benefits of upgrading control infrastructures and the installation of home smart heating controls in improving the performance of heat networks. Final additions to the control instructions for residents as the installation of the main pipework has started and we will look finalise design in January. 	G					
		C		55,000		55,000	55,000		0	<ul style="list-style-type: none"> - For the Bunhill works, we are still awaiting the the final version of the controls design report with amendments following comments from the Council. 						
	Air Quality Programme (includes Air Quality Business Fund & Air Quality for Schools)	R	473,000	0		473,000	522,000	522,000	58,129		Budget Monitoring Only					
110	Air Quality Business Fund	R								<ul style="list-style-type: none"> - The fund closed for applications on 15 September. 15 applications were received and 6 projects selected for funding. - Grant agreements are currently being signed and projects are now in the planning and early delivery stages. All milestones have been met. 	G					
111	Schools Air Quality Audit Programme	R	0	0	250,000	250,000	250,000	250,000	171,225	All 50 audits have now been completed. The reports are being finalised.	G					

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112	HyFive (Hydrogen for Innovative Vehicles)	R	0	0	2,132,000	2,132,000			2,131,969	<ul style="list-style-type: none"> - The HyFIVE project has now deployed all three London stations. These are in highly accessible locations. The Cobham station is the first hydrogen station co-located on a petrol station forecourt. The stations add to the existing two stations (in Hatton Cross and Hendon). - Toyota has finalised the deployment of 10 vehicles as part of HyFIVE, and HONDA has delivered 3 vehicles of their second generation hydrogen vehicle. Hyundai has deployed 5 vehicles only due to the position of the steering wheel limiting the numbers of vehicles they can deploy in London. - The project had its final conference on the 22 September in Brussels. Public reports are expected to be made available in spring 2018. 	G					
113	National Park City	R	930,000	92,000		1,022,000	92,000	642,000	7,738	<ul style="list-style-type: none"> - The NPC programme remains on schedule to deliver outputs within the agreed expenditure. There are complex issues around delivering this NPC ambition but these are currently considered manageable, although there are risks which in future may impact on project delivery. - Following the launch of the £9m "Greener City Fund" in August 2017 to support the establishment and improvement of greenspaces and London's treescape the Mayor has allocated: <ul style="list-style-type: none"> - 400k to support 29 projects to plant 22,000 trees during the 2017/18 planting season this winter and distribution 10,000 trees to local communities through community tree packs (from the 2017/18 budget) - £1.13m to support 55 community-led greensapce projects in 2018 (from the 2018/19 budget) - Greener Capital Grants - application window for £2m to support strategic greenspace projects closed in February. Grants will be awarded by June 2018 (from the 2018/19 and 19/20 budgets) - £850k will be allocated to support greening through Good Growth projects. Grant awards will be announced March 2018 (for spend from 2018/19 and 2019/20 budget) 	G					
		C	1,800,000			2,300,000	2,300,000	1,750,000	0							
114	Drain London	R	0	80,000	50,000	80,000	130,000	180,000	25,985	<ul style="list-style-type: none"> - The London Sustainable Drainage Action Plan Project Manager is now established in post and is determining the main focus of delivery against the Action Plan. A Progress Report will be published in April 2018. - Outputs have been delivered to cost and quality requirements with some manageable delays to timescale. 	G					

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HOUSING REVENUE PROGRAMMES

J1	Pan-London Rough Sleeping Services	R	8,605,000	458,000		9,063,000			3,433,296	<ul style="list-style-type: none"> - The Mayor's campaign on rough sleeping launched on 15 December has been successful, with over £85,000 raised so far and a doubling of referrals to StreetLink by Londoners concerned about those sleeping rough. - Work has commenced in Hackney on the first of two permanent hubs for the Mayor's No Second Night Out service. In addition, the Mayor has worked with all London boroughs to get agreement on the new Severe Weather Emergency Protocol (SWEP), so that emergency shelters open on the first night of freezing temperatures (rather than when three nights of freezing temperatures are forecast - the previous policy). - All milestones are on track and the procurement plan for the new services is to schedule. 	G					
	Social Impact Bond for Rough Sleepers	R	0		646,000	646,000			24,448		Budget monitoring only					
J2	Housing Mobility (Housing Moves and Seaside and Country Homes)	R	0	20,000	175,000	195,000	236,000		11,754	Demand for the schemes remains strong, with a high number of applications for Housing Moves and Seaside & Country Homes. The number of lettings to both schemes is below target, due to a lack of properties or types of properties becoming available or being contributed. Action is being taken to address the below target performance and this is having some impact; hence the change in traffic light from red to amber.	A					

HOUSING

L1	Affordable Housing Programme (MHC)	C	85,000,000	43,193,000		128,193,000			57,674,357	<ul style="list-style-type: none"> - The GLA is working towards a target of 12,500 affordable housing starts on site this year, with around 11,000 of these expected from the 2016-21 Affordable Housing programme allocations agreed in the summer. - 2,221 starts were recorded to the end of December 2017. In order to process all of these there is a need to complete 53 contracts, of which 44 (including most of our major delivery partners) had been finalised at the time of writing. Many of these were only completed in December 2017. This means that there are starts which have physically happened but can only now be loaded onto our new OPS system. Partly for this reason, the programme is expected to be backloaded into the final couple of months of the financial year. 	A				
	Care and Support Programme Phase 1 and 2	C	19,477,609			19,477,609			-365,993						
	Homelessness change and platform for life	C	5,675,000			5,675,000			290,000						
	Custom Build payments	C		1,620,000		1,620,000		0	0						
	London Housing Bank	C	40,800,000			40,800,000			0						

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L2	Housing Zones	R	1,500,000						275,014	<p>- Overall the programme is delivering as planned, noting it is a long-term and complex programme with many constituent parts. There are a large number of external factors that have the potential to slow progress, including Local Authority resourcing.</p> <p>- Following an internal review of the programme at DMPi in September 2017 a streamlined number of interventions are being taken forward to contract by the end of March 2018. The current programme position is that the £200m loan facility has been fully committed and £189m of the £400m grant budget. The remainder of the grant budget will be committed in contracts by the end of March 2018. The programme is still intending to deliver the 75,000 homes by 2026.</p> <p>- The HZ revenue fund has been fully committed through the borough funding agreements. A number of boroughs have already drawn their 2017-18 funding allocations, with the remainder of the funding to be claimed before the end of the financial year.</p>	A					
		C	131,928,385					39,622,440								

LAND

M0	London Land Commission	R	615,000			615,000			147,391	This is not a direct delivery project so only here for budget monitoring.	Budget Monitoring Only					
M1	Silvertown Quays	R	See M7						94,705	<p>- The GLA's development partner, the Silvertown Partnership, has decided to amend Phase 1 and is preparing changes to the agreed business plan for approval by the GLA.</p> <p>- There are a number of conditions that still need to be satisfied before the scheme can start on site.</p>	A					
M2	Royal Albert Docks	R	See M7						12,651	<p>- Planning permission was secured in December 2015 for 4.7m sqft of commercial-led development. GLA granted ABP the phase 1 headlease and temporary energy centre lease in March 2017. ABP has mobilised its contractor, MPX and construction is underway. Phase 1 will complete in spring 2019.</p> <p>- To date, piling, ground and deep infrastructure works have been completed and the frames for the buildings are now under construction. The building facades are also now being lifted into place on the dockside buildings.</p> <p>- The first phase is under construction and running to programme. Early sales/lettings have been reasonably strong. There is ongoing commitment to the project from ABP and CITIC. However, there is currently insufficient power available in the network to supply development in phase 2.</p>	A					
		C	See M7					0								
M4	London Sustainable Industries Park (LSIP)	R	See M7						2,950	<p>GLAP has completed a gas supply connection to the LSIP, the first on the Estate, which is ready for the first customer to 'energise' and use. This is an ongoing risk that the remaining budgeted sales receipts will not materialise.</p>	A					
		C	See M7					26,539								

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M5	Barking Riverside	R	See M7						-9,000	<ul style="list-style-type: none"> - Stage 1 is on track to deliver the expected housing completions. - The Transport and Works Act Order (TWAO) authorising the construction works and providing appropriate powers to enable the delivery of works was signed by the Secretary of State in August 2017. The Section 73 (reserved matters) planning application has also been approved by both LBBB and the Mayor. The S106 Agreement between BRL, LBBB and TfL was completed in November. - The Strategic Infrastructure Scheme and the Sub Framework Plans for stage 2 North will be submitted in January, followed by the Reserved Matters Application for the next plots. - The planning application for the ecology centre has been submitted. This building will also form the waste collection station for ENVAC in Stage 2. - The next plot sales to L&Q and Bellway have completed and construction of homes has started on site. - A bid for Housing Infrastructure Funding (HIF) has been submitted to MCHLG. This includes a funding request to cover the cost of improvements to the A13 / Renwick Road junction. Feedback is expected in March 2018. 	G					
M6	Greenwich Peninsula (incl GRN land and Greenwich peninsula)	R	See M7						30,095	<ul style="list-style-type: none"> - Greenwich Peninsula is one of the Mayor's largest sites in London. Knight Dragon is the developer and they are part way through building 15,000 new homes for Londoners. The Peninsula is being transformed from a heavy industrial past to a new community for the city with culture and entertainment alongside high quality new homes and great open spaces. - The project is highly complex due to the number of plot developments as well as KD progressing three unique projects (Peninsula Place, P5K and the Design District). AEG is also developing further floorspace in the O2. 	A					
		C	See M7						0							

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M7	Land and Property projects - other programmes and budget monitoring	R	2,803,640			2,803,640			82,535	- Beam Park: It is expected that the planning application for nearly 3,000 new homes for Londoners will be determined in early 2018 with the first houses starting construction later in the year. - Blackwall Reach: Work is underway to deliver Phase 2 of the scheme. - Cane Hill: Build programme on schedule. - Kidbrooke: All phases are now on site. - Lewisham Gateway: Phase 1 comprising four buildings and public park progressing well. Phase 2 comprising 5 buildings and open public space currently in for revised planning. - Lymington Fields: Lymington Fields is on track to complete by May 2018. - Newington Butts: Development completed in December 2017. There are 458 new homes, of which 179 are affordable.	A					
		C	13,200,571			13,200,571	1,135,000	0	- Gallions Quarter: On target for completion within contracted timeframes. Phase 2 reserved matters are in progress and due in February 2018. - Thameside West: The site is earmarked for use by TfL to build the Silvertown Tunnel. - Webbs: The contract is now in place with Catalyst / Swan HA and demolition has commenced on site. - Manor Road: Development agreement is now in place with English Cities Fund and pre-application discussions are underway with both LB Newham and GLA Planners.							
M8	GLA OPS: Housing and Land IT Systems Replacement	R	100,000			223,000			95,385	- PCS was switched off and OPS replacement functionality delivered on time and budget. Continuous bidding for Homes for Londoners 16-21 and Supported and Specialised Housing 16-21 is now open. - Regeneration and Culture teams have made use of the system for grant funding programmes. Dashboards and Notifications are currently being delivered. - Spend is currently in line with the contract.	G					
		C	See L1					998,766								
M10	Royal Docks Enterprise Zone	R	0		1,499,000	1,499,000			117,818	Budget monitoring only at this stage.	Budget Monitoring Only					
		C	0				350,000	0								

SPORTS (C+)

N1	Sports Legacy Fund (ClubWorks - developing capacity)	R				0			324,124	- Progress is on track across all areas of the programme; including 1:1 support; training; individual delivery projects (with 100 organisations offered the opportunity to apply for £1,500 funding and 58 commissioned); mentoring; and the social integration fund. The latter will test the effectiveness of two different approaches to using sport and physical activity to promote social integration; 25 projects have been invested in.	G				
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N2	Major Sports Events	R	350,000			350,000			368,342	<ul style="list-style-type: none"> - Delivery of a number of events concluded successfully in the previous quarter, including: NFL International Series Games, ATP World Tour Final and WTF World Taekwondo Grand Prix. - Planning and support from City Hall continues for a number of forthcoming major events, including: 2018 Hockey World Cup and the 2018 ITTF Table Tennis Team World Cup 2018. - London was successful in its bid to host an additional four games as part of the 2020 UEFA EURO Championship. London will now host a total of seven games during the tournament: three Group Stage fixtures; one round of 16; both semi finals and the final. Planning of the GLA's obligations to UEFA for delivery of the tournament is ongoing. 	G					
N3	Sports Legacy Fund: Facilities (football foundation)	C	1,480,000			1,480,000				<ul style="list-style-type: none"> - The Parklife programme continues to develop, with 12 projects in the pipeline. One site - Dukes Meadow in Hounslow - will no longer be part of the project but will now go through a separate process. due to the incumbent tenants' management agreement. - The £1,500,000 GLA funding is being distributed across these projects to ones that the GLA officers identify as a priority. The estimated total project spend in London is currently £57m. 	G					
N4	Sports Legacy Fund: Participation (Sporting future for London)	R	1,160,000				1,167,000		490,145	Overall, projects are performing well and projects are on track. Two of the projects are now complete, with the rest of the projects due to finish in the next quarter. Therefore, we are working closely with projects to develop sustainability plans and secure other sources of funding so that activity can continue after the terms of the Mayor's funding has ended.	G					

CULTURE

01	Museum of London	R	11,600,000			11,600,000			4,740,000	<ul style="list-style-type: none"> - The City Now City Future season began will run to April 2018. This comprises over a hundred events, exhibitions, creative commissions, talks and debates that explore urban change in London and beyond. - The Votes for Women display was, at the time of writing, due to open in February. This new display reflects on the legacy of the militant Suffragette Deeds Not Words campaign. - The Skeletons: Our Buried Bones touring exhibition attracted over 98,000 visitors throughout its run that began in August 2016. 	G					
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02	Music (Busk in London, London Music Board, London Music Fund)	R	336,000		50,000	386,000			106,528	<ul style="list-style-type: none"> - Milestones and deliverables remain on track. Risks and issues are manageable and have mitigations in place. - A roundtable on diversity in the music industry was held, which will feed into wider conversations of the London Music Board on what the industry can do to promote greater diversity at all levels. - The project board for Music Month met for the first time in October. The board will advise on the themes, branding, partners and content of the festival and oversee delivery. The group will meet monthly. - The London Music Fund welcomed the latest cohort of young musicians onto their four-year scholarship. 	G					
03	British Fashion Council	R	649,000			649,000			326,067	The project is on track to meet its targets.	G					
04	Fourth Plinth	R	150,000	30,000	24,000	204,000			69,206	<ul style="list-style-type: none"> - The project is progressing to schedule, milestones are on track and risks and issues are all manageable and have effective mitigations in place. - Work on the next commission, 'The Invisible Enemy Should not Exist', is well underway in a studio in Erith. Installation plans are being developed in discussion with the relevant GLA Events and Squares Teams. - The Schools Awards are still seeking a judge; there is a list of potential candidates who are being approached. 	G					
05	London Design Festival	R	250,000			250,000			187,500	<ul style="list-style-type: none"> - Following the record breaking 15th edition of London Design Festival (LDF) - with all milestones delivered on time and targets reached - the team's focus has shifted to analysis, planning and development for 2018. - An Audience Agency Report concluded that the Festival's audience size reached 990,000 (total engagements) and visitor numbers increased from 350,000 individuals in 2016 to 450,000 in 2017. 42% of partners took part in the Festival for the first time, significantly higher than 30% in 2016. 20% of organisations who were selling made sales or secured orders and/or commissions as a direct result of Festival activity during or directly after the nine days of LDF. - The economic impact of LDF 2017 on London was £77m. An estimated 150,678 visits to London were generated by the Festival – these are visits which would not have happened had the Festival not taken place. In total, an estimated £205m was spent in London by visitors to LDFI. 	G					

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06	Film London (and TV and animation)	R	1,600,000			1,600,000			1,050,000	- All milestones and deliverables are currently on track. Risks and issues are manageable and mitigations are in place. - Sales figures for the 2017 London Screenings have been updated and the figure now stands at \$5.7m. - Film London delivered a familiarisation trip over five days in November/December for Canadian TV Drama producers. - In December, Film London in association with the DIT (Paris) and StudioCanal presented an exclusive panel event for Paris animators and producers going through the complex animation and VFX required for the making of Paddington 2.	G					
08	Culture Strategy									- Risks have the potential to impact the delivery of the Mayor's Cultural Strategy - The Mayor's Cultural Leadership Board met for their third meeting on 21 November 2017, the focus of the discussion was the Thrive LDN programme and the Sports Strategy. - The Board has submitted their proposed revisions for the Mayor's draft Culture Strategy/ - Hybrid Consulting was commissioned to lead a research report into the lack of diversity in the creative workforce.	G					
09	24 Hour London, Night Time Commission	R	287,000		55,000	342,000			64,062	- The Night Czar has continued her schedule of night surgeries with visits to Southwark and Merton, and along the newly opened night London Overground line. She has also continued to actively campaign and lobby on issues such as 'Form 696' and the Agent of Change principle, which government has confirmed its support for. - The Night Time Commission held it's first two meetings. Four themes were agreed as areas of focus: London for people, London's premises and venues, London's public realm, Planning and developing London. - A Steering Group consisting of Commission members has been formed, as well as a Data and Research Working Group. - Research is being carried by GLA Intelligence Unit on behalf of the Commission. - The Night Time Borough Champions Network continued to meet.	A					
010	The Illuminated River	R	150,000			150,000			0	The Foundation is building strong dialogues with communities and stakeholder groups along the river to listen and respond to any concerns and issues relating to the programme. The general feedback has been excellent to date, the public are very supportive of and excited by the programme.	G					
	Lumiere	R	500,000			500,000			150,000		Complete - awaiting closure form					
	Studio Wayne McGregor	R	100,000			100,000			75,000		Budget monitoring only					
	Suffragette Statue	R	125,000			125,000			30,000	Decrease in spend due to unbudgeted external income.	Currently budget monitoring only					
		C	100,000			100,000										
	London Borough of Culture	R	824,000			824,000			107,381	£322k reported as slippage.	To begin dashboard reporting Q4					

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	World Cities Culture Forum	R	50,000			50,000			13,903							Budget monitoring only
	Culture Infrastructure Plan		225,000			225,000			42,097							Currently budget monitoring only
	Creative Enterprise Zone		890,000			890,000		540,000	0							To begin dashboard reporting Q4
	Thames Estuary Production Corridor		40,000			40,000			685							Budget monitoring only
	Love London	R	75,000			75,000			1,561	£36k slippage reported.						Currently budget monitoring only

HEALTH AND YOUNG PEOPLE

P1	London Schools Gold Club	R							0	Project completed.						Complete - awaiting closure form
P2	London Schools Excellence Fund Legacy (knowledge hubs + teachers innovation fund)	R	467,000	14,000		481,000			142,713	- Subject Knowledge Hubs: we held an end of project event on 11 December in the London Living Room at which teachers and project leads presented. Deputy Mayor Joanne McCartney introduced the event. Evaluation guidance has been issued to projects and the GLA Intelligence Unit will produce a meta-evaluation. We launched our 'Subject Knowledge Hub brochure and new website material at the event. - London Teache Innovation Fund (LTIF) : Shine, who managed the London Teacher Innovation Fund have produced an Impact Report. Three LTIF continuation projects have been issued grants and commenced delivery. - The project will deliver as planned.	G					
P3	London Ambitions	R	25,000	77,000		102,000			0	- The London Ambitions portal continues to grow steadily, with 225 active business profiles and 228 active school/college profiles. One-third of the capital's secondary schools are registered and a further 22 new schools/colleges and 21 new businesses signed up during quarter 3. The portal's fifth newsletter was sent out to all users, with an open rate of 36% (compared to industry benchmark of 24.8%). - 12 careers clusters are developing a wide range of resources and piloting new ways of delivering careers education activity in schools with many London businesses. They submitted their interim evaluations at the end of October. These will be synthesised by Project Oracle, London's Youth Evidence Hub. We held a well attended cluster network meeting in November. Our next network meeting on 9 March will be open to all London schools, businesses and other stakeholders who are interested in careers education. - The project will deliver as planned.	G					

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P5	London Curriculum	R	40,000		92,000	132,000		122,000	95,903	<p>- There has been good usage by schools with numbers growing daily. Over 75% of London's secondary schools are engaged with the programme and over 390 primary schools have now joined them. The focus over the past quarter has been on successfully launching 'RE:CODE London' - a series of creative coding events for primary schools run in partnership with LEGO and the Institute of Imagination. The first event for 450 children took place on 9 November 2017 and coincided with an announcement on the launch of The Mayor's London Scientist initiative, which resulted in considerable media coverage. There are a further six RE:CODE London events happening in 2018 - in February, April, July and October.</p> <p>- We have also held London Curriculum Late events for teachers in partnership with the Royal Horticultural Society and Natural History Museum. Over the coming months, we're looking to develop new relationships to open-up more of London to schools and pupils. This spring we're launching a new units for secondary schools on fashion and citizenship.</p> <p>- The project will deliver as planned.</p>	G					
P6	Stepping Stones	R	143,000			143,000			108,018	<p>- Delivery of the Stepping Stones pilot came to an end in July 2017; however, all three schools have continued elements of the programme in the 2017/18 academic year.</p> <p>- The evaluators, OPM, have produced a final report and are currently making final changes based on GLA feedback. The report shows encouraging results in terms of improving attainment, attendance and behaviour for Stepping Stones students. OPM have also supported the production of a Toolkit, to help other schools deliver elements of the programme.</p> <p>- The project has met it's key milestones to date and (after concerns regarding delays in the last quarter), is on track.</p>	G					
P7	Healthy Schools London and Healthy Early Years London	R	328,000			328,000			111,140	<p>- The Mayor's Healthy Schools London programme continues to go from strength to strength with over 2,000 schools registered, 1,125 of which hold a Bronze Award. The public website is being rebuilt on the main london.gov server. Deputy Mayor Joanne McCartney has made a number of visits to award winning schools, most recently to Hendon School in the London Borough of Barnet. Four visits are planned with Joanne over the next few months.</p> <p>- The Mayor's Healthy Early Years London programme continues to develop well with a successful pilot across six boroughs over the summer, concluding in September. The programme is now developing a website and a brand identity which will be shared with partners to highlight their award status. Deputy Mayor, Joanne McCartney made a visit to one of the pilot sites in Tower Hamlets in October.</p>	G					

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P8	London Healthy Workplace Charter	R	130,000			130,000			73,044	<p>- 197 organisations have now been accredited; this means 323,150 employees now benefitting from the Charter. The Charter team is working hard to drive-up numbers including extensive work on comms such as updating the website and registration form, targeting employers within the low paid sector and hosting a series of business breakfast sessions.</p> <p>- The annual London Healthy Workplace Charter Awards Ceremony took place on the 13 November 2017 and 63 organisations were recognised for their commitment to investing in workplace health and wellbeing. In addition, 3 boroughs were formally recognised for their outstanding commitment to supporting employers within their locality. The GLA core programme team continues to work closely with the Economic Policy and Business Unit to align the work of the Charter to the Good Work Standard.</p>	A					
P9	Youth Innovation Fund	R	356,000		89,000	445,000			0	<p>- Grant agreements have been issued to the two successful delivery partners for Phase 1 projects.</p> <p>- The Care Leavers into Work project has a total of 11 starters for this quarter of which 5 have progressed into employment, education or training. Drive Forward Foundation held their second hub focus session in Camden and Hackney hub will be hosting the third focus session in February. Getting Back on Track was successfully launched at City Hall on 31 October by DM Joanne McCartney. The first programme is now running, with 12 young people actively participating.</p> <p>- There are some changes being proposed to the project's scope.</p>	A					
P10	Early Years Education	R	242,000			242,000			0	<p>- The Mayor announced the Early Years Hubs at the Schools for Success event at City Hall in September. The Early Years Hubs request for proposals was published on 2 October with a deadline for submissions of 10 November. Grant funding of up to £175k will be provided to three early years hubs who will deliver over a three year period. Following a competitive process, three organisations have been selected to lead the Early Years Hubs. The Hubs were launched by the Deputy Mayor Joanne McCartney on 8 January 2018 at the Newham Early years Conference. We are developing the project evaluation specification and we plan to complete commissioning by April 2018.</p> <p>- The project is progressing as planned</p>	G					
	London Health Board secretariat	R	50,000		350,000	400,000			0		Budget Monitoring Only					
	Health devolution	R	150,000	121,000		271,000			3,142		Budget Monitoring					

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P11	Getting Ahead London	R	150,000			150,000			30,162	<ul style="list-style-type: none"> - The new Getting Ahead London cohort of 48 aspirant headteachers started in September 2017. A launch event with the Deputy Mayor for Education & Childcare involved the coaches and participants meeting and planning their work over the year in their trios, and the start of leadership development training. Two sessions of coaching have been completed, a stakeholder newsletter issued and plans for a spring term whole cohort network event are progressing well. The evaluation from the pilot year with 60 participants was completed and published on the GLA website - which shows that before the end of their year on the programme, one-third of participants gained a promotion and one-quarter were offered headships. Discussions with the DfE and other regions (Manchester, Sheffield) in relation to a potentially scaled up programme are progressing. - The project is delivering as planned. 	G					
P12	Education									<ul style="list-style-type: none"> - The key education projects are on track for delivery as planned; Schools for Success award event took place in September 2017, the Mayor's London Scientist was launched in November 2017 and the Teach London website pages are live and new research on teacher numbers will be published in spring 2018. - The project has met its key milestones to date. 	G					

TEAM LONDON

Q1	Team London including Visitor Welcome and Enterprise Advisers projects	R	169,000			169,000		269,000	98,290	<ul style="list-style-type: none"> - HeadStart Plus, delivery of a place-based model focusing on pre-NEET young people, is now starting its first delivery cohort, in partnership with a community organisation that is delivering the social action element of the programme. - Volunteer reward and recognition: We are carrying out research into behaviours and motivations associated with volunteering in order to complement the work being done by our partner v.inspired in their pilot activity. - SkillUP has continued delivery of modules and we will be convening partners to look at the next stage of the programme. 	G					
Q2	Community Engagement Website Awareness; Reward & Recognition; Third Sector Support & Grants	R	394,000			394,000			75,412	<ul style="list-style-type: none"> - Team London Small grants is, for the 2017/18 year, part of the Thrive LDN grants. Applications closed in January and grant assessment is underway. - Civil Society - Work is taking place to look at developing infrastructural support for London (the London Hub) and how we can support this most effectively. - The London Enterprise Adviser Network is active in 125 schools across 18 London boroughs. 185 senior business volunteers, Enterprise Advisers are actively volunteering. - Our Major Events programme supported Lumiere London with 180 volunteers each night across 5 sites for the four nights of the festival. 	G					

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Q3	Headstart	R	249,000			249,000			79,684	<ul style="list-style-type: none"> - The new Team London website development is currently in discovery and development will begin shortly, with a go live date scheduled for May. - Team London Young Ambassadors completed procurement and a delivery partner has been appointed. - Although there are some strands rated amber or red, the main concerns related to the budget. 						
Q4	Volunteering as a route to Work: 2work	R	203,000		269,000	472,000			13,030	The grant agreement for 2Work was signed in November 2017, with immediate implementation. The delivery of milestones and outputs began in November 2017 with 5 new starts/learners. All essential staff have been recruited. The project is progressing as expected.	G					
Q5	Volunteering as a route to Work: Veterans Programme	R								<ul style="list-style-type: none"> - The grant agreement has now been signed with the preferred supplier for the Forces for Good. Delivery commenced in December 2017. The project is in its very early stages, recruitment and enrolment has commenced, and a launch event is being planned for the near future to promote the project further. There have been some slight delays while clarifications were verified for the grant agreement, and it expected that the project will deliver in excess of its original planned outputs profile to catch up within the next few months. This is not expected to have any impact on the overall project objectives. - The project has changed its name to 'Forces for London'. 	G					

EXTERNAL AFFAIRS

R1	Events for London - Annual Events Programme (incl SOL, PQT and triathlon)	R	1,647,000			1,647,000			1,112,382	<p>During the third quarter of 2017/18 (Oct-Dec), the following events have been successfully delivered:</p> <ul style="list-style-type: none"> - Africa on the Square - 14 Oct - Diwali - 15 Oct - People's Question Time - 2 Nov - Remembrance Service - 10 Nov - Chanukah - 12 Dec - Additionally the Events for London team supported the delivery of 2 additional events - the Carol Service at Southwark Cathedral on 10 December led by the Communities Team, and also the MTV European Music Awards event on Trafalgar Square on 11 November, which received global media coverage for London. - The 2017/2018 events programme is on track to be fully delivered as planned 	G				
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R2	New Year's Eve	R	2,300,000			2,300,000			1,907,397	<ul style="list-style-type: none"> - Over 100,000 people from 106 different countries bought tickets to watch the spectacular fireworks display from the dedicated viewing areas on the banks of the Thames. 23% of tickets went to international visitors, with 42% for non-London residents and 34% from London - a five point increase in local London visitors. - This year's display was very well received nationally and internationally, and highlighted the Mayor of London's #behindeverygreatcity campaign with a music soundtrack which highlighted a range of inspirational female performers. - Joint working between the Metropolitan Police, Transport for London and many other agencies and local authorities once again helped to ensure the safe delivery of this event. 	G					

Appendix 4a - Housing: Overview

What are the benefits we're pursuing for Londoners?

- 1) More Londoners have access to good quality homes that meet their needs and that they can afford.
- 2) Londoners renting privately will get a better deal and be protected from criminal landlords.
- 3) The scourge of homelessness will be tackled and all rough sleepers will be offered a route off the streets.

How well are we doing?

Progress and future delivery confidence (overall)

AG

We are on track to deliver against targets but their complex nature and numerous issues means that close attention is required.

Governance and risk

Targets and objectives

Timescales

Spend

G

AG

AG

AG

Updates

Highlights and progress

- 1) To the end of January 2018 there were 4,125 starts of genuinely affordable homes and we are on track to start at least 12,500 by end of March 2018.
- 2) The Rogue Landlord and Agent Checker launched in December 2017.
- 3) Three new Mayoral rough sleeper services launched in October 2017.

Risks and issues faced

- 1) Land availability in the right places at the right prices remains the biggest challenge in relation to delivering the affordable housing targets by 2021. The GLA's more proactive interventions in the land market will help to address this.
- 2) There is a risk of successful legal challenge from one or more landlords/agents - to the entire project or individual records. This risk is substantially mitigated by the extensive advice we have received from Counsel throughout this process, plus the systems we have put in place to put that advice into practice.
- 3) The court has ruled that the Home Office's policy in relation to EU rough sleepers was contrary to EU law. The Mayor has stated his opposition to the Home Office policy and has welcomed the decision. There is a risk that the decision and the Home Office's resulting approach will impact on numbers of EU nationals on the streets. To mitigate this, officers are scoping potential additional services offer for those who are not willing or able to take up employment, find accommodation or accept voluntary reconnection back to their home country.

Next steps: focus of next six months

- 1) Deliver end of year starts target and continue to increase overall allocations, through engagement with a range of partners.
- 2) To bring the remaining boroughs on board to participate in the Checker.
- 3) To develop a rough sleeping plan of action.

Summaries & exception reporting

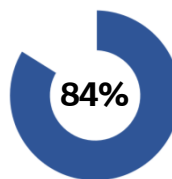
Targets



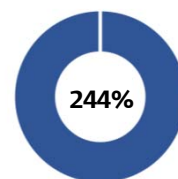
Workstreams



Year-End Forecast (key budgets)



Rev



Cap

Exception reporting

PI-2 - Rogue landlord & letting agent checker

G

The checker launched in December. Ten boroughs, the London Fire Brigade and the three deposit redress schemes are already participating.

PR-1 - Affordable housing

AG

Spend is forecast to be £434.4m above the previously set budget, with a request to bring forward £87m from 2019/20 and £347.4m from 2020/21 to accelerate delivery; hence the reported capital forecast of 244%.

Targets

PI-1 Number of genuinely affordable homes started in London

Baseline/ Historic data	This year's target	Target by 2021	Most recent data	On track?	Data next due
16,402	12,500 to 16,500	90,000 (cumulative)	4,125 starts this year 20,527 against 2021 target	AG	Q4 report
2015-16 + 2016-17 outturn (cumulative)					

Notes

The Mayor has secured £3.15bn from the Government for at least 90,000 affordable home starts between April 2015 and March 2021. At least 58,500 will be low cost home-ownership (including London Living Rent and shared ownership). 'Genuinely affordable' is defined in the draft London Housing Strategy. There are three types of such homes: i. low cost rented homes, allocated according to need to Londoners on low incomes; ii. intermediate rented homes for Londoners on middle incomes; and iii. affordable home ownership aimed at Londoners who cannot afford to buy on the open market.

Commentary

Following the completion of the contracting process for the 2016-21 Affordable Housing programme in December 2017, partners are now recording their starts for 2017/18. Partners are also building their programmes to meet the 90,000 target by 2021. There are still sites to identify, but our new strategic partners have now committed to 38,500 homes, which gives confidence that the target is achievable.

PI-2 Number of London renters empowered to check the Mayor's rogue landlord and letting agent checker in their area

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
N/A	500,000	1.5m	680,000	G	Q4 report
N/A					

Notes

- The Mayor has established a database to name and shame criminal landlords and agents operating in the private rented sector. The database will also enable improved information sharing between boroughs, which will support enforcement against landlords operating across borough boundaries; and help tenants avoid criminal landlords and agents.
- This indicator will be based on the estimated number of private renters living within a borough that is signed up to and using the database.

Commentary

The Checker launched in December 2017, with ten boroughs, the London Fire Brigade and the three deposit redress schemes participating. A further six boroughs have now signed up and will start uploading property records in the coming weeks. We continue to engage with all other London boroughs.

PI-3 Percentage of individuals being supported by Mayoral programmes and services who, as a result, exit rough sleeping

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
85%	85%	85%	90%	G	Q4 report
2016/17					

Notes

- Data are collected from the Combined Homelessness And Information Network (CHAIN), which the GLA commission. Within the scope of this PI are all GLA-commissioned front line services: London Street Rescue; No Second Night Out; Routes Homes; Night transport outreach (from late 2017); Safe Connections (from late 2017); and Entrenched Rough Sleepers Social Impact Bond (from late 2017)
- A person is counted as having exited rough sleeping if they are not seen rough sleeping again during the year. The most recent data is cumulative to the end of the most recent quarter.

Commentary

Three new services launched during this quarter: night transport outreach, Safe Connections and the Entrenched Rough Sleepers Social Impact Bond.

Workstreams

Ref	Name	What will it deliver by when	Status	On track?	Commentary be exception only
Pr-1	Homes for Londoners – 2016-21 affordable homes programme	The budget of £3.15bn agreed in the Autumn Statement in 2016 requires the GLA to manage delivery of 90,000 affordable housing starts on site from April 2015 to March 2021.	Delivery	AG	The target of 90,000 has not been fully populated with sites, although strong progress has been made. The target of 12,500 for 17/18 is achievable but only if no new delays to start on sites arise.
Pr-2	Housing Zones programme	The programme is supporting the acceleration and/or unlocking of housing supply in areas of large-scale regeneration. The aim is to accelerate and unlock housing supply across the 30 Housing Zones and to maximise the proportion of these homes which will be genuinely affordable.	Delivery	G	The target of 90,000 has not been fully populated with sites, although strong progress has been made. The target of 12,500 for 2017/18 is achievable but only if no new delays to start on sites arise.
Pr-3	New policy framework for increasing housing delivery across London over the medium to long term.	<ul style="list-style-type: none"> • Homes for Londoners Affordable Housing and Viability Supplementary Planning Guidance (August 2017) • London Housing Strategy (2018) • London Plan (2019) 	Delivery	G	The work on the policy framework is on track but impact on housing delivery as a whole will be a marathon and not a sprint.

Pr-4	<p>Rough sleeping programme, comprising:</p> <ul style="list-style-type: none"> • No Second Night Out • Tenancy Sustainment Teams • Commissioned services: London Street Rescue; Routes Home; CHAIN; Clearing House; StreetLink • Rough Sleeping Innovation Fund (RSIF) and grant funded services • From late 2017 - Safe Connections, Hostels Clearing House and Entrenched Rough Sleeper Social Impact Bond 	<p>Each year, 85 per cent of individuals being supported by Mayoral programmes and services, to exit rough sleeping as a result of this support.</p>	Delivery	G	
Pr-5	<p>Criminal landlords and letting agents database (Rogue Landlord and Agent Checker)</p>	<ul style="list-style-type: none"> • Improved information sharing between boroughs, which will support enforcement against landlords operating across borough boundaries • Better informed tenants are able to check the database and avoid criminal landlords and agents (to be measured by number of visitors to the database webpages) • Tenants are better informed about how to take action against their landlord or agent and are making good use of the reporting tool on London.gov.uk, measured by number of visitors to information pages and numbers of complaints sent via the reporting tool • The Mayor names and shame criminal landlords and agents, deterring future criminality • Councils are better able to target enforcement action through the intelligence gathered from the criminal landlords and letting agents database, measured by numbers of complaints sent to boroughs via the reporting tool, and the number of records uploaded to the database. • Phase one due to launch in autumn 2017. Wider roll out to all London boroughs in 2018 	Delivery	G	

Pr-6	Making best use of GLA group land	<ul style="list-style-type: none"> • Maximising starts of homes on GLA group land. • Optimising the number of genuinely affordable homes on GLA group land. 	Delivery	AG	The first Mayoral site for 100 per cent affordable housing was agreed in August 2017. In total 69 per cent of homes on GLA sites brought to market since May 2016 will be genuinely affordable.
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Appendix 4b – Air Quality: Overview

What are the benefits we're pursuing for Londoners?

- 1) For London, by 2050, to have the best air quality of any comparable major world city, which protects human health and minimises inequality – especially at priority locations like schools.
- 2) Empower London and its communities, particularly the most vulnerable and those in priority air quality locations, to reduce their exposure to poor air quality.
- 3) By 2050, London's entire transport system will be zero emission.

How well are we doing?

Progress and future delivery confidence (overall)

G

Projects and workstreams are on track with no major risks to delivery



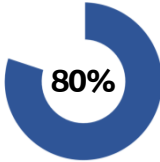
Governance and risk	Targets and objectives	Timescales	Spend
G	G	G	G

Note: Traffic lights are Green, Amber Green, Amber, Amber Red or Red.

Updates

Highlights and progress	<p>Good progress has been made against the main targets, highlights include:</p> <ul style="list-style-type: none"> - London's air quality stayed within annual legal limits until end of January for the first time in 18 years (the limit is usually exceeded within 3-6 days). These dramatic improvements in monitored air quality levels at the Brixton Road and Putney High Street monitoring sites are partly attributable to the introduction of Low Emission Bus Zones along these routes in 2017, which are already delivering major reductions in pollution concentrations in these areas. - The T-charge was implemented in central London in October 2017. Earlier implementation of the Ultra Low Emission Zone (ULEZ) (now 8 April 2019) has been confirmed. - A consultation to expand the Ultra Low Emission Zone was launched. - 50 comprehensive air quality audits for schools in pollution hotspots have been completed. The reports will be published in the spring.
Risks and issues faced	<ul style="list-style-type: none"> - Lack of support from central Government and not being able to access the national Clean Air Fund. - Lack of powers and control over non-transport emissions, which will gradually account for more of London's pollution problem as vehicles get cleaner
Next steps: focus of next six months	<ul style="list-style-type: none"> - Assessing consultation responses and making a decision on ULEZ expansion. - Expanding electric vehicle infrastructure to facilitate a switch from fossil fuel to electric vehicles. - Trialing new, high-tech air quality sensor technology to boost the capital's fixed air pollution monitoring systems in up to 1,000 locations.

Summaries & exception reporting

Targets		Objectives		Year-End Forecast (key budgets)		Rev	N/A	CAP
Exception reporting	PI-3 - Zero emission taxis	AR	Uptake and incentives will need to be closely monitored to ensure the target is hit.					
	D-2 Low Emission Neighbourhoods	AG	4 of the 5 Borough LENs are on track; but there have been delays to the Ilford Junction LEN.					

Targets

PI-1 The change in annual NOx emissions in London from 2013 levels, based on the London Atmospheric Emissions Inventory, which calculates estimated emissions					
Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
Refer to LAEI	N/A	Minimum of a 40% reduction on 2013 baseline by end 2020	See baseline	G	Dec 2018 (this will provide a new 2016 baseline)
2013					

Notes

This is the main target and will be achieved through initiatives such as the T-Charge and the Ultra Low Emission Zone. Emissions inventories are typically done every three years; but we are in discussion with TfL about undertaking these more frequently. We hope, therefore, that the assessment of 2020 emissions will be completed by 2021. Due to the time lag for obtaining emissions data and compiling the database, quarterly or annual updates will be not available. Details of the LAEI methodology can be found at: <https://data.london.gov.uk/dataset/london-atmospheric-emissions-inventory-2013>. However, in order to provide some interim data for this report we plan to commission some work in order to establish indicative interim annual emissions assessments.

Commentary

- Although we do not have any new emissions data available yet, good progress has been made on delivering the policies and projects that will cut emissions in London, including introducing the T-Charge in October 2017, announcing the decision to bring forward the implementation date for the central London ULEZ by 18 months to April 2019, and launching the consultation on expanding the ULEZ to the North and South Circular for all vehicles, and to the M25 for heavy vehicles.
- Results are now starting to be seen from all this activity: for the first time in 18 years the hourly NO2 legal limits were not exceeded within the first week of January; whereas in the past they have been exceeded within 3-6 days, this year they were exceeded on 31 January (at Brixton Road). Although there is still a long way to go this shows that the policies are starting to have an impact.

PI-2

The change in annual NOx emissions from London’s bus fleet from 2016 levels

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
TfL Audit Reports	N/A	Approximately 90% reduction on 2016 levels by end 2020	27% reduction (March 2016- March 2018)	G	Q4 report
2016					

Notes

This PI is an existing indicator. Actions to improve performance include retrofitting old buses and purchasing new, cleaner buses. Emissions data will be reported annually from 2018. Delivery is funded and managed by TfL, and mandated by the GLA.

Commentary

We now have 3,200 Euro 6 buses compared to the baseline of 1,194 in 2016, with an average 8g/km saving. Given the average bus travels approximately 60,000 km per annum, the saving is 960 tonnes of NOx – assuming the buses were on average in service for a year. This represents a 27% reduction in NOx emissions since the Mayor came into office. With over two and half years remaining of the programme, we are on track to meet the 90% target by the end of 2020. So far, 650 buses have been retrofitted and over 32% of the total fleet now meets Euro VI emissions standards. Furthermore, 60% of the central London fleet is now ULEZ compliant and we have 106 zero emission buses in the fleet (96 pure electric and 10 fuel cell).

PI-3

The number of zero emission capable (ZEC) black taxis licenced in London

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
LAEI data	N/A	a) 45%+ reduction in NOx emissions from taxi fleet by end 2020 from 2016 b) requiring 8,990 ZEC taxis	10 ZEC taxis (March 2018)	AR	a) Emissions estimations undertaken annually (first Dec 2018) b) Fleet data is quarterly (ie. Q4)
2016					

Notes

Taxi licensing information can be found here: <https://tfl.gov.uk/info-for/taxis-and-private-hire/licensing/licensing-information>. ZEC taxi uptake is reliant on incentives provided to the taxi trade and other policy initiatives. There are no other annual targets. Progress will, however, be reported quarterly.

Commentary

The new policy has just come into force and we now have 10 zero emission capable taxis licensed in London, so uptake and incentives will need to be closely monitored to ensure we remain on track.

In order to meet the objective we need 8,990 taxis by the end of 2020.

Objectives

IT Full implementation of two Low Emission Zones (LEZs) - the Central London Activity Zone and Canary Wharf Zone - for highly polluting diesel machinery used on construction sites (known as Non-Road Mobile Machinery, or NRMM).

By when?	Success measures	
December 2018	<ul style="list-style-type: none"> • Compliance with the NRMM LEZ is monitored and measured through Mayor's Air Quality Fund-funded officers in participating boroughs, and reported quarterly through their NRMM project updates • 100% of machines on the register are eligible for use with the NRMM Low Emission Zone or have a valid exemption certificate • All boroughs specifying the NRMM standards as a planning condition on all proposed applicable developments, reported in their Annual Status Reports, by summer of the following year 	
Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none"> - As of February 99.7% of machines on the register are eligible for use within the NRMM LEZ. - We will know which boroughs have imposed the condition in late summer 2018 through the borough Local Air Quality Management annual reporting process. Our estimate is that 76% of boroughs are imposing the condition. We are seeking to increase this by: making it a requirement that boroughs deliver on NRMM if they wish to obtain Cleaner Air Borough Status and providing training for borough officers and Public Health Officers. We are also delivering initiatives working with industry.

D-2 10 polluted locations transformed into Low Emission Neighbourhoods (LENs) with reduced emissions and exposure.

By when?	Success measures	
December 2019	<ul style="list-style-type: none"> • 5 borough and 5 business LENs delivered by April 2019 • Delivery against agreed action plans, containing a package of different targeted measures for each zone • Reduced emissions and exposure, as measured through methods such as traffic, pedestrian and cycle counts, pollution monitoring, and estimated emissions reductions 	
Phase?	On track?	Commentary
Delivery	AG	<ul style="list-style-type: none"> - There are 5 borough LENs currently being delivered. A number Initiatives in these LENs were announced in the past quarter, including the consultation for UK's first Ultra Low Emission Vehicle-only zone in the City Fringe LEN (led by LB Hackney). This has been widely publicised in the press. - Four of the five borough LENs are delivering well and to schedule, although there have been some delays in the Ilford Junction LEN due to a number of external factors including delays due to other TfL activities in the area. GLA and TfL officers are currently assessing the project and will be keeping a close eye on this project to ensure successful delivery. - 6 Business LENs have been announced and some of these projects - notably the Borough High Street and the Archway LEN - are ahead of schedule and will be implementing on-street improvements within the next 2 months. All others are on track.

D-3

Protect vulnerable people from air pollution by completing comprehensive air quality audits at 50 of London's most polluted primary schools, and delivering a new air quality alerts system for vulnerable groups, such as school children.

By when?	Success measures	
April 2018	<ul style="list-style-type: none"> • Primary school audit reports lead to a series of clear, deliverable actions for each of the 50 primary school areas. Each of the 50 reports will contain a toolkit and guidance. Other schools can use the toolkit and guidance, including the audit template, to carry out their own audits. Recommendations from the audits can be implemented by the London boroughs using funding from TfL's Local Implementation Plan funding stream. • Impacts assessed from a baseline already established at each school (noting responsibility for the delivery of the actions that will sit with the relevant borough) • Process in place whereby Public Health England, NHS England and other key stakeholders are disseminating direct air quality alerts on behalf of the Mayor to schools and healthcare professionals, including targeted guidance for action to take on days of high pollution 	
Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none"> - 50 primary school audits have been completed and draft reports are now being finalised. - An event is being planned to coincide with the publication of the audit reports in the spring.

D-4

Put in place an Ultra-Low Emission Zone in central London by April 2019. The Ultra-Low Emission Zone will deter older, more polluting vehicles from entering the zone by charging an additional fee on top of the congestion charge for vehicles which do not meet the strict ULEZ emission limits.

By when?	Success measures	
April 2019	<ul style="list-style-type: none"> • Formally agree, by spring 2018, a subsequent expansion on the ULEZ • Levels of compliance with the zone • Achievement of the projected 40% reduction in NOx emissions by the end of 2020 	
Phase?	On track?	Commentary
Planning	G	In November the Mayor announced the decision to bring forward the implementation date for the central London ULEZ by 18 months to April 2019. In the same month he also launched the consultation on expanding the ULEZ to the North and South Circular for all vehicles, and to the M25 for heavy vehicles.

Appendix 4c - Social Integration: Overview

What are the benefits we're pursuing for Londoners?

1)	Relationships: Londoners from different backgrounds to be able to connect with each other through a range of shared activities and develop London's inclusive identity.
2)	Participation: As many Londoners as possible play an active role in their community and city, and are involved in the decisions that affect them.
3)	Equality: The inequalities that divide Londoners are reduced and barriers to social integration for particular groups are tackled.

How well are we doing?

Progress and future delivery confidence (overall)	AG	The Social Integration Team is in the first stage of delivering new evidence-based policies/programmes to improve social integration and is developing a measurement approach. Team London are progressing well and largely meeting their goals for the year.	
Governance and risk	Targets and objectives	Timescales	Spend
AG	AG	AG	AG

Updates



Highlights and progress	<ul style="list-style-type: none"> - The Citizenship and Integration Initiative (CII) has raised the profile of young Londoners with insecure status, including among policy makers, schools and local authorities. Pilots have been launched with London boroughs to test improvements to citizenship ceremonies, with interventions being evaluated using experimental methods. The London Strategic Migration Partnership (LSMP) has had some successes working with the Home Office to improve policies for migrants and refugees. - Team London Ambassadors is working through multiple procurement exercises to replace old equipment and ready the programme for the next three years. HeadStart Plus, a place-based model focusing on pre-NEET young people, is starting in January 2018, in partnership with a community organisation that is delivering the social action element of the programme. Team London Small Grants applications closed on 5/01/18 and 15 London organisations have been awarded grants to get more young Londoners getting into volunteering. - The Sport Unites programme is being developed, with two large partnerships mobilised and significant progress made with the scoping of Sport Tech, Thought Leadership and Performance Pathways.
Risks and issues faced	<ul style="list-style-type: none"> - It is important City Hall is clear about the impact we can have on social integration across London, given that the Mayor is only one of several actors who will shape of the future of social integration. The risk is the perception that we can do more than we are able to. We mitigate this through partnerships with others and clarity in the scope of our strategy. - Sustainability of some of the programmes we are funding through the social integration strategy is also a challenge. We are mitigating this by influencing and working with other partners who are interested in embedding and scaling the learning. - For Team London Ambassador, two key contracts have proved problematic, with one supplier not meeting their promised spec (the contract has now been amended) and another procurement requiring drawdown of 2019/20 budget in 2018/19. - The risk to sports deliverables relates primarily to resourcing, with a potential knock on impact on deadlines. Staff resources are being looked at.

Next steps: focus of next six months

- Our focus will be on launching the four new social integration projects (The London Family Fund, WIN, ESOL Plus and Social Integration Design Lab) and building our measurement framework to collect new data. We will also be delivering approved Citizenship and Integration Initiative (CII) projects with a new round of seconded advisors from civil society.

- For Team London, two ESF projects - 2Work (Young people aged 18-24) and Forces for London (veterans) - will begin delivery shortly, using volunteering to help Londoners gain experience and build a pathway to employment. The Team London Small Grants 2017 will be distributed in the coming months and projects will start delivery in 2018/19.

Summaries & exception reporting

Targets		Objectives		Year-End Forecast (key budgets)	[Finance monitoring being developed]
Exception reporting	D-1 - Social Integration Strategy	G	While there has been slower than anticipated spend for some projects linked to the Social Integration Strategy, the strategy is now on track for a spring launch and decision forms are being prepared for new projects.		
	D-5 - Sports strategy	R	There have been delays to the strategy, which are linked to capacity issues. The strategy is, however, back on-track for spring.		

Targets

P1-1 More Londoners volunteer as a result of GLA programmes					
Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
N/A	27,500	100,000	17/18 = 18,424 Mayoral term to date = 55,729	AG	Q4

Notes

This PI includes: Team London Ambassadors and Major Events, Team London Young Ambassadors, opportunities taken through the website and other TL events, HeadStart, Enterprise Advisors and projects that focus on the development of life skills through volunteering. Figures will be measured by the number of people volunteering and will include the number of times individuals volunteer. We will also track the diversity and home borough of volunteers.

Commentary

- 2017/18 figures for Major Events are significantly higher than most years due to the IAAF & World Para Athletics Champs.
- The new Team London Website was due to be built by now but has been delayed a few months; this has affected reported performance. Once live, there will be a positive impact on volunteering numbers.
- The cumulative position for the Mayoral term, at the end of this financial year, is likely to be ahead of target.

P1-2 Londoners actively participating or volunteering in sport as a result of GLA sports projects [to be developed]

Notes

A measure of the impact of the new sport investment programme, which will also encompass outputs from major events funded through the GLA's community engagement fund, in addition to grassroots activity. Indicators and targets will be articulated more fully by summer 2018.

Commentary

A new community sport investment programme will be launched in 2018/19 and will provide sporting activities as a way to support social integration between communities in London and improve the health of Londoners.

P1-3 The increase in social integration for Londoners engaged through Mayoral initiatives [to be developed]

Notes

This will be a new PI/PIs that will measure the Mayor's contribution to:

- Londoners building meaningful relationships with individuals from different backgrounds as well as their own
- Londoners playing an active role in their community and city, and are involved in the decisions that affect them
- Reductions in the inequalities and barriers that divide Londoners and undermine social integration.

It will focus on measuring the impact on Londoners engaged through Mayoral initiatives, particularly The London Family Fund, WIN, ESOL Plus and Civic engagement

Commentary

The current evidence base on social integration in London is patchy and unclear. This means it is inappropriate to set baselines and targets using existing measures. A core objective for the Social Integration team is therefore to build the evidence base and define new measures. Performance measures will be developed once the evidence base is established. Initial city-wide measures are being launched in spring 2018. New data will be collected and analysed by spring 2019. At this point we will have tested measures sufficiently in order to set performance targets for the impact Mayoral initiatives are having on the Londoners they engage.

Objectives

D-1 Strategy: The Mayor's vision for social integration in London is widely communicated through and underpinned by a comprehensive strategy that includes actions to turn that vision into reality.

By when?	Success measures	
Spring 2018	<ul style="list-style-type: none"> • The strategy is formally launched by spring 2018, and partners and London communities comment positively that it sets out a vision around which Londoners can unite. • New initiatives launched in the strategy are effectively delivered (to be reviewed at the end of each financial year, complemented by evaluations of specific initiatives). • Teams across City Hall align their work with the goal of improving social integration. 	
Phase?	On track?	Commentary
Delivery	G	The strategy is on track to launch in the spring and sets out a clear vision, which has been communicated widely across City Hall. All teams have been engaged in contributing to the strategy and aligning their work with social integration objectives. New initiatives are being set up between January and June 2018.

D-2 Social Evidence Base: Launch of a dashboard of social integration measures for London that allows City Hall to track the specific impact of policies and projects, plan strategically for what and how to improve social integration, and advocate for policy change by others.

By when?	Success measures	
December 2018	<ul style="list-style-type: none"> • A robust, widely-supported set of measures is established, and data are published and widely accessed and used. • Methods for collecting new data to fill gaps in the evidence base are established and are producing useful findings. • Data sharing partnerships are established with London boroughs to share data on social integration and inform policy making. 	
Phase?	On track?	Commentary
Planning	AG	Initial measures based on existing data have been set. The Measurement Advisory Group has been set up. Data sharing partnerships with London boroughs are in discussion. Plans are in place for developing new data collection for social integration.

D-3

Citizenship and Integration Initiative: Implement a successful partnership programme with civil society involving policy development, advocacy, pilot research and production of guidance, to increase active citizenship among Londoners; facilitate the pathway to citizenship for Londoners with insecure status; and celebrate diversity and build shared identity.

By when?	Success measures	
Apr-19	<ul style="list-style-type: none">• Written guidance is available to young people and schools to support young Londoners with insecure status to access their citizenship and residence rights.• Policy makers and practitioners are more aware of the issues facing Londoners with insecure status, including young Londoners and vulnerable EEA+ Nationals.• Innovations are developed around embedding active citizenship models (e.g. volunteering, voter registration) in citizenship ceremonies, and learning is shared across London boroughs.• Young people are accessing political literacy resources through the London Curriculum in secondary schools.• A new programme of work is established to celebrate London identity and shape a city that is welcoming to all.	
Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none">- Written guidance is on track to be completed in late spring 2018. Interventions by the Mayor have increased awareness of the issues facing young Londoners with insecure status among audiences including policy makers, local authorities and schools- Pilot interventions in citizenship ceremonies are in progress and are being evaluated.- Political literacy resources are on track for launching in summer 2018.- Research into London identity has been completed and next steps are being planned.

D-4 Refugees and Migrants: Work with strategic partners achieves a reduction in specific barriers facing migrant and refugee communities in London.

By when?	Success measures
Mar-19	<ul style="list-style-type: none"> • English for Speakers of Other Languages (ESOL) pilots are delivered that test out innovations to increase the accessibility and suitability of English language provision, especially for learners who need greater support. Learning is applied to future ESOL investment and used to influence employers and other potential providers of ESOL in London. • London’s approach to the community sponsorship of refugees is strengthened and able to help more refugees to resettle in London due to City Hall’s work with London borough councils, communities, employers, landlords and civil society. • The London Strategic Migration Partnership (LSMP) and the Mayor’s Migrant and Refugee Advisory Panel (MRAP) play a strategic role in addressing the barriers and issues facing migrants in London, such as: managing the impact of the EU referendum result on Londoners at risk of marginalisation; and understanding issues with and improving London’s approach to asylum accommodation and support, individuals and families with no recourse to public funds, and unaccompanied asylum-seeking children.

Phase?	On track?	Commentary
Planning	G	<ul style="list-style-type: none"> - Pilots are in development and due to launch in spring 2018 - Community sponsorship coordination is having a positive impact with successes on running training and capacity building for community sponsorship groups across London and identifying common needs across the boroughs. - LSMP has had some successes in working with the Home Office to improve the implementation of policies affecting London's migrants and refugees.

D-5 Sport: The Mayor’s vision for sport in London is widely communicated through and underpinned by a comprehensive strategy that includes actions to turn that vision into reality, in particular those focused on social integration.

By when?	Success measures
June 2018	<ul style="list-style-type: none"> • A strategy is formally launched by June 2018 and partners and London communities comment positively that it sets out a vision around which they can unite. • Social Integration actions within the strategy are implemented and are impactful (to be reviewed at the end of each financial year, complemented by evaluations of specific programmes).

Phase?	On track?	Commentary
Planning	R	There have been delays in producing the strategy due to capacity issues. Work is currently taking place to develop a consultation stakeholder plan.

D-6 Philanthropy: The GLA and Mayor’s role in supporting and enabling philanthropy in London is clear and includes key actions that turn vision in to reality

By when?	Success measures	
June 2018	<ul style="list-style-type: none"> • Completion of review, highlighting where the GLA can be most impactful when supporting and enabling philanthropy with clear recommendations • Philanthropy actions are implemented, impactful and complimentary to stakeholders’ work (to be reviewed at the end of each financial year, complemented by evaluations of specific interventions) 	
Phase?	On track?	Commentary
Delivery	G	A partner has been appointed to deliver the review. An inception meeting has taken place and project is on track.

Appendix 4d - Culture & Creative Industries: Overview

What are the benefits we're pursuing for Londoners?

- 1) Increase access to and engagement with culture and the creative industries.
- 2) Protect and grow cultural and creative industries' infrastructure.

How well are we doing?

Progress and future delivery confidence (overall)

G

Targets and initiatives are on track. Risks and issues have effective mitigations in place and are manageable.

Governance and risk

Targets and objectives

Timescales

Spend

G

G

AG

AG

Updates

Highlights and progress

- **Lumiere London 2018** was a success, attracting an estimated 1.5m individual visits across the 58 installation sites. External evaluation is underway and the number of visits will be updated when the final evaluation has been received.
- The two winning boroughs of the **London Borough Culture** competition were announced in February. Waltham Forest were announced as London Borough of Culture 2019 and Brent as the winners for 2020.
- 24 applications from 25 boroughs have been received for ten £50k **Creative Enterprise Zones** development grants.
- **Funding secured:** £300k from the Government Equalities Office and £95k from Heritage Lottery Fund to delivery a public facing and high profile campaign of activities celebrating the centenary of women's suffrage; and £200k from Airbnb for London Borough of Culture.
- Policies that are part of new draft **London Plan** include more support for Cultural Infrastructure.
- **Centenary culture programme / #BehindEveryGreatCity:** A successful event was held on Trafalgar Square in February, securing significant coverage for the Millicent Fawcett statue to be unveiled in April 2018.



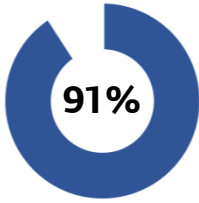

Risks and issues faced

- The first Chair of the **Night Time Commission** came to the end of his one year contract in January 2018. A new Chair must be appointed in a timely manner to enable the continuation of the Commission's work.
- **2018 grassroots music campaign, Sounds Like London:** Short timescales and unconfirmed budget could lead to issues with the delivery of the project. Team working through priorities to deliver high quality programme.
- **Creative Enterprise Zones:** There is a risk that the budget may not be fully committed by year-end. Officers are working to entering into grant agreements swiftly after the decision-making process concludes in mid-March.
- **Small Grants Project:** The appointment of a grant management supplier was delayed, affecting the programme's timescales. A contract for a supplier is, however, now being finalised and the delivery timeline is being updated.
- **Creative Land Trust:** The model/legal make up which the CLT will take needs to be finalised, following further external legal advice and internal consultation, in advance of Mayoral approval.

Next steps: focus of next six months

- **Cultural Infrastructure Plan:** Publish dance infrastructure maps, research and an update to the workspace study. Begin studies to map: skate parks and street art walls, galleries and museums, theatres and theatre rehearsal facilities.
- Announce the 10 Development Grants in March 2018 and enter into agreements. Announce up to 3 funded **CEZs** by October 2018.
- **Centenary cultural programme/#BEGC:** Finalise programme delivery including a public art trail, a music event with a focus on female grime artists and the installation of the statue of Millicent Fawcett on Parliament Square.
- **Culture at Risk:** Ongoing casework to protect venues, pubs, clubs and LGBT spaces at risk (high volume of cases currently due to business rates, rent rises and licensing decisions).
- Finalise the model/legal make up the **Creative Land Trust** will take and once the 3-year budget has been approved.
- Deliver a high quality 2018 grassroots music campaign (**Sounds Like London**).

Summaries & exception reporting

Targets	 3	Objectives	 6	Year-End Forecast (key budgets)	 91%	 23%
Rev						
Cap						
Exception reporting	Pr-6 - 24-hour London	AG	A new Chair needs to be appointed swiftly and delays in planning for the Night Time Summit need to be resolved; albeit planning for the summit is underway.			
	Pr-8 - Creative Land Trust	AG	Formal approval is not yet in place. Discussions are also ongoing with regards to delivery model.			

Targets

PI-1 i) Jobs and ii) apprenticeships created through programmes supported by the Mayor's culture & creative industries funding					
Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
i) 4,193 jobs ii) 221 trainees	i) 3,000 jobs ii) 20 apprentices and 75 trainee roles delivered	i) 9,300 ii) 645	i) 2,996 ii) 71	G	Q4 report
2016/17					

Notes

- The scope of this indicator is primarily Film London and the British Fashion Council. Targets and measurement are written into the funding agreements for delivery partners.
- Creative Enterprise Zones will also contribute to this indicator and will be incorporated into this indicator once funding agreements are in place and targets have been specified in autumn 2018; note this programme is not currently included in the target.

Commentary

- Film London is expected to create over 9,000 crew opportunities over the three-year funding period as a result of productions it has attracted or supported. A further 175 trainee opportunities will be delivered across Film, Animation and TV. As of February 2018, Film London has confirmed it has created 2,996 film crew opportunities and 51 trainee opportunities.
- The British Fashion Council's first cohort of 20 apprentices started in September 2017. A further two cohorts of 20, alongside 20 scholarships per annum, will be delivered over the remaining two years of the grant funding until 2020.

PI-2 Funding levered in to cultural projects and programmes through match/ complementary funding

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
£547,501.97 2016/17	We will not set a target	N/A	£1.165m	G	Q4 report

Notes

- To ensure funding leveraged can be measured consistently and meaningfully, the methodology developed will take into account all grant funding and sponsorship secured for programmes that are directly delivered by the Culture & Creative Industries Unit. These currently include: Gigs, Fourth Plinth, London Borough of Culture, Suffrage and Cultural Heritage programmes, World Cities Culture Forum and Thames Estuary Production Corridor.
- Note the historic/baseline figure is based on 2016/17 contributions. The historic figure is for indicative purposes only as programmes and opportunities fluctuate according to policy.

Commentary

Delivery is on track, 2017/18 achievements include:

- £300,000 secured from Government Equalities Office and £95k secured from Heritage Lottery Fund for Suffrage centenary programme activities.
- £200,000 secured from Air BnB in contributions to LBOC programme.
- £300,000 secured from City Bridge Trust in contributions to LBOC.
- \$30,000 USD secured from Google and \$100,000 USD from Bloomberg to support the World Cities Culture Forum.
- £30,000 in contributions from SELEP to support Thames Estuary Production Corridor research.
- £10,000 from LB Lewisham and £10,000 from LB Bexley to support Thames Estuary Production Corridor research.
- £76,000 secured from Gibson Guitars for headline sponsorship of the Mayor of London' Gigs programme.
- £52,000 from Arts Council England towards the Fourth Plinth programme.

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
£635m 2016/17	£336m	£1.098bn	£140.6m (Film London)	G	Q4 report

Notes

The scope of this indicator is Film London, British Fashion Council and London Design Festival.

Targets and measurement are written into the funding agreements for delivery partners and are as follows:

- London Design Festival target: £26m of new business per annum.
- Film London target: £4m of sales (exports) and £225m in minimum London-based spend generated by productions attracted or supported per annum.
- British Fashion Council target: £1.2m per annum in export orders achieved by emerging designers; £110m orders achieved per annum as a result of London Fashion Week and London Mens Collection (Men's fashion week).

Commentary

- Film London August 2017: £9.4m (Film Production: Films Stars Don't Die in Liverpool).
- Film London October 2017: £87.7m (Film Productions: American Assassin, Disobedience, Juliet, Naked, Paddington 2, The Current War, The Little Stranger and Tomb Raider).
- Film London January 2018: £52.9m (Film Productions: Christopher Robin, Collateral, Farming, Johnny English 3, Peterloo, The Nutcracker and the Four Realms).
- Film London total to date for 2017/18: £140.6m
- Data from the British Fashion Council and London Design Festival will be reported at quarter 4 when much of the British Fashion Council related work is delivered. We expect that the addition of these numbers will result in a significant increase in the 'most recent data', hence why this indicator is rated green.

Objectives

D-1 Maximise the number and diversity of people accessing culture across the city through the Mayoral events and culture programmes.

By when?	Success measures
Ongoing / End Mayoral Term	<ul style="list-style-type: none"> • Number of people engaging/accessing culture as part of programmes directly delivered by the Culture & Creative Industries Unit, including: Gigs, Fourth Plinth, London Borough of Culture, Culture Seeds. • Number of people who have attended Major Cultural Events in London (eg. Pride, London Mela, NYE Fireworks, St Patricks Day). • Number of attendees at events the GLA contributes funding towards that are not directly delivered by any GLA team eg. Lumiere London. • Number of volunteering opportunities created as a result of major cultural events taking place in London that are funded by GLA Culture & Creative Industries Unit. • Number of social media impressions across programmes that are directly delivered by Culture & Creative Industries Unit.

Phase?	On track?	Commentary
Delivery	G	<p>On track. Recent achievements:</p> <ul style="list-style-type: none"> - London Lumiere festival attracted an estimated 1.5m individual visits across the 58 installation sites (noting the figure will be updated pending final evaluation). - New Year's Eve Fireworks successfully delivered (attendance numbers to be confirmed) <p>In respect of future activities:</p> <ul style="list-style-type: none"> - A year long programme of activities is being planned to celebrate the centenary of women's suffrage. This will include a public art trail and the curation of a music event with a focus on female grime artists. - The delivery of Sounds like London (London Music Month) is currently being scoped with the aim of the event being delivered in summer 2018.

D-2 Set out a roadmap to 2030 (a 'Cultural Infrastructure Plan') to identify what cultural infrastructure the Mayor, partners and other stakeholders need to protect and/or put in place to support the future growth of London as a cultural capital – and use the Mayor's powers and influence to see that Plan implemented.

By when?	Success measures
December 2018	<ul style="list-style-type: none"> • As part of the Culture Infrastructure Plan workstream, publish an open source map of cultural facilities across London. • Number of major new developments that include cultural facilities, as measured through London Development Database. • Progress reports on major cultural developments, namely, the Museum of London's move to a new home – show timely progress that the move is progressing as planned.

Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none"> - Studies completed, or underway, as part of Culture Infrastructure Plan include: music facilities mapping, supply chain study, workspace update study, theatre facilities mapping and a dance infrastructure assessment. - The Museum of London redevelopment and relocation to West Smithfield has undergone a review to ensure the best use of the market space. Additional funding or the scheme has been approved by the City of London. The GLA has two observers at MoL New Museum board meetings.

D-3a Through the Mayor's planning powers and framework, strengthen protections for cultural facilities in London – especially those most at risk such as pubs and LGBT+ venues, and work with boroughs to support local compliance with new London Plan guidance/policy.		
By when?	Success measures	
December 2018	<ul style="list-style-type: none"> • The new London Plan includes a new chapter on culture and heritage, setting out: protections for creative workspaces and pubs; a new Creative Enterprise Zone policy; and a new 'agent of change rule' to help live music venues, clubs and pubs coexist alongside residential development. • The commissioning and publication of supplementary planning guidance to provide guidance on using London Plan policies to protect and enhance cultural venues. 	
Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none"> - Public consultation on the Supplementary Planning Guidance (Night Time Economy) ran from 19 April 2017 to 14 June 2017 and the guidance has since been adopted. The London Plan is out for formal consultation between 1 December 2017 and 2 March 2018. - Staff continue to plan positive interventions to safeguard well-loved cultural places and spaces at risk of being lost such as grassroots music venues, pubs, theatres, heritage businesses, artists workspaces and cinemas. This includes working closely with GLA and local authority planning teams on planning applications that impact cultural infrastructure, working with the GLA regeneration team on funding applications for the Good Growth Fund and Crowdfund London, and bringing together interested stakeholders with the Night Czar to negotiate innovative solutions. The unit has a dedicated 'Culture at Risk' officer who has played an important role in supporting and protecting businesses including Club 414, a music venue in Lambeth; the Joiner's Arms, an LGBT+ venue in Tower Hamlets; and Banner Repeater, a gallery in Hackney.

D-3b Actively support 'culture at risk' to safeguard cultural spaces and facilities in London by providing advice and signposting and by coordinating the actions of Mayoral bodies, boroughs and other stakeholders to support owners, artists and creatives.		
By when?	Success measures	
End Mayoral Term	<ul style="list-style-type: none"> • Number of venues and spaces supported annually by the GLA Culture Team (aiming for circa 150 in 2017/18). • Cultural facilities in London as measured through an annual audit of numbers of: live music venues, pubs, and LGBT+ venues. • Increasing the square footage of artists' studios and creative workspace in London. 	
Phase?	On track?	Commentary
Planning	G	<ul style="list-style-type: none"> - Work to save venues and cultural facilities deemed to be at risk is underway, and a register monitors these and interventions are planned accordingly. - Various mapping studies are also underway as part of the Culture Infrastructure Plan detailing cultural facilities with a view to officers being able to monitor the increase/decrease of varying cultural institutions and plan positive interventions. Emerging early findings from the CIP across all boroughs indicate the importance of mixed-use venues. This intelligence is being fed into Design Guide work as it is important developers design-in flexible spaces from the outset.

D-4 Establish up to three Creative Enterprise Zones (CEZs) to help artists and creative industries put down roots in the capital through a tailored support package for the creative sector; and a Creative Land Trust (CLT) to secure affordable workspace for the future.		
By when?	Success measures	
End Mayoral Term	<ul style="list-style-type: none"> • Safeguarding existing jobs in the CEZs. • Number of new jobs in the creative sector in the CEZs. • Increase in square footage of affordable creative workspaces and artists' studios in the CEZs • Estimates of contributions to the local economy of creative industries in the CEZs increase. • Square footage and geographic spread of affordable workspace provided through the CLT. 	
Phase?	On track?	Commentary
Delivery	AG	<ul style="list-style-type: none"> - Ten development grants of 50k each are being offered to shortlisted London boroughs to enable them to put together action plans and undertake detailed research on how a Creative Enterprise Zone would benefit their borough and how they would deliver one successfully. - Discussions are ongoing regarding Creative Land Trust and the form the entity would take, a decision will be drafted in Spring 2018 to approve both the capital and revenue budgets for this programme.

D-5 By 2020, there will have been two Mayoral sponsored London Boroughs of Culture and up to six boroughs securing funding to deliver exemplary projects		
By when?	Success measures	
2019 & 2020	<ul style="list-style-type: none"> • Number and range of partners and stakeholders participating in the programme. • Number of boroughs engaging with the programme / entering the competition. • Funding leveraged in to support the programme (aiming for circa £2.5m). • High profile PR and media campaign and strong public awareness of the programme. • Number of cultural events in the boroughs and attendance/participation. <p>[Note we are developing an evaluation framework for the programme, which will support the identification and tracking of measures of success.]</p> <ul style="list-style-type: none"> • One London Borough selected as London Borough of Culture 2019 and one London Borough for 2020. 	
Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none"> - Diverse and strong applications were received from 22 London Boroughs and the assessment of these applications has been completed. We have now also commissioned the selected artist to create the physical awards for the two winning boroughs. - Following the application assessment stage, the two selected winning boroughs have been announced at an event at City Hall on 27 February. The winning boroughs are Waltham Forest for 2019 and Brent for 2020. - A symposium event is also being planned for 2018/19 to further publicise the competition and will include speakers, workshops for borough representatives and other cultural leaders and stakeholders from the capital.

Appendix 4e - Future Economy: Overview

What are the benefits we're pursuing for Londoners?

- 1) London's economy is fairer and more inclusive – for all Londoners.
- 2) London has an internationally competitive business environment - from skills to infrastructure investment - that supports sustainable growth, trade and investment.
- 3) London's high growth sectors support its position as a global leader in innovation and creativity

How well are we doing?

Progress and future delivery confidence (overall)	G	Targets and objectives on track, some further development of programme management is required as new projects are developed further and implementation plans established.		
Governance and risk	Targets and objectives	Timescales	Spend	
AG	G	G	AG	



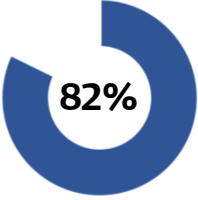

Updates

Highlights and progress	<ul style="list-style-type: none"> - The London Growth Hub is on track to have supported 2,000 businesses, with government funding now confirmed for a further two years. - The Good Work Standard has completed the call for evidence with direct engagement that will inform its development. - The Economic Development Strategy is out for consultation, alongside the GLA's approach to industrial strategy. - A high-level infrastructure group was established in December 2017; the new Draft London Plan has been published showing transport growth corridors and with a strategic infrastructure requirements report showing the level of enabling infrastructure (utilities and social) required along these corridors. - Connectivity: TfL/GLA have bid for £19m from DCMS for a fibre spine in central London. The bid is supported by eight London boroughs and other public sector bodies.
Risks and issues faced	<ul style="list-style-type: none"> - The primary skills risk to manage is the potential for Adult Education Budget Devolution arrangement to be delayed. The devolution settlement has not yet been finalised. A data sharing agreement between Government and the GLA needs to be finalised also. Responsibility for AEB resource implications remains to be decided. - A focus is to encourage quality applications for the Mayor's Construction Academy Scheme (MCAS). - The Growth Hub web portal is unlikely to reach targets for unique users and registrations. Work is underway to redesign the site to improve the user journey (first phase due to be delivered March) and a new marketing strategy is being put in place once. - MedCity requires support required to diversify future funding streams to ensure continued delivery in future years. - In respect of infrastructure, the main challenge is to get buy-in from multiple stakeholders to improve the coordination of infrastructure and development works, from planning to on the ground delivery.

Next steps: focus of next six months

- **Skills:** The focus over the next six months is the development of the AEB skills and funding framework, satisfying the readiness conditions and securing devolution agreement for AEB, finalising the Skills Strategy and launching MCAS.
- **Good Work Standard:** Finalising the Standard with the aim to launch in the latter half of 2018.
- **L&P:** Three-year strategy and 2018/19 business plan to be formally approved and implemented. New three-year funding agreement to be drafted.
- **Economic Development Strategy:** The next step is to draft the consultation report for publication alongside the final strategy (Q3 2018).
- **Tech Innovation:** The Mayor is due to launch his Civic Innovation Challenge programme in Q1 2018.
- **Infrastructure:** Establishing coordination resources and trialling the London simulator on potential investment projects and scenarios.

Summaries & exception reporting

Targets		Objectives		Year-End Forecast (key budgets)		
						
						
Exception reporting	Budget monitoring	Note further work is required to align budget lines with project reporting so as to facilitate the tracking of spend.				
	PI-2a - Digital Talent Programme	G	Although expenditure is behind schedule, the programme was (at the time of writing) on track to launch by the end of February.			
	D-6 - Skills for Londoners & Further Education Funds	AG	<ul style="list-style-type: none"> - Outputs for the Further Education Fund are in line with expectations, but funding has slipped due to issues impacting four projects. - Skills for Londoners Capital Funding spend has been delayed, linked to a new requirement on fundees to have planning permission before drawdown (intended to mitigate risk). 			

Targets

PI-1 Economic fairness: The number of a) employers who sign up to the Mayor's Good Work Standard (GWS) and b) the number of people in their workforces that benefit from its policies.

Baseline/ Historic data	This year's target	Target by 2021	Most recent data	On track?	Data next due
0	N/A	Targets will be set by end of 2018/19 financial year	N/A	G	Q4 2018/19
N/A					

Notes

- The Good Work Standard has only recently concluded its call for evidence and the aim is to develop the standard in the first half of 2018.
- We are reviewing if and how we could measure the number of employees who benefit from their organisation signing up to the GWS (part b); that could involve looking at job aspects such as: pay, hours of work, future prospects, working conditions, job content and interpersonal relationships.

Performance commentary

The aim is to launch the Good Work Standard in the latter half of 2018 and this target will be finalised as part of that process.

PI-2a Skills: The impact of the Mayor's Digital Talent Programme

Baseline/ Historic data	This year's target	Target by 2018/19	Most recent data	On track?	Data next due
0	N/A	i) 1,250 Londoners ii) 400 schools iii) 400 SMEs	Not yet available	G	Q1 2018/19
N/A					

Notes

This indicator comprises three elements:

- The number of Londoners (established via eligible postcode) aged 16-24 accessing new training courses to develop the technical and employability skills required for digital, technology and creative entry-level occupations
- The number of 'educators' (school and FE teachers, trainers and youth workers) supported to deliver industry-relevant digital skills learning, careers information and qualifications
- The number of start-ups and SMEs supported to access higher level digital skills to promote business growth

Performance commentary

The Digital Talent Programme is due to be launched by the end of February 2018. Procurement of all but one delivery partner has been completed, with an agreement with the one outstanding delivery partner expected to be in place by June 2018.

Notes

Indicators for wider GLA Skills activity are in the process of being scoped / developed via the Skills and Adult Education Strategy consultation process and the Skills for Londoners Task and Finish groups; for example, in areas such as: apprenticeships, the Mayors Construction Academy Scheme and Advance Learner Loans. These will be prioritised for reporting here. In addition, deliverables and targets will be developed in tandem with the devolution of the Adult Education Budget (AEB) to London in 2019/2020.

PI-3 Trade and investment: Outputs from L&P's work to convince visitors, students and business to come to London i) economic value (GVA) for London; ii) the number of jobs created

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
i) £286m 2016/17	i) £311m ii) 5,295	Targets are set annually	Q3 YTD: i) 322.5 ii) 5,277	G	Q4 2017/18

Notes

These are established indicators with data provided by L&P.

Performance commentary

For the coming period, London & Partners will focus not only on attracting the investment and spend which creates new jobs, but also, given the extra uncertainty post-referendum, on protecting existing jobs in Foreign Direct Investment through creating a Brexit retention taskforce.

Objectives

D-1 Improve the planning and delivery of sustainable infrastructure investment across the capital, sufficient to support London's projected growth in jobs and population and improve quality of life.

By when?	Success measures	
Various	<ul style="list-style-type: none"> • Delivery of the London Plan is supported, including working through the Mayor's infrastructure high-level group to oversee city wide efforts to tackle challenges. • Funding: Develop a strategic cost and funding model of London's long-term infrastructure needs, using models to assess the potential tax impact of investment in London's infrastructure. [Q3 2018] • Coordination: Deliver phase 3.0 of the Infrastructure Mapping Application, bringing together strategic and detailed planning data related to infrastructure and development construction. [Q4 2019] • Establish new resources, funded by industry, to facilitate the more efficient planning and delivery of infrastructure. [Q3 2018] • Assess the potential to unlock investment ahead of demand in London's electricity distribution network. [Q3 2018] 	
Phase?	On track?	Commentary
Delivery	AG	<ul style="list-style-type: none"> - To support the new London Plan, a strategic analysis of the infrastructure that London's growth requires was published in July 2017. - An infrastructure high-level group was established in December 2017 with representation from utilities, central, city and local government, to oversee the Mayor's interventions in this area. - While we are confident that we will be able to produce robust analysis, the key risk, which is hard to mitigate, is that central government will not respond.

D-2 The growth of London's key sectors is supported by the Mayor through a clear framework and set of priorities.

By when?	Success measures	
December 2019	<ul style="list-style-type: none"> • Stakeholders have a clear understanding of the Mayor's vision for the future economy and their role in supporting it. • Sectoral strategies are in place for advanced urban services, cultural/creative, finance and business services, life sciences, low carbon, tech and digital, tourism. • Influence over government's Industrial Strategy so that it provides support to key London sectors. • Delivery against the measures defined in the EDS. 	
Phase?	On track?	Commentary
Planning	G	The Mayor's draft Economic Development Strategy and approach to the Industrial Strategy is being publicly consulted on and the outcomes framework is being developed.

D-3 The Mayor has enabled, through targeted interventions, London's science and technology sectors to innovate, attract investment and grow.

By when?	Success measures
Various	<ul style="list-style-type: none"> • Mayor's Civic Innovation Challenge (CIC) - 15 SMEs receiving business growth support and up to five other firms receive pre-proof of concept funding and support to co-develop their innovations in the areas of inequality, climate change and health directly with the market. (This pilot programme, if successful, will be significantly scaled up during 2019-2020 to stimulate new innovation and enable access to market.) [By 2020] • Up to 100 SMEs supported by MedTech London through networking opportunities, access to markets initiatives, training workshops and MedTech Business Awards across five categories. [End 2019] • MedCity contributes to the creation of 25 additional direct life sciences jobs (Year 1 FDI jobs), leveraging £14.8m in GVA (cumulative) in 2018-19. [By 2019] • Up to 200 growth focused tech entrepreneurs pitch their innovations to investors through the Mayor's TechInvest programme. By 2020 £7bn of deployable capital will be represented cumulatively for companies to pitch to. [By end 2020] • Through the BigB2SME project, more R&D collaborations are enabled (including 20 SMEs having face to face meetings with multinationals and at least two new products/services created per year). [By end 2020] • Support delivered to up to 100 SMEs (TBC) through CleanTech London, supporting the growth of CleanTech SMEs. [By 2020]

Phase?	On track?	Commentary
Planning	G	<ul style="list-style-type: none"> - The Civic Innovation Challenge will be launched in April. - MedTech London and CeanTech London streams are currently being scoped. - The first BigB2SME project has been piloted (December 2017). - MedCity business plan currently being signed off for 2018/19 funding and outputs.

D-4 Improve London's connectivity, tackling London's 'notspots', ensuring better access to public-sector property for digital infrastructure, and seeing that digital infrastructure is given the same status as other key public utilities.

By when?	Success measures
Various	<ul style="list-style-type: none"> • List of top not spots identified. [End 2017] • Roadmap for resolution of three to six not spots. [End 2018] • Successful bids developed with boroughs to DCMS funding call. [2018] • 4G mobile connectivity will be available on the Underground. [By 2019] • Publication of standardised mobile wayleave. [2018] • Digital Connectivity policies in London Plan strengthened. [By 2019] • Guidance to complement the London Plan developed with stakeholders. [By 2019]

Phase?	On track?	Commentary
Planning	AG	While we are confident that City Hall will put in place the necessary policies, investment plans are dependent on DCMS funding. A bid has been made to support a fibre spine in central London.

D-5 Deliver a skills system that better meets the needs of all Londoners (including the most disadvantaged groups) and London's businesses to access the skills they need.

By when?	Success measures	
Various	<ul style="list-style-type: none"> • Endorsement and buy-in to the Skills and Adult Education Strategy from London's boroughs, businesses and skills sector stakeholders ahead of its publication in May 2018. • A clear plan of action for London to increase the number of high-quality apprenticeships, developed through the Skills for Londoners Task and Finish Group by May 2018. • Increase targeted support to the most vulnerable groups as part of the devolved AEB and match funded ESF programmes (targets TBC). • An increase in the number and diversity of adult learners in London progressing into further/higher level learning, work or an apprenticeship (targets TBC). • Skills for Londoners capital investments result in increased employer engagement in further education to ensure the relevance and quality of work-based training in some of London's key sectors (Ongoing). • Securing the devolution arrangement for the transfer of AEB to the Mayor in 2019/20 by spring 2018 (AEB deliverables / targets TBC) • Launch the Digital Talent programme to support the development of a talent pipeline to meet the skills needs of London's growing digital economy. • The establishment of a construction academy scheme (MCAS), in conjunction with the housebuilding industry, to meet the need for more skilled construction workers in London (targets TBC). 	
Phase?	On track?	Commentary
Planning	G	<ul style="list-style-type: none"> - AEB devolution is on track for 2019/20. - AEB skills and funding framework, final Skills and Adult Education Strategy and MCAS funding opportunities are on track to be published in May/June. - The Digital Talent programme will be launched in February.

Through the London Economic Action Partnership, invest £214.1m of Growth Deal Funding into the Skills for Londoners Fund and Further Education Capital Fund to improve the quality of facilities, teaching and leadership in London's further education sector.

By when?	Success measures	
Various	<p><i>Skills for Londoners Fund:</i> The Skills for Londoners Fund will be launched in two rounds, the first phase was launched in Dec 17 and the second phase will be launched in spring 2018 to align with the launch of the Mayor's Skills and Adult Education Strategy. Once projects have been commissioned via phase 2, full programme outputs and deliverables will be reported here.</p> <p><i>Further Education Capital Fund:</i></p> <ul style="list-style-type: none"> • 114,831 new learners assisted (in courses leading to a full qualification). • 92,800 m2 of improved learning / training floorspace. • 17,662 jobs / apprenticeships created. 	
Phase?	On track?	Commentary
Delivery	AG	<p><i>Skills for Londoners Fund</i> - The RAG status is AG owing to a higher than expected drop out rate from expression of interest to full application stage, which meant that the full funding amount available for phase 1 could not be awarded.</p> <p><i>Further Education Capital Fund</i> - Actual spend is behind profiled spend; however, outputs are in line with expectations. Slippage in expenditure due to: planning permission; extended negotiations around land sale to secure match funding; a developer reducing their purchasing price for a site; and contract managing a project through a deed of exit due to scope creep after a college merged.</p>

D-7 Invest and promote enterprise and entrepreneurship through the London Economic Action Partnership's London Growth Hub business support initiative and other LEAP funded programmes and initiatives.

By when?	Success measures
Various	<ul style="list-style-type: none"> • Support at least 2,000 businesses through face-to-face business advice (by end of 2017/18). • Achieve at least 90% satisfaction rating from users for face-to-face and online support provided by the Growth Hub. • Reach over 100,000 unique users on www.growthhub.london and over 1,500 registered users (by end of 2017/18). • Inspire Londoners to start their own business through advice, triage, events, case studies and mentoring. • Support 180 Londoners that face particular barriers to entrepreneurship to start their own business (2018/19-2019/20). • Support 120 SME employees to progress their careers or access employment within SMEs (2018/19-2019/20). <p>Further activity and associated objectives to be identified for 2018/19 and 2019/20.</p>

Phase?	On track?	Commentary
Delivery	AG	- We expect to exceed the target of 2,000 businesses receiving face-to-face support from the Growth Hub. The Growth Hub web portal is, however, under-performing and unlikely to reach targets for unique users and registrations. Work is underway to deliver a redesign of the site to improve user journey (first phase due to be delivered March 2017) and a new marketing strategy is being put in place once redesign is delivered.

Appendix 5a – Housing rationale and role

Overview of why this is important and broad aims

Time and again, Londoners raise the shortage of decent, secure and affordable housing as their biggest concern. The Mayor was elected with a clear mandate to do more to tackle this problem. Through his newly established Homes for Londoners, he is determined to drive up the number of new, genuinely affordable homes built in London, and to do more to protect those who rent. He is also prioritising tackling the scourge of homelessness.

What's the GLA's role?

The GLA has multiple roles in tackling London's housing crisis including as a funder of affordable housing, planning authority, land-owner, commissioner of services and convener of other organisations. No one single organisation can solve London's housing crisis alone. We need to work closely with national and local government, home-builders, housing associations, investors and a range of other organisations in order to start to tackle London's housing crisis.

The overall supply of new homes in London should be increased towards the level required to meet London's housing needs

The Mayor is responsible for setting pan-London housing and planning policy to address London's housing shortage, backed up with planning powers, investment and a range of projects and initiatives to increase housing supply. However, the Mayor cannot address the housing shortage on his own – it also requires concerted action from Government, London boroughs, developers, housing associations and investors. In recent years housing supply in London has been dominated by build-for-sale developments in the most expensive areas, market conditions are currently making this more difficult. In order to increase supply in a sustainable way that meets real housing demand there is a need to balance supply across more of London – allowing more market homes which are affordable to ordinary working Londoners and diversify tenures to include much more genuinely affordable homes and professionally managed build for rent homes.

Londoners renting privately will get a better deal and be protected from criminal landlords

The Mayor has no formal powers to regulate the private rented sector: these powers sit with Government and London boroughs. However he recognises the issues facing London's renters and has proposed a range of projects to improve regulation. His approach is to work with all partners and try all possible approaches to improving the private rented sector, whilst at the same time lobbying for the powers that would allow him to do more. Since no previous Mayor has taken such a radical approach it is difficult to estimate what the outcomes of the Mayor's PRS initiatives may be. Some initiatives may succeed and some may fail, but the important point is that the Mayor is prepared to try new and innovative ways of tackling this thorny issue.

The scourge of homelessness will be tackled and all rough sleepers will be offered a route off the streets

Formal responsibility for tackling homelessness rests with London boroughs, but the Mayor plays an important coordinating role, particularly for the most acute form of homelessness – rough sleeping. It is important to note that due to greater intervention supported and planned by the Mayor the proportion of rough sleepers being identified is likely to initially increase, before reductions can start to take effect. Many of the factors behind levels of rough sleeping are out of the Mayor's control, making firm targets difficult to devise and deliver. However, the Mayor wants to commit to an overarching ambition to provide leadership in this area.

How much influence do we have and

The level of influence the GLA wields depends on the role as set out above but given that we do not directly deliver any housing it is

what external factors are there?
What else is affecting change?

limited and subject to a wide range of external factors, including but not limited to, land availability, partner appetite, market conditions and capacity in the construction industry.

What wider data sets will we track?

An annual report 'Housing in London' is produced to track key indicators in London's housing market. The 2017 edition contained 99 datasets and this will be kept under review. The report and datasets can be accessed here - <https://data.london.gov.uk/dataset/housing-london>. In particular, we will closely monitor:

- Number of net additions to London's dwelling stock each year as per the London Plan definition, and proportion of which are affordable, as reported in the Annual Monitoring Report (AMR).
- Annualised purpose-built private rented sector ('Build to Rent') starts, as reported by Molior.
- Number of units approved on small sites, as monitored by the LDD.
- Number of homes granted planning permission in Outer London.
- Number of individuals recorded as rough sleeping on the CHAIN database.

Partners

National and local government, home-builders, housing associations, investors, charities, community groups, designers, advisors and other organisations engaged in tackling London's housing crisis.

Links to other outcomes and
mayoral commitments

- Well located, environmentally sustainable new homes can reduce traffic and emissions helping to improve London's air quality. Efforts to modernise the way in which we build homes will also reduce traffic movements and emissions.
- Working towards a housing market which works for all Londoners with good quality homes which are genuinely affordable will help with social integration.
- Genuinely affordable homes are also crucial to supporting the future economy, which could be harmed if housing costs in London continue to rise and arts, culture and the creative industries which are in danger of being priced out of the city.

Appendix 5b – Air Quality rationale and role

Overview of why this is important and broad aims

The Mayor committed in his manifesto to clean up London's filthy air. Thousands of Londoners die prematurely because of air pollution, and over 20 per cent of schools are in areas with unhealthy air. While poor air quality affects many large towns and cities in the UK and requires coordinated national action, the Mayor is determined to take a lead in London. He is launching the most ambitious plans anywhere in the world to tackle emissions through the T-charge, the Ultra-Low Emission Zone, cleaning up the bus and taxi fleets and using his planning powers to tackle emissions from buildings and construction. While these measures are being implemented, the Mayor is providing enhanced information to Londoners to empower them to reduce their exposure, especially by the young and vulnerable.

What's the GLA's role?

For London to have the best air quality of any major world city by 2050, which protects human health, and minimises inequality – especially at priority locations like schools

The two main pollutants of concern in London are the toxic gas Nitrogen Dioxide (NO₂) and tiny particles of matter which can be inhaled deep into the heart and lungs, called Particulate Matter (PM). The main source of these pollutants is combustion – especially fossil fuels used in, machinery and boat engines and in domestic and commercial boilers. Pollution is also created by construction, industrial processes and wood burning.

TfL is the Mayor's primary delivery arm for improving air quality – and he has doubled its air quality budget to that end. However, the GLA plays a central coordinating role for all air quality work overseen by the Mayor and also leads on specific initiatives. Our performance monitoring focuses on the biggest and most impactful of TfL's projects as well as those initiatives led by the GLA.

The Mayor has the ability to influence air quality by upgrading the bus fleet, over which he has direct control. The bus fleet is a significant cause of emissions from transport in London, especially in central London and on high streets. For this reason, reducing emissions from existing buses through retrofits and by ensuring new buses that are purchased are Ultra-Low Emission is an area of focus.

The Mayor can also work to directly reduce emissions through road charging schemes such as the proposed Ultra-Low Emission Zone, which will deter the use of more polluting vehicles. However, air pollution comes from a variety of sources and the levers to control these sit at different levels; for example, action is needed from London boroughs to manage local streets, new developments and parking so as to reduce car use and promote walking and cycling.

The Mayor's planning powers allow him to directly influence emissions during both the construction phase and from the final building. For instance; major developments, and in central London all developments, should be subject to planning conditions restricting the machinery used on site to more modern, less polluting types. All major and large-scale developments are also expected to design in low emission heating and energy systems to reduce their impact on local air quality, as well as taking a constructive approach to enhancing local sustainable transport provision.

The Government is in control of many of the policy and fiscal levers required to address pollution, which affects cities across the UK. London and other UK cities require more powers and more funding to address this issue. The Government also has a crucial role to play on the international stage; it needs to work with other European countries to reduce transboundary pollution, which is a major contributor to London's particulate pollution problems. The Mayor uses his strong links with other European Mayors to influence important European policy decisions.

Support London and its communities, particularly the most vulnerable and those in priority locations, to help empower people to reduce their exposure to poor air quality

While addressing pollution emissions is a key priority, and some initiatives implemented by the Mayor are already yielding results, large scale emission reduction policies such as the ULEZ take time to implement and therefore will also take time to yield full results. While we address emissions, reducing human exposure is an important way to protect health. Some simple steps such as Londoners taking routes with cleaner air and providing screening between pollution sources and recreation areas can help to reduce exposure.

The Mayor has a role to play in raising awareness of pollution levels and how to protect yourself from pollution, and so has implemented a London-wide alerts system which will soon be extended to specifically target vulnerable groups such as school children. The Mayor also has a role to play in facilitating others to deliver exposure reduction projects – so he is supporting some boroughs, schools, and Business Improvement Districts to reduce exposure by delivering local projects and public realm improvements enabled through funding streams such as the Local Implementation Plans, the Mayor’s Air Quality Fund, and the Mayor’s Air Quality Business Fund.

By 2050 London’s entire transport system will be zero emission

The Mayor has control over the bus fleet and significant ability to influence taxis and private hire vehicles through the licensing system. For this reason, he has committed to purchase only hybrid or zero emission double decker buses from 2018, and, from that point also will only licence new taxis if they are Zero Emission Capable. He also has an important role to play – working with Government, TfL, boroughs and other organisations – in delivering the infrastructure required to support a switch to zero emission vehicles.

The London Environment Strategy will set a framework for and guide the delivery of this work programme.

How much influence do we have and what external factors are there? What else is affecting change?

There are three key areas where the GLA’s power to influence are restricted (and noting that TfL is the Mayor’s main delivery arm for improving air quality):

- First, we rely on local authorities to deliver a range of local measures, such as enforcing planning requirements and providing locations for rapid charging facilities. We have implemented a statutory London Local Air Quality Management System to help enshrine borough air quality responsibilities and provide guidance, which has been a great help, but challenges remain due to cuts in local government funding and staffing.
- Second, many of the major levers to improve air quality sit with national Government, which is reluctant to take responsibility for air quality and mainly seeks to devolve responsibility for taking action to local authorities. However, the Government have unique powers to tackle emissions, including controlling fiscal policy and promoting legislation. We continue to lobby and campaign intensively but this remains an area of challenge.
- Third and finally, air pollution limits and responsibilities are laid down in EU regulations. The EU outline member state and vehicle manufacturer requirements on crucial matters such as vehicle emissions, emissions ceilings, transboundary pollution and the thresholds for the legal limits themselves. In the wake of Brexit our ability to influence these areas is limited, and there is a risk that the Government may try to water down air quality commitments when it is no longer required by the EU to take action on pollution.

What wider data sets will we track?

Detailed air quality monitoring and modelling through the London Atmospheric Emission Inventory (LAEI). The LAEI provides detailed mapping of current pollution concentrations as well as projections of future concentrations. The inventory also breaks down the sources

	<p>of pollution so that we are able to see the extent to which different sectors and types of vehicles are responsible for the different pollutants. This mapping and source apportionment is available at the London-wide level and the borough-level.</p> <p>Note: Compiling emissions inventories is a hugely complex and time-consuming process, with many of the required data sets only available after a significant time-lag, so this information is not available in real time. Typically, there is a 2-3 year wait for a full inventory.</p>
Partners	<p>The GLA and TfL work with or alongside the EU, Government, London boroughs, Public Health England, other regulators such as the Port of London Authority, the Environment Agency and campaigning, green and health organisations.</p>
Links to other outcomes and Mayoral commitments	<p>Air pollution is caused by emissions from a variety of sources, especially transport, so there are strong links to tackling climate change. This is particularly important because measures to improve climate change (e.g. promoting the use of diesel vehicles) can negatively impact on air quality, and conversely, some measures to reduce CO2 also cut pollution. So an integrated and holistic approach is required, and the Mayor's Transport Strategy and the London Environment Strategy were developed in tandem, to ensure that policies are complimentary.</p> <p>Air pollution disproportionately affects those living in more deprived areas of London. It is a matter of fairness and equality, thereby contributing to fairness and social integration. This links with the Mayor's Health and Inequality Strategy, published in draft in August 2017 and his wider ambitions relating to social integration and fairness.</p> <p>New developments can add significantly to pollution, as well as exposing new occupants to high pollution levels; air quality impacts need to be carefully mitigated through the planning process, so there are strong links with housing and development. The importance of air quality will be reflected in the forthcoming London Plan.</p> <p>Finally, by cleaning up London's air we are ensuring London is still an attractive place to invest and do business, and by supporting and promoting new clean technologies we are helping to promote jobs in the clean tech sector. This therefore supports the Future Economy.</p>

Appendix 5c – Social Integration rationale and role

Overview of why this is important and broad aims

Social integration is the extent to which people interact and connect with others who are different to themselves and is determined by the level of equality between people, the nature of their relationships, and their degree of participation in the communities in which they live. It is especially important in a leading world city like London, which is often on the frontline of change, challenge and debate. Londoners' ability to embrace change and celebrate diversity should rightly be a point of pride, but unless there is social integration, diversity can become a source of division. Prosperity, wellbeing, health and security are threatened when communities feel alienated and isolated. Conversely, effective social integration allows people to develop connections and shared identities which incorporate their differences and ensure diversity remains a strength.

Real social integration benefits all Londoners. Stronger, more diverse social networks can help people from all backgrounds access opportunities, such as finding a new job or getting involved in community life. This can support social mobility and help to reduce inequality, isolation and loneliness among both the young and the old¹. Newcomers to London, arriving from other countries or from elsewhere in the UK, need to be able to integrate to benefit from the success of the city, fully contribute and feel they belong².

Even more fundamentally, social integration is the basis for a successful democracy in which we trust strangers enough to build shared institutions, debate heartfelt challenges and value participation in elections³. At a time of great change and upheaval, it is essential that Londoners can come together in public and political life as well as through friendship, and the economic, cultural and social aspects of our city.

What's the GLA's role?

The Mayor is but one of several actors who will shape the future of London's social integration. The actions of central government, London borough councils, employers, businesses, civil society organisations and communities will each have an impact, beyond what the Mayor can control. His Strategy for Social Integration therefore includes actions to: work with and lobby central government; support borough councils; influence employers and businesses; and provide city-wide leadership. This is alongside work to deliver specific social integration initiatives, and ensure that all of City Hall's work is harnessed to deliver social integration, across the Mayor's whole remit. The Mayor's aspiration for City Hall's growing work on social integration is that it will not only have impact within the scope of his remit. Importantly, he also hopes it will challenge and inspire others to play their part and give them the support they need to do so.

¹ Social integration supports the development of the bonds of trust and sense of belonging which underpin successful communities. A lack of social integration has been shown to lead to feelings of cultural and social dislocation, and higher rates of anxiety and prejudice. Uslaner, E. M., (2012), *Segregation and Mistrust: Diversity, Isolation, and Social Cohesion*, Cambridge: Cambridge University Press.

² There is a growing body of evidence to suggest that a lack of social mixing between migrant and host communities prolongs periods of unemployment and restricts economic growth. Social Integration Commission (2015), 'Social Integration: a wake-up call' The Social Integration Commission, [Online]. Available at: <http://socialintegrationcommission.org.uk/a-wake-up-call-social-integration-commission.pdf> [Accessed 30 Jan 2018]

³ Allen, D. (2016) 'Towards a connected society', in E. Lewis and N. Cantor (eds) *Our compelling interests: The value of diversity for democracy and a prosperous society*. Princeton: PUP.

<p>How much influence do we have and what external factors are there? What else is affecting change?</p>	<p>The Mayor is a leading figure in developing an ambitious vision, clear definition and robust measurement framework for social integration in London. But we are clear that we cannot deliver on this vision except by working in partnership with others. We are also clear that the policy context from central government, particularly in terms of austerity and immigration policy, will affect social integration across the city.</p> <p>Social integration is also a new area with gaps in existing data that make measuring this area particularly difficult. A major objective for the team this year is to develop a stronger evidence base and better-quality data and indicators.</p> <p>The GLA can exercise city-level leadership on the issue, and the new partnership with Trust for London and Unbound Philanthropy has added to this regional influence by providing a framework for joint work with civil society groups. London's boroughs play a significant role through local service delivery, so we are building relationships with them through the Social Integration Lab.</p>
<p>What wider data sets will we track?</p>	<p>Existing data on social integration at a London level is limited. We have developed a set of 18 indicators spread across the key integration outcomes of participation, relationships and equality, based on London estimates from central government surveys and other data sources. These data only provide a partial picture and will be supplemented by new, more comprehensive evidence ('the Social Evidence Base') being developed by the GLA to inform a range of policy and strategy work (social integration, economic fairness, diversity and inclusion, etc).</p>
<p>Partners</p>	<p>Funders, including Trust for London, Unbound Philanthropy, Paul Hamlyn Foundation, City Bridge Trust, Pares Foundation, Mayor's Fund for London, Comic Relief, Big Lottery Fund, Laureus Sport for Good Foundation, Sport England and London Funders.</p> <p>Civil society organisations including NCST, Migrants Organise, Coram, Just for Kids Law, Citizens UK, New Europeans, members of the Mayor's Migrant and Refugee Advisory Panel (MRAP), and the Integration Network (convened by British Future). Step up To Serve, V Inspired, Greater London Volunteering/The London Hub, the London CVS Network.</p> <p>Statutory bodies, including London Councils, the NHS, London Boroughs, members of the London Strategic Migration Partnership (LSMP), the Home Office.</p> <p>Other organisations, including London & Partners, the Careers and Enterprise Company.</p>
<p>Links to other outcomes and Mayoral commitments</p>	<ul style="list-style-type: none"> • Diversity and Inclusion: equality is a central pillar of social integration, and there are strong links between the objectives of the Mayor's Diversity and Inclusion Strategy, wider work on economic fairness and poverty, and improved social integration. • Community Engagement: participation is one of the main aspects of social integration, including Londoners having input into decisions which affect their lives. Effective community engagement can also improve City Hall's ability to have a positive impact on social integration by providing input and information from communities, and providing the basis for new partnerships. • Housing: preventing and reducing residential segregation is essential to tackling the barriers to social integration. • Planning: new and existing neighbourhoods need access to public realm and social infrastructure to build strong communities. • Skills and employment: promoting access to good work through skill-building and employer engagement is important to creating more opportunities for social integration in London's workforce. English skills are also crucial for overcoming barriers faced by some groups.

- The social integration agenda links across the Mayor's whole remit including transport, housing, planning, regeneration, environment, policing, culture, business, early years and health; and is being embedded into the Mayor's statutory strategies, such as the London Plan, housing and the environment.

Appendix 5d – Culture and the Creative Industries rationale and role

<p>Overview of why this is important and broad aims</p>	<p>Culture underpins the capital’s economy and is central to its success as a global capital. One in six people work in London’s creative economy; and the creative industries generate £42 billion every year for London. At the same time, there are challenges that must be addressed. Over the past decade, a third of London’s creative workspaces and a quarter of its pubs have shut down. Over a third of grassroots music venues closed; and more than half of the capital’s LGBT+ venues disappeared.</p> <p>This is affecting communities across the capital. London has a world-class cultural offer, but for too many Londoners many cultural activities are out of reach. Some London boroughs have the lowest engagement in arts and culture across England (Arts Council data). Also, the creative industries can do more to improve the diversity of its workforce.</p> <p>The Mayor’s draft Culture Strategy will set out a number of aims to support:</p> <ul style="list-style-type: none"> • more people accessing culture on their doorstep • cultural places and spaces • culture in new building developments and a high quality public realm • a high quality talent pipeline and more diversity in the creative workforce • London as global powerhouse in a post-Brexit world
<p>What’s the GLA’s role?</p>	<p>The Culture and Creative Industries Unit at the GLA directly funds a wide range of existing projects such as the capital’s major fashion, design and games festivals, the internationally renowned Fourth Plinth commissioning programme and the Busk in London project.</p> <p>The unit will be funding, developing and delivering a number of new projects over the Mayoral Term: London Borough of Culture, Creative Enterprise Zones, Cultural Infrastructure Plan. These are all flagship projects that have never been tried out on this scale in a global city. The GLA’s role is to ensure quality control and monitor effectiveness, but also to secure partnerships and communicate the benefits, leveraging further and wider impact.</p> <p>It is not just the Culture Unit that supports the Mayor’s ambitions in this area; across the GLA and the wider GLA Group projects and programmes in areas such as regeneration, education and youth, volunteering, transport and policing all impact on the cultural and creative industries. And the GLA works directly with the cultural sector and creative industries on a range of issues – from immigration to Brexit and influencing government policy – to ensure that London’s cultural sector remains world class.</p>
<p>How much influence do we have and what external factors are there? What else is affecting change?</p>	<p>The Mayor has limited powers and will need to work together with boroughs, creative industries and cultural organisations and key stakeholders to deliver his cultural and creative industries portfolio of work.</p> <p>Talent supply, through education and skills development, is an example of an important determinant of culture in London that the Mayor has limited influence over. But he does have some influence through, for example, his Skills for Londoners initiative and the potential future devolution of skills budgets.</p>

	<p>Brexit has the potential to have a tremendous impact on the creative industries’ workforce – as do related visa and funding issues. The Mayor has an influential position in convening and raising profile of cultural considerations in Brexit negotiations and considerations about wider economic policy, not just for London but for the UK.</p> <p>London’s economic success is not always positive for culture in the city. The pressure of property development and land values can and does squeeze out culture, for example. The Mayor has influence through the London Plan and planning processes – and is developing the most pro-culture London Plan ever – but clearly these are powerful economic forces.</p>
<p>What wider data sets will we track?</p>	<ul style="list-style-type: none"> • Tourism data sets released and monitored via partners including L&P. • Reports published or released by partners that may not have been as a result of GLA funding but may still prove strategically useful, such as the annual diversity surveys of Arts Council England. • International rankings and indices. • Cultural facilities audits.
<p>Partners</p>	<p>British Fashion Council, London Design Festival, Film London, Museum of London, London Boroughs, funded organisations and individuals, advisory panels (eg. the Mayor’s Cultural Leadership Board and Night Time Commission).</p>
<p>Links to other outcomes and Mayoral commitments</p>	<ul style="list-style-type: none"> • Social integration • Employment, skills and digital • London Plan • Regeneration • Economic policy and impact

Appendix 5e – Future Economy rationale and role

<p>Overview of why this is important and broad aims</p>	<p>London’s economy is strong, but faces increasing global competition as well as the challenge of Brexit. London has a diverse economy with many world-class sectors, including finance and business services, tourism, tech, creative and biomedical sectors, as well as being home to some of the world’s best universities. But the Mayor feels that too many Londoners still miss out on the opportunity to work in these sectors, and to progress in their careers. We need to do more to upskill Londoners so they are better able to make the most of future growth, as well as ensuring that London remains open to talent, investment and ideas. The Mayor is keen to do more to promote the city’s businesses, both at home and abroad, stimulate innovation, find new markets, and generate jobs and business growth in productive sectors. As London grows in terms of both population and economic activity, the Mayor wants to ensure that the infrastructure grows also, maintaining the quality of life of Londoners and attracting future investment.</p>
<p>What’s the GLA’s role?</p>	<p>The GLA will support these aims through direct delivery, through working with partners and through influence on private and public actors.</p>
<p>How much influence do we have and what external factors are there? What else is affecting change?</p>	<p>The Mayor has direct influence through the EDS, London Plan, London’s Industrial Strategy and other strategies, and will have increased powers and funding with regard to adult skills. There is still a limit to the Mayor’s powers in this area, particularly on the macroeconomic environment.</p> <p>Indirect influence via lobbying and partnership working with Govt on the national Industrial Strategy and associated budgets.</p> <p>The wider environment will be profoundly shaped by the type and timing of the UK’s departure from the EU (Brexit) and the nature and length of any transition period.</p>
<p>What wider data sets will we track?</p>	<p>In addition to performance indicators measuring success (some of which will be agreed upon and set at a later date), there are a number of potential data sets which could be used to monitor specific areas of London’s economy. These will be finalised such that consistency is maintained across other relevant strategies, and will be in addition to indicators already produced by GLA Economics to measure the state of London’s economy. This could include (although not necessarily) the following:</p> <p><i>Economic fairness</i></p> <ul style="list-style-type: none"> • Pay gaps, such as by gender • Fair employment, possibly measured against: employees earning below the LLW; extent to which London’s workforce reflects London’s population; and the representation of minority groups across company boards • Differences in employment and unemployment rates for various groups • Life chances, possibly measured by: school readiness at age 5; KS4 achievement; percentage of population with certain types of qualifications; percentage of NEETs; and the number of apprenticeship starts and completions • Cost of living, such as: level of disposable income; childcare costs; poverty premium; and fuel poverty

	<ul style="list-style-type: none"> • Financial inclusion, possibly measured by: savings; access to bank accounts; and insolvencies <p><i>Skills</i></p> <ul style="list-style-type: none"> • Skills and qualifications of Londoners (both young people and adults), the supply of skills, and inequalities in the education and the skills system • Skills gaps and shortages, and employers who are struggling to access staff with the right skills • People who have received training within the last 3 months <p><i>Trade and investment</i></p> <ul style="list-style-type: none"> • Number of visitors to London and visitor expenditure • Number of international students • Value of London's exports <p>Sectoral growth and innovation</p> <ul style="list-style-type: none"> • GVA growth per job by sector • Employment and business formation across high growth sectors • Growth in investment across high growth sectors
Partners	Major international and national firms; SMEs, including start-ups and scale-ups; London boroughs; FE Colleges and other skills providers; HEIs; Government departments; Catapults; LEAP; workspace providers
Links to other outcomes and Mayoral commitments	The stated outcomes are aligned with the ambitions as set out in the Mayor's other draft statutory strategies, notably the Health Inequalities strategy; the Environment Strategy; the Transport Strategy; the Culture Strategy; the Housing Strategy; and the London Plan. The ambitions to support tech firm growth will also be aligned to the Mayor's forthcoming Smart London Plan and aim to direct innovation towards solving strategic challenges facing London including manifesto commitments of a fairer and more equal city, a cleaner greener London and improving London's health. The ambitions, as set out in the draft Economic Development Strategy, have been assessed by an integrated impact assessment which has concluded that they help to meet equality, environmental, public health, and community safety requirements.

1) Affordable Housing target to achieve 90k affordable starts on site by 2021

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	Achieved
Actual starts	7,467	8,935	2,221					
Expected starts			12,500 - 16,500*	14,000- 19,000*	17,000 - 19,000*	18,000 - 25,000*	90,000	18,623

* annual targets for current and future years are expressed as ranges to reflect the fact that discussions will be ongoing with strategic partners over delivery profiles for their programmes. The lower end of the ranges represent a level of delivery with greater certainty attached, but they are expected to be exceeded across the time period through ongoing work with partners and additional delivery through continuous bidding

2) 2017-18 Affordable Housing Starts on Site Delivery

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total outturn
Starts on Site Outturn	162	266	1,793		2,221

3) 2017-18 Affordable Housing Completions Delivery

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total outturn
Completions Outturn	772	651	1,073		2,496

Appendix 1. 2017-18 Affordable housing starts and completions by borough

Data to end December 2017	Starts Achieved	Completions Achieved
Barking and Dagenham	29	70
Barnet	369	101
Bexley	57	35
Brent	0	49
Bromley	1	5
Camden	2	216
City of London	0	17
Croydon	33	103
Ealing	298	214
Enfield	170	41
Greenwich	1	131
Hackney	0	20
Hammersmith and Fulham	36	42
Haringey	0	8
Harrow	0	12
Havering	0	15
Hillingdon	0	14
Hounslow	169	108
Islington	56	27
Kensington and Chelsea	0	25
Kingston upon Thames	0	0
Lambeth	94	215
Lewisham	29	133
Merton	0	12
Newham	350	151
Redbridge	12	25
Richmond upon Thames	0	6
Southwark	90	139
Sutton	84	14
Tower Hamlets	80	354
Waltham Forest	107	108
Wandsworth	106	51
Westminster	43	34
Not Specified	5	1
Total	2,221	2,496

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Mayor's Office for Policing & Crime

Quarterly Performance Update Report

Quarter 3 2017/18

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MAYOR OF LONDON

OFFICE FOR POLICING AND CRIME

About MOPAC

The Police Reform and Social Responsibility Act 2011 established an elected Police and Crime Commissioner for each police force area across England and Wales to ensure that there is democratic oversight of how policing is delivered. In London, the elected Mayor – Sadiq Khan, is the equivalent of the Police and Crime Commissioner and is responsible for ensuring that the Metropolitan Police deliver an efficient and effective service for Londoners.

The Mayor's Office for Policing and Crime (MOPAC) supports the Mayor in fulfilling his role. The Mayor has appointed a statutory Deputy Mayor for Policing and Crime – Sophie Linden – to lead MOPAC.

MOPAC is responsible for setting the overall strategic direction for policing and safety, overseeing police performance in the capital and commissioning a wide range of services to prevent crime and support victims.

The Mayor of London is required by law to produce a Police and Crime Plan that explains how the police, community safety partners and other criminal justice agencies will work together to reduce crime.

The current [Police and Crime Plan](#) (PCP) reflects the Mayor's manifesto and priorities for making London a safer city for all. The Plan is produced by MOPAC, who consult with Londoners on their priorities, develop the Plan itself and then ensure that its aims and commitments are delivered.

In fulfilling its responsibilities, MOPAC ensures that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and the value for money (VfM) principles of economy, efficiency and effectiveness are strongly adhered to.

MOPAC has in place robust Governance arrangements to ensure MPS and partners are held to account and that MOPAC continues to monitor the objectives, operations and delivery of the PCP are adhered to. This is done through various Boards and Panels, including the quarterly Oversight Board and other boards and panels which are listed in the Annual Governance Statement, published at:

https://www.london.gov.uk/sites/default/files/20170724_annual_governance_statement_2016_17_final.pdf

MOPAC welcomes comments on this quarterly report. To send any comments and questions please email them to MOPAC Correspondence Team at:

Correspondence@mopac.london.gov.uk.

About the Metropolitan Police Service

Operational policing in London is the responsibility of Metropolitan Police Commissioner Cressida Dick who took up her post in April this year. The Met's priorities are set in line with the Police and Crime Plan. The [Met Business Plan](#) was published June 2017 and progress against it at Quarter 3 is detailed in Annex A to this report.

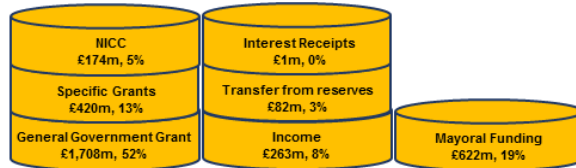
The Met's top priorities for 2017-18 are:

- Tackling violent crime and especially knife crime which affects young people across London
- Countering terrorism and reviewing our strategy, tactics and resources in light of the threat
- Protecting children and developing a robust approach to tackling child sexual exploitation
- Transforming the Met to become a modern police force using technology, data, skills and engagement to fight crime more effectively

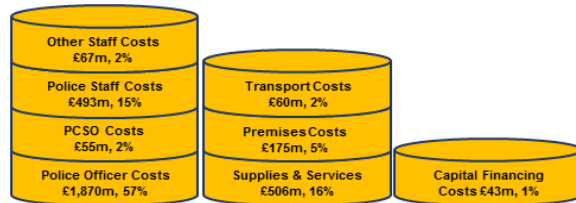
£3.3bn gross budget

How the Met is funded

Page 173



How the Met spends its budget



Source: MPS Business plan

The Met workforce as at end of Q3 2017/18:

30,046 officers
 2,219 special constables
 1,316 PCSOs
 8,455 staff



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ANNEX A: MET BUSINESS MILESTONE REPORT

Executive Summary

This is MOPAC's quarterly update report for quarter 3 2017/18.

Following the terrorist attacks and Grenfell Tower tragedy London has faced this financial year, the Met continue to deliver policing in an increasingly challenging landscape.

Offences in knife crime have decreased in quarter 3 compared to the last; however in the last 12 months knife crime across London has increased by 29%. In quarter 3 the Met have stepped up activity against knife crime through focused operations. The Mayor also launched his anti-knife campaign 'London Needs You Alive' this quarter as part of his Knife Crime Strategy and recently announced a further £15m investment into combatting knife crime; which seeks to support and increase activity within the MPS, as well as investing in more prevention work through working with partners such as schools and mental health services.

Based on the most recent national data from ONS, current recorded crime figures in London has increased by 5% compared to the previous rolling 12 months. The increase in London is lower than the nationwide increases; England and Wales saw an increase in total crime of 15% compared to a year earlier.

We have seen a decrease in Overall victim satisfaction; by 6 percentage points when comparing rolling 12 months to last quarter 3 and by 3 percentage points when compared to the previous quarter.

Anti-social behaviour incidents fell in quarter 3 when compared to quarter 2 in line with its cyclical trend, but is also down on quarter 3 last year.

The report also presents the forecast outturn against budget for quarter 3. As at the end of quarter 3, the full year forecast is a net underspend of £15.1m against a revised net budget of £2,504m.

As at quarter 3, the full year 2017/18 capital programme provides for £268m of expenditure. This will be funded from a combination of capital receipts, grants and other contributions. Capital expenditure for the year is forecast at £206m.

In December the Police Funding Settlement for 2018/19 was announced by Government, which did not alleviate the funding crisis the police are facing. Since then, the Mayor has committed to investing an additional £110m into the Met in the next year by taking the step of increasing police funding from London business rates as well as council tax.

The Met continues to invest in transformation (the "One Met Model"). The In Vehicle Mobile Application (IVMA) is on target to complete its roll out by end of March 2018. This delivers a huge improvement to frontline officers by sending them details of essential policing information, including new CAD incident reports and pictures or videos of missing persons.

This quarter, the first ever recruitment campaign for Direct Entry Detective Constables- 50% of which are female- has seen the first cadre of recruits begin basic training in January. This is an essential new recruitment pipeline to meet the growth in demand for qualified investigator roles.

Measuring Progress against the Police and Crime Plan Priorities

A new performance framework details what success looks like for London. This documents a move away from blunt pan-London crime reduction targets, in favour of locally agreed policing priorities and a focus on addressing the crimes that cause the greatest harm to individuals – such as sexual assault, domestic abuse and child sexual exploitation.

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A Safer London

Focus on **volume** and **high harm** priorities

(MOPAC in consultation with MPS and Local Authorities)

Mandatory High Harm Priorities

ASB plus two Borough Volume Priorities

Local Priorities may be evidenced by:

Theft (from motor vehicles, shops, person), Non Domestic Abuse Victim With Injury, Common Assault, Harassment, Burglary dwelling, Criminal damage, Robbery Person

A Better Police Service for London

Victim Satisfaction with Police service
Public Perceptions

A Better Criminal Justice Service for London

Keeping Children and Young people Safe

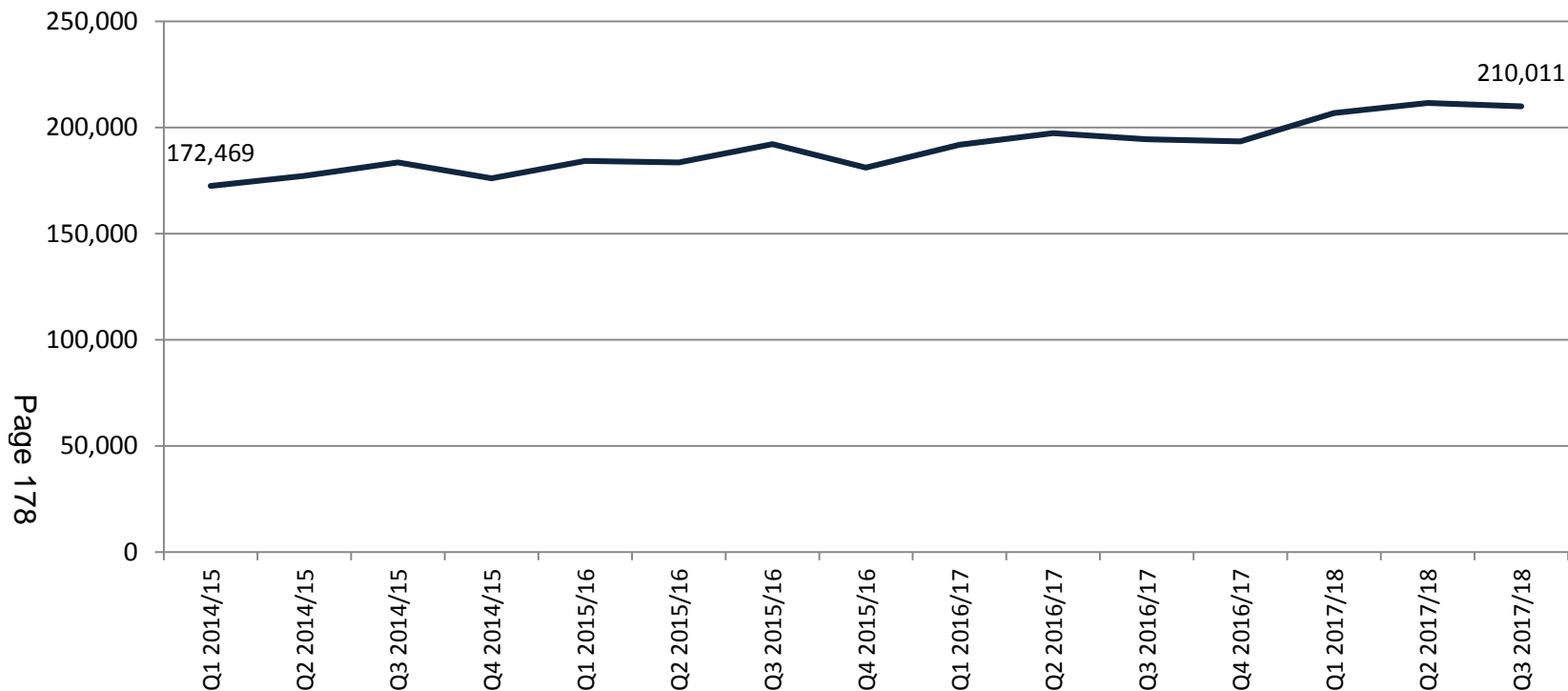
Tackling Violence against Women and Girls

Standing Together against Extremism, Hatred and Intolerance

A Safer London

Focus on **high harm** and local **borough priorities**

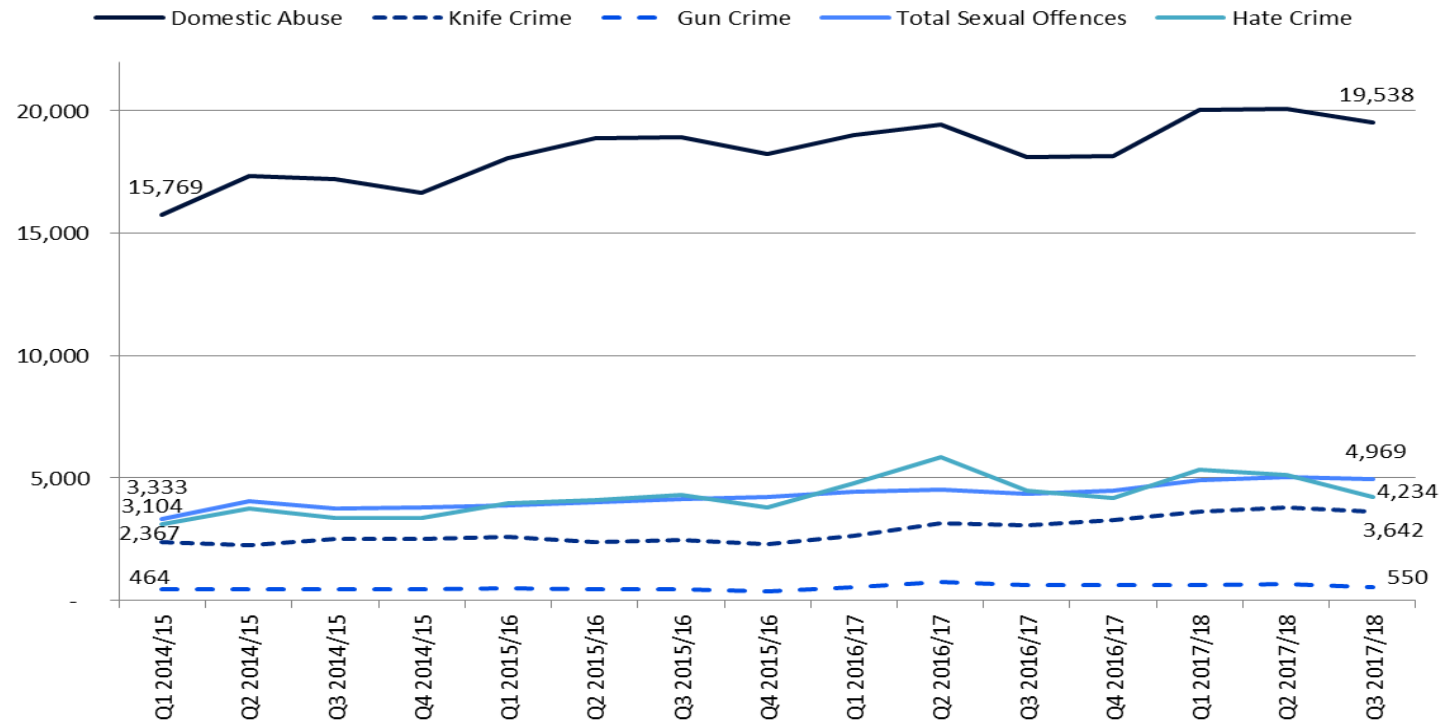
Total Notifiable Offences (TNO)



The rolling 12 months to Q3 2017/18 saw a 7.5% increase in offences compared to the same period last year, over 57,000 more offences. There was a 0.8% decrease (1,599 fewer offences) against Q2 2017/18. Using the most recent national available data from ONS (to September 2017), recorded crime in London increased by 5% compared to the previous 12 months. The increase in London is lower than the nationwide increases: total notifiable offences across England and Wales were up by 15%, and a 23% increase was seen across other most similar metropolitan forces (Greater Manchester, West Midlands and West Yorkshire).

Over the longer term, improved crime recording accounts for some of the increase in recorded offences, particularly in categories such as 'violence against the person'. However, some reflect genuine increases in rising crime levels.

High Harm Crime



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All these crime categories decreased in quarter 3 2017/18 compared to quarter 2 2017/18. Of note, gun crime decreased by 22% (123 offences) and hate crime by 21% (877 offences). However, when looked at on an annual basis, these have increased to the highest level in more than three years.

Through the Crime Survey of England and Wales it is known that high harm crimes such as domestic abuse and sexual offences are under-reported. MOPAC and the Met are encouraging better reporting and new ways for victims to report crime. Therefore an increase in recorded crime may also reflect a greater confidence in victims reporting their crime to the police. MOPAC and the Met are developing monitoring mechanisms for levels of repeat victimisation, as people sometimes experience these crimes on multiple occasions – leading to increased vulnerability. Detailed Met activities in quarter 3 to tackle crime in these areas and improve outcomes for victims are set out in Appendix A (Met Business Plan Quarter 3 update).

Recorded Crime: Annual Volume

Police and Crime Plan Area	Crime Category	January 2016 - December 2016	January 2017 - December 2017	Change from 2016	% Change
A better police service for London	Total Notifiable Offences	764,852	821,897	57,045	7.46%
	Violence Against the Person	235,519	248,600	13,081	5.55%
	Total Robbery	22,897	31,458	8,561	37.39%
	Total Burglary	68,416	76,058	7,642	11.17%
	Total Theft Person	35,573	47,751	12,178	34.23%
	Theft Taking of MV	26,489	31,013	4,524	17.08%
	Theft from MV	51,688	59,274	7,586	14.68%
Keeping children and young people safe	Knife Crime	11,125	14,352	3,227	29.01%
	Gun Crime	2,322	2,453	131	5.64%
Packling violence against women and girls	Domestic Abuse	74,803	77,823	3,020	4.04%
	Total Sexual Offences	17,545	19,394	1,849	10.54%
Standing together against hatred and intolerance	Racist and Religious Hate crime	16,789	16,908	119	0.71%
	Sexual Orientation Hate Crime	2,011	2,095	84	4.18%
	Transgender Hate Crime	188	187	-1	-0.53%
	Disability Hate Crime	756	426	-330	-43.65%

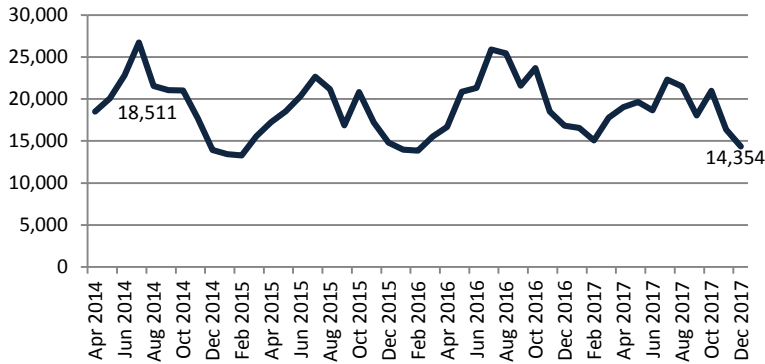
Throughout the life of the police and crime plan, MOPAC will monitor key indicators as proxies for areas on which the plan is focussed, as well as the local borough priorities reviewed annually. This above table provides an overview of key pan-London and local priorities that are explored further throughout this report.

Due to the manner in which crime is recorded, a single crime may be captured in more than one category. For example, someone assaulting their partner with a knife would be captured within Violence against the Person, Domestic Abuse and Knife Crime.

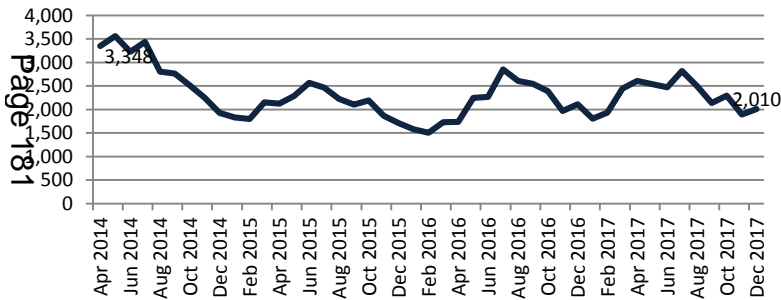
Recorded crime continues to rise in the MPS area but increases in many crimes are more marked in other parts of the country. For victim-based crime the trend is similar - with an increase in the MPS of 6.4% for the year to September 2017, compared to increases of 15.5% for the rest of England and Wales.

Anti-social behaviour (ASB)

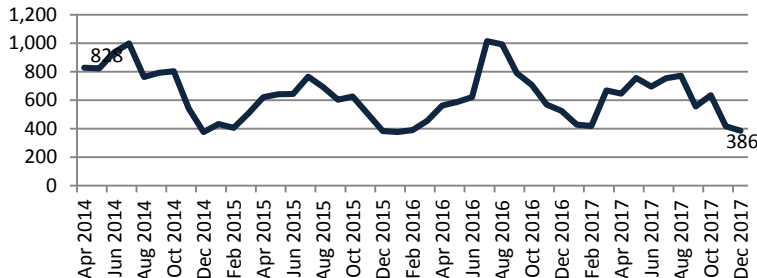
ASB - Nuisance



ASB - Personal



ASB - Environmental



All boroughs across London have anti-social behaviour as one of their local priorities in the Police and Crime Plan.

‘Nuisance’ captures ASB incidents which cause trouble, annoyance, inconvenience, offence or suffering to the local community in general rather than to individual victims. **‘Personal’** is where they are perceived as either deliberately targeted at, or having an impact on, an individual or group rather than the community. **‘Environmental’** is where individuals and groups have an impact on their surroundings including natural, built and social environments.

In Q3 2017/18 there were 59,333 calls to the Met related to ASB. This is 7,939 (-11.8%) fewer calls than last year’s figures. 87% of calls were classed as ‘nuisance’ related.

Tackling ASB is fully incorporated into neighbourhoods. It is integrated into the roles of the two Dedicated Ward Officers and one PCSO per ward. Work is being further enhanced by recent training packages for all officers on ASB and a specific full day of training for Neighbourhood officers.

Local Volume Priorities

Borough priorities	Common Assault	Non DA VWI	Robbery - Personal Property	Theft from MV	Theft Taking of MV	Total Burglary	Total Theft Person
Barking and Dagenham		(+29) +9.3%				(+86) +27.1%	
Barnet		(-12) -3.3%				(+162) +18.7%	
Bexley		(+15) +6.0%				(+121) +31.2%	
Brent		(+35) +7.0%				(+118) +16.5%	
Bromley		(-59) -15.1%				(+160) +29.5%	
Camden	(+129) +22.3%						(+1335) +149.2%
Croydon		(-4) -0.7%				(+100) +15.3%	
Ealing	(+48) +6.9%	(+35) +7.7%					
Enfield		(+48) +12.2%				(+177) +27.7%	
Greenwich		(+36) +8.6%		(+33) +8.4%			(-27) -14.5%
Hackney			(+30) +11.6%			(+61) +9.4%	(-155) -19.9%
Hammersmith and Fulham			(+51) +45.5%			(+207) +56.3%	
Haringey		(+45) +8.8%	(+130) +38.5%				
Harrow		(-9) +4.3%				(-21) -3.5%	
Havering		(+35) +11.1%				(+259) +57.8%	
Hillingdon			(+26) +21.8%			(-135) -18.4%	
Hounslow		(-11) -2.8%				(+159) +30.8%	
Islington	(+5) +0.9%				(+65) +38.7%		(+265) +23.8%
Kensington and Chelsea		(+20) +9.1%		(+164) +33.5%			
Kingston upon Thames		(+41) +22.9%				(+48) +16.8%	
Lambeth			(+129) +40.8%			(-135) -16.9%	
Lewisham	(-58) -9.3%	(-8) -1.7%					
Merton					(-28) -17.7%	(+67) +20.2%	
Newham		(-21) -3.4%	(+122) +23.3%				
Redbridge		(+3) +0.9%				(+342) +54.0%	
Richmond upon Thames				(+137) +57.6%		(+153) +41.0%	
Southwark			(+116) +31.1%			(+131) +16.5%	
Sutton		(+39) +21.3%				(+7) +2.2%	
Tower Hamlets		(-4) -0.9%				(-94) -11.6%	
Waltham Forest			(+58) +35.4%			(+129) +24.9%	
Wandsworth				(-26) -3.7%		(+86) +16.2%	
Westminster		(+11) +1.4%	(+137) +28.8%				
Priority Total	(+124) +5.1%	(+282) +3.4%	(+799) +29.8%	(+308) +16.8%	(-6) -1.6%	(+2188) +17.1%	(+1418) +47.7%

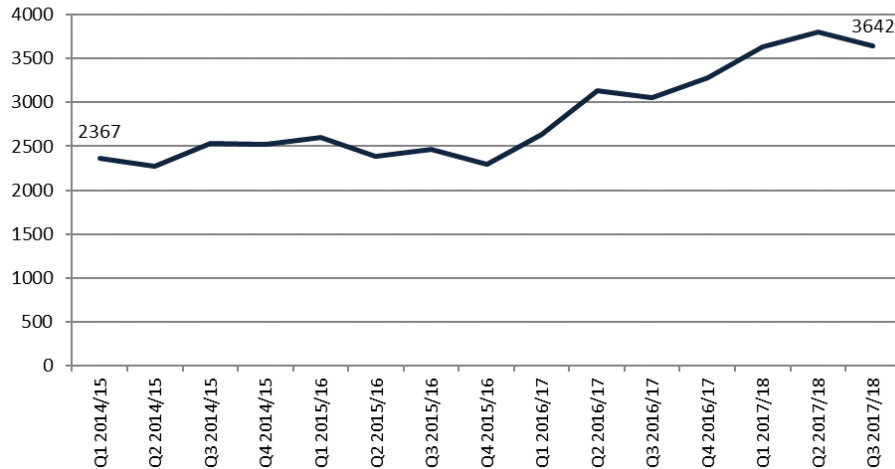
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Instead of focusing on local crime targets set centrally, MOPAC have focused on the things that really matter to communities themselves. The choice of local priorities were made based upon data and evidence. This approach was adopted in April 2017 and this slide visualises volume and percentage change of quarter 3 FY2017/18 compared to quarter 3 2016/17. The Local Volume Priorities can now be tracked over time and location using the new [MOPAC Crime Dashboard](#)

51 of the 67 chosen local volume priorities have increased during quarter 3. These priorities were selected because the crime type was identified as a particular problem locally, requiring concerted action over a long period. There have been notable increases in Robbery of Personal Property across all the relevant boroughs; Burglary in Redbridge, Hammersmith and Havering and Theft from Person in Camden. Lewisham and Tower Hamlets have achieved reductions in both of their priorities during quarter 3 and Hackney has seen a significant reduction in Theft from Person.

Knife and Gun Crime

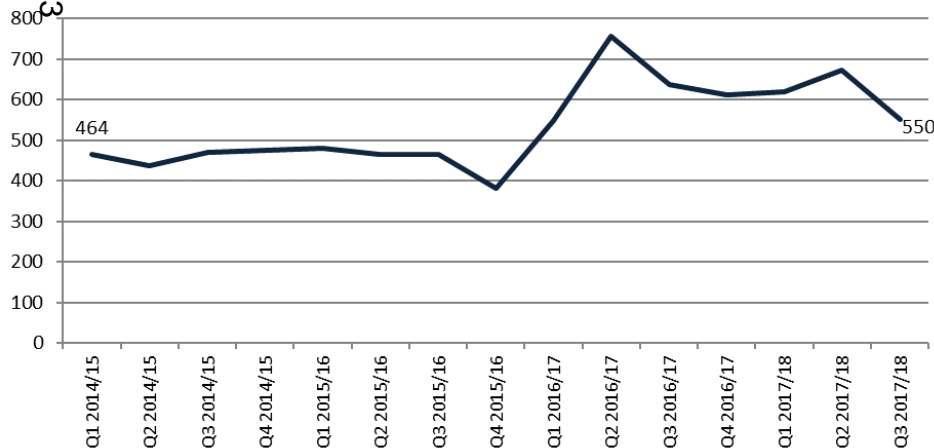
Knife Crime



Knife crime offences are where a knife was used or threatened in a violent or sexual crime or during a robbery. Key indicators suggest a stabilisation of the upward trend. Quarter 3 offences decreased 4.4% (159 offences) from the 3 year high of quarter 2 but remain 19% higher than the same period last year.

Pages 3 and 4 of Appendix A (Met Business Plan Quarter 3 update) set out activities which took place in quarter 3 under Operations Sceptre and Winter Nights to tackle knife and gun crime. This has included weapon sweeps, knife hotspot patrols, knife test purchase operations, promotion of knife disposal bins, targeting knife offenders who are wanted and those identified as habitual knife carriers. As part of the 2018/19 budget announcement, the Mayor has allocated £15m dedicated to combatting knife crime.

Gun Crime

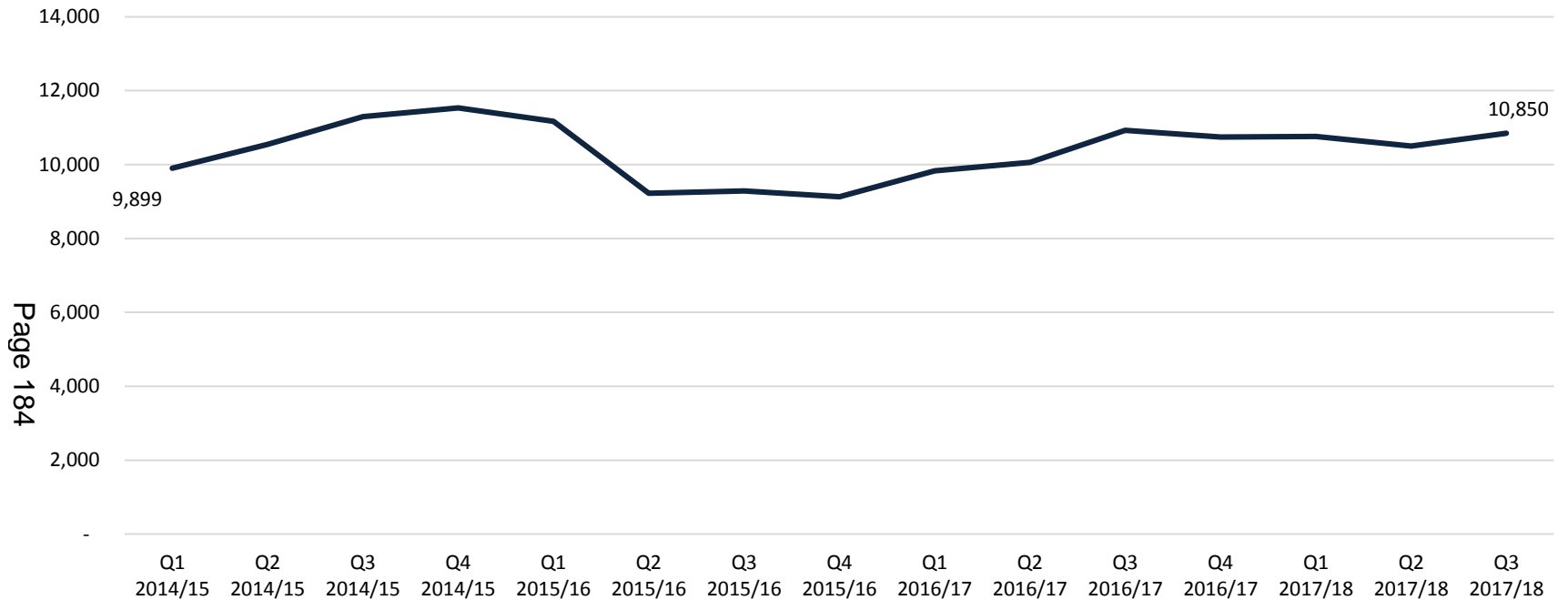


Gun crime offences are any offence where a firearm has been used or the possession of a firearm with intent.

Gun crime offences rose significantly in 2016-17. However, over recent quarters this has also stabilised; quarter 3 saw a 22% decrease on quarter 2, and 13.5% lower than the same period last year. Hundreds of officers work every day to tackle the threat from gangs under the Trident command and other units including local officers. Operational activity is focused on reducing shootings and taking weapons and dangerous offenders off the streets through reactive and proactive investigations.

Fraud and Cybercrime

Reported fraud and cybercrime



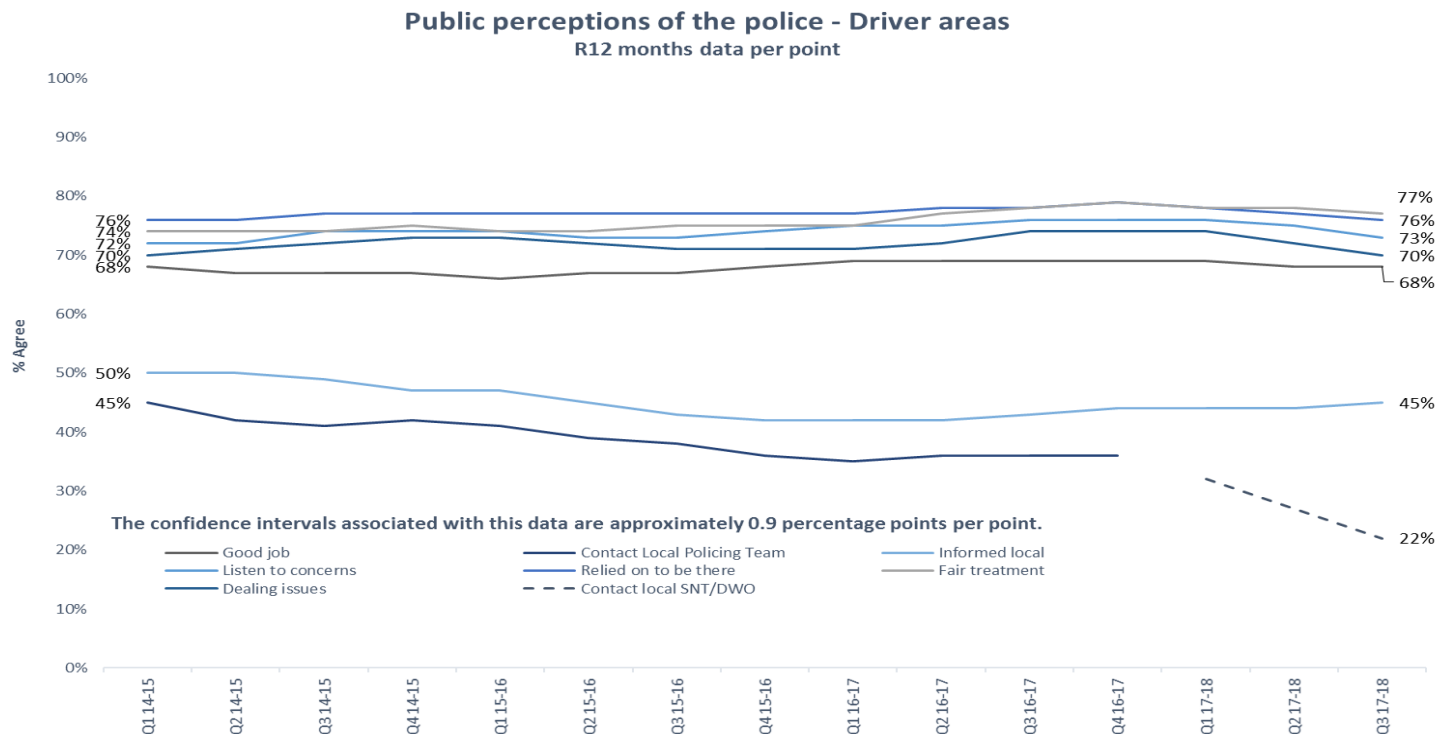
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In Q3 there were 10,850 frauds and cybercrimes experienced by residents in the Metropolitan Police district. Over the past 12 months, 42,855 frauds and cybercrimes were reported to Action Fraud. The Met’s Operation Falcon specifically targets cybercrime (covering both cyber-dependent crime such as computer systems attacks, and cyber-enabled crime, whereby existing crimes are facilitated by the use of internet). With an establishment of nearly 300 officers and staff, it is the largest unit of its kind in policing. Page 8 of Appendix A (Met Business Plan Quarter 3 update) sets out on page 8 the activities to tackle fraud and cybercrime in quarter 3.

A better Police Service for London

Public Perception of the Police

Source: Public Attitude Survey (PAS)



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When comparing R12 to Q3 17-18 with R12 to Q3 16-17, decreases are seen for, feeling the police deal with local issues (-4 pp.), feeling the police listen to local concerns (-3 pp.), and feeling the police can be relied on to be there (-2 pp.). The decrease in “knowing how to contact your local SNT/DWO” (-13 pp.) reflects the transition to a new formulation of the question, which has had a significant impact on response* (and, given the figure still includes one quarter of results based on the older question, we expect the figure to fall further in Quarter 4).

The only driver to see an increase over the past year is feeling informed about local policing (+2 pp.), with the proportion feeling the police do a good job (-1 pp.) or treat everyone fairly (-1 pp.) remaining fairly stable.

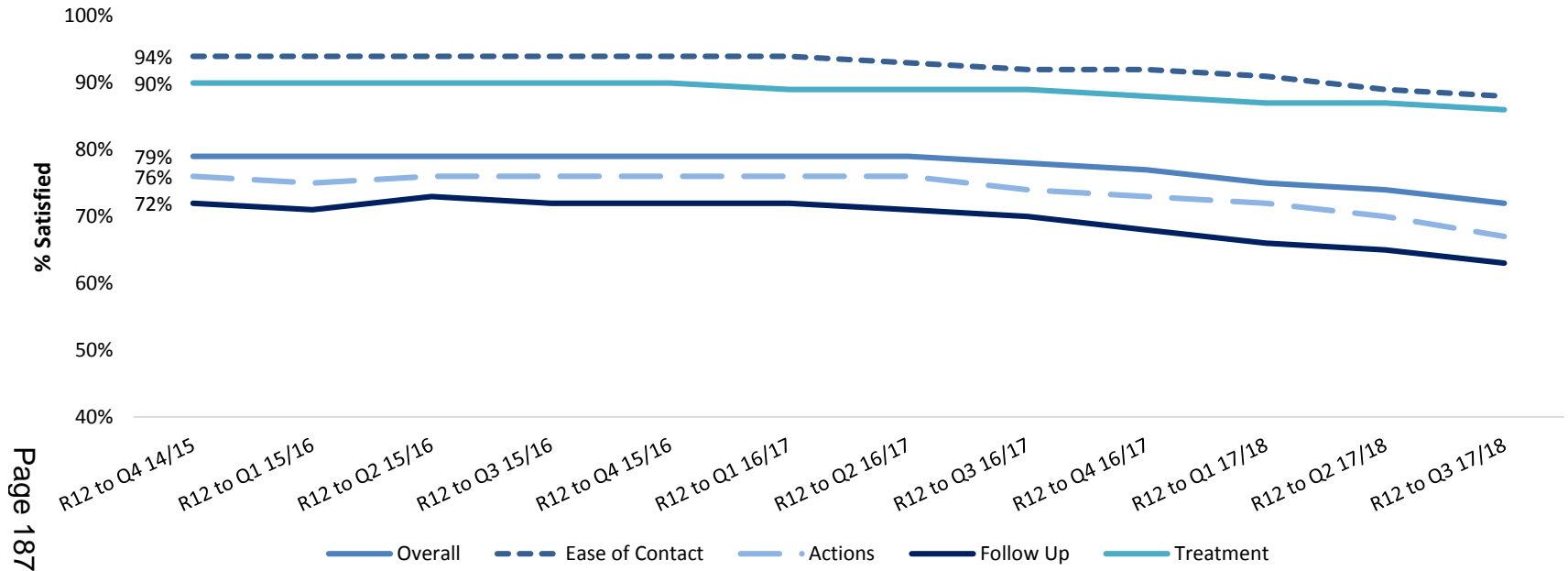
At a discrete quarterly level, downwards trends have been seen between Q4 16-17 and Q3 17-18 for most public perception drivers.

¹In Q1 2017/18, ‘Contact local SNT/Ward Officer’ question wording was changed from: ‘Do you know how to contact your local policing team?’ to ‘Do you know how to contact your Safer Neighbourhood Team or your Dedicated Ward Officers?’. This seems to be related to the lower result shown for Q1, Q2 and Q3 17-18, which will include results from both question types. Q4 17-18 will be the first point where results are entirely based on the new question wording.

Victim Satisfaction

The confidence intervals associated with MPS level data are approximately 0.7 percentage points per data

Overall Satisfaction and Satisfaction within service areas Rolling 12 months data per point



Overall victim satisfaction with service has decreased by 6 percentage points when comparing rolling 12 month to quarter 3 17-18 with quarter 3 16-17, and 2 percentage point when compared with the previous quarter. Decrease in overall satisfaction reflects a decrease with each of the service areas (Police Actions (-7 pp. R12 Q3 17-18 with Q3 16-17), Follow-up (-7 pp.), Ease of Contact (-4 pp.), and Police Treatment (-3 pp.)).

Satisfaction and Public Voice - Inequalities

The table compares the weighted MPS figure against each of the specified groups scoring and highlights a positive or negative difference of 5 percentage points or more between the two. Where numbers are black on green/red background, we believe there is a statistically meaningful gap between the specified group and the rest of the MPS. User Satisfaction Survey (USS) data for overall satisfaction is included for a comparison.

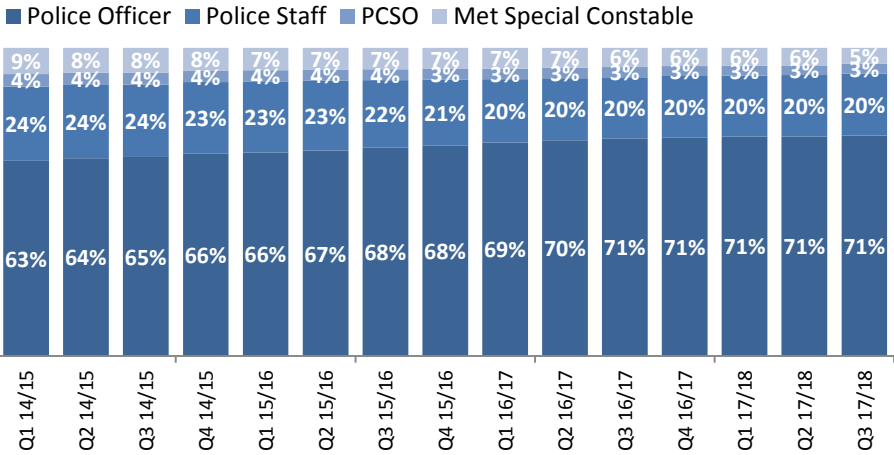
- In terms of Overall Satisfaction, satisfaction for older people (65 years plus) is considerably higher than the average (+14 pp). Amongst all other groups, there is no perceptible difference in Overall Satisfaction.
- For public perceptions, there continues to be significant gaps for some ethnicity and sexual orientation groups: compared with the weighted MPS result, black and mixed ethnicity groups are notably less likely to feel the police treat everyone fairly (black: -14 pp, mixed: -8 pp), do a good job in the local area (black: -7 pp, mixed: -13 pp), listen to the concerns of local people (black: -6 pp, mixed: -10 pp). For groups of mixed ethnicity, there is a negative gap in terms of “relied on to be there” (-10 pp) and “deal with the things that matter in the local community” (-11 pp)
- The Asian, White other and other ethnicity groups are generally the most positive within the ethnicity characteristic.
- Sexual Orientation – LGB respondents are less likely to feel the police deal with the things that matter (-7 pp), listen to concerns (-5 pp) and treat everyone fairly (-8 pp).

		Overall Satisfaction	Police do a good job in the local area (Good job)	Feels well informed about local police activities over the last 12 months (Informed local)	Agree the police listen to the concerns of local people (Listen to concerns)	Agree the police treat everyone fairly regardless of who they are (Fair treatment)	Agree the police can be relied upon to be there when needed (Relied on to be there)	Agree the police are dealing with the things that matter to this community (Dealing issues)
MPS Average		72%	68%	45%	73%	77%	76%	70%
Ethnicity	White British	3%	0%	2%	-1%	-1%	-3%	-2%
	White Other	4%	4%	-6%	5%	6%	5%	7%
	Black	-3%	-7%	-1%	-6%	-14%	-3%	-4%
	Asian	-3%	0%	1%	3%	4%	1%	3%
	Mixed	-3%	-13%	3%	-10%	-8%	-10%	-11%
	Other ethnicity	0%	6%	-2%	7%	2%	8%	7%
LGB	LGB	0%	0%	-3%	-5%	-8%	-4%	-7%
	Not LGB	1%	0%	0%	0%	0%	0%	1%
Age	16-24	1%	-1%	-6%	0%	-2%	3%	0%
	25-34	-3%	1%	-5%	-1%	1%	3%	2%
	35-44	-2%	2%	3%	0%	-1%	0%	-1%
	45-54	1%	-3%	2%	-2%	-3%	-4%	-2%
	55-64	2%	-5%	1%	1%	-1%	-5%	0%
	65 years +	14%	3%	5%	5%	4%	-1%	4%
Disability	Disability	-3%	-4%	-4%	2%	0%	-5%	-1%
	No disability	1%	0%	0%	0%	0%	0%	1%
Sex	Male	-1%	1%	2%	0%	0%	0%	0%
	Female	2%	-1%	-2%	1%	-1%	-1%	1%

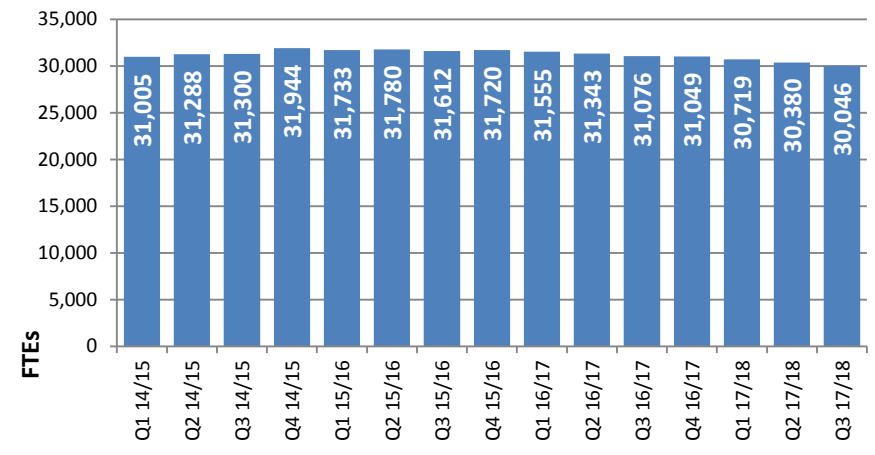
Source: Public Attitude Survey and User Satisfaction Survey Q2 17-18

Workforce – Overview & Diversity

MPS Workforce Makeup

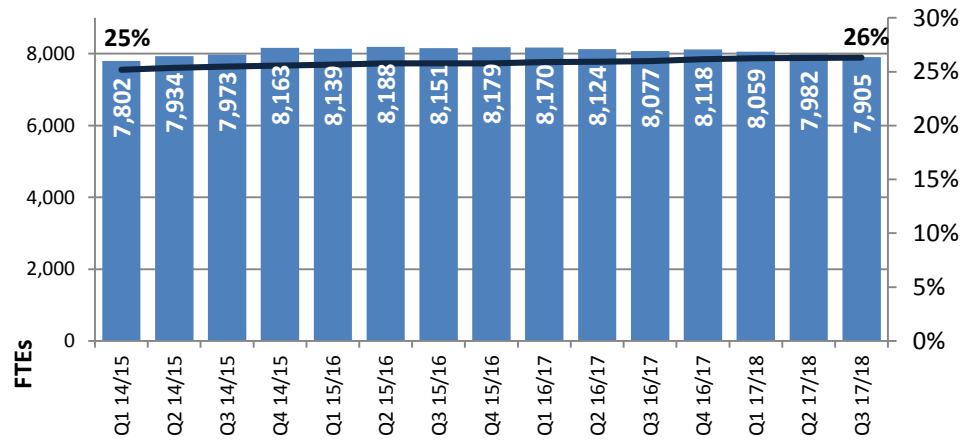


Long Term Trend Police Officer Strength

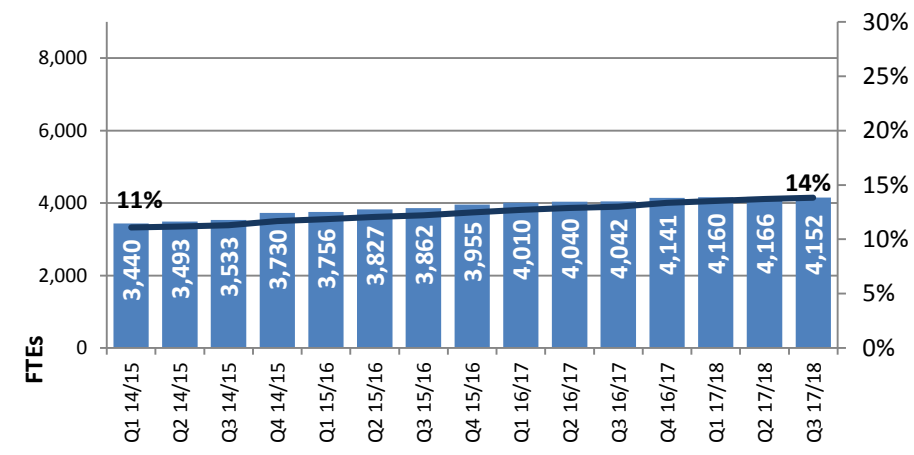


Despite overall police officer numbers dropping, the number of BAME officers have increased from by 110 since quarter 3 last year. The number of female police officers has decreased by 172 officers. The long term trend of female police officer and BAME police officer strength since Quarter 1 2014/15 has increased; by 1% for female police officers and 3% for BAME police officers.

Long Term Trend Female Police Officer Strength



Long Term Trend BAME Police Officer Strength



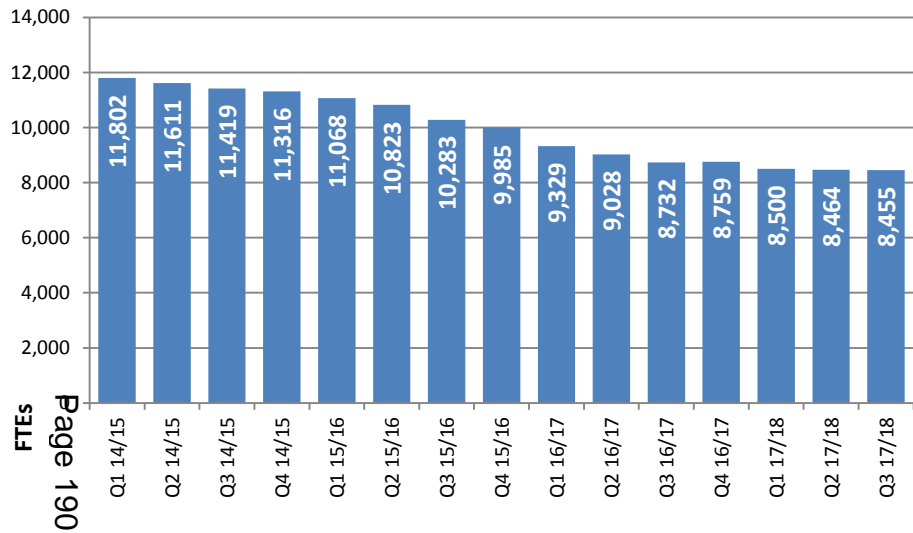
Female % Female

MOPAC Quarterly Report

BAME Total % BAME

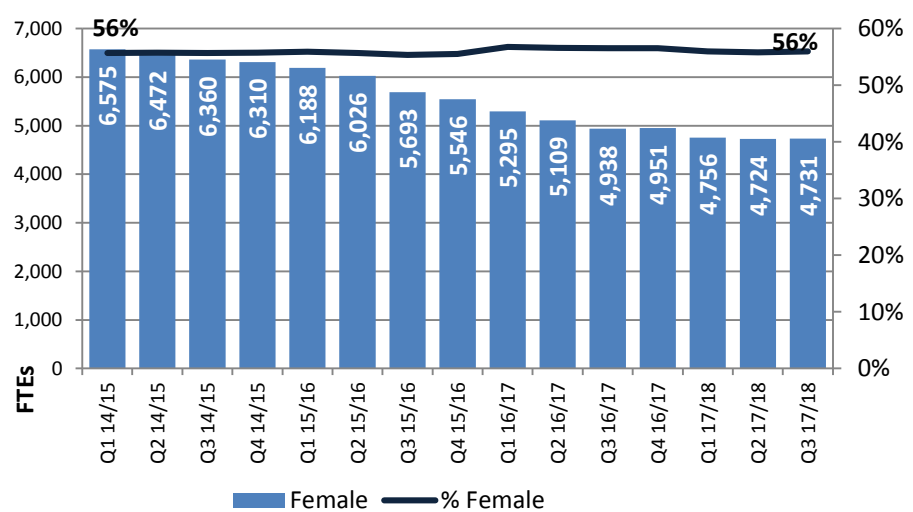
Workforce – Overview & Diversity

Long term trend - Police Staff Strength

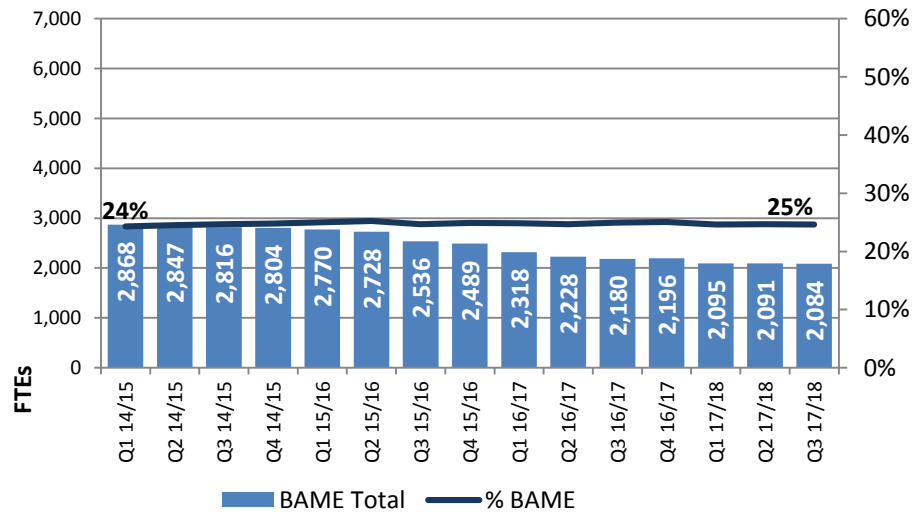


Since 2014/15, police staff numbers (excludes PCSOs) have reduced by 28% as of Q3 2017/18. As a consequence, Female and BAME staff numbers have also reduced. However as a proportion, female staff consistently represent 56% of the total FTE staff cohort, and BAME approximately one in four members of police staff.

Long Term Trend Female Police Staff Strength



Long Term Trend BAME Police Staff Strength



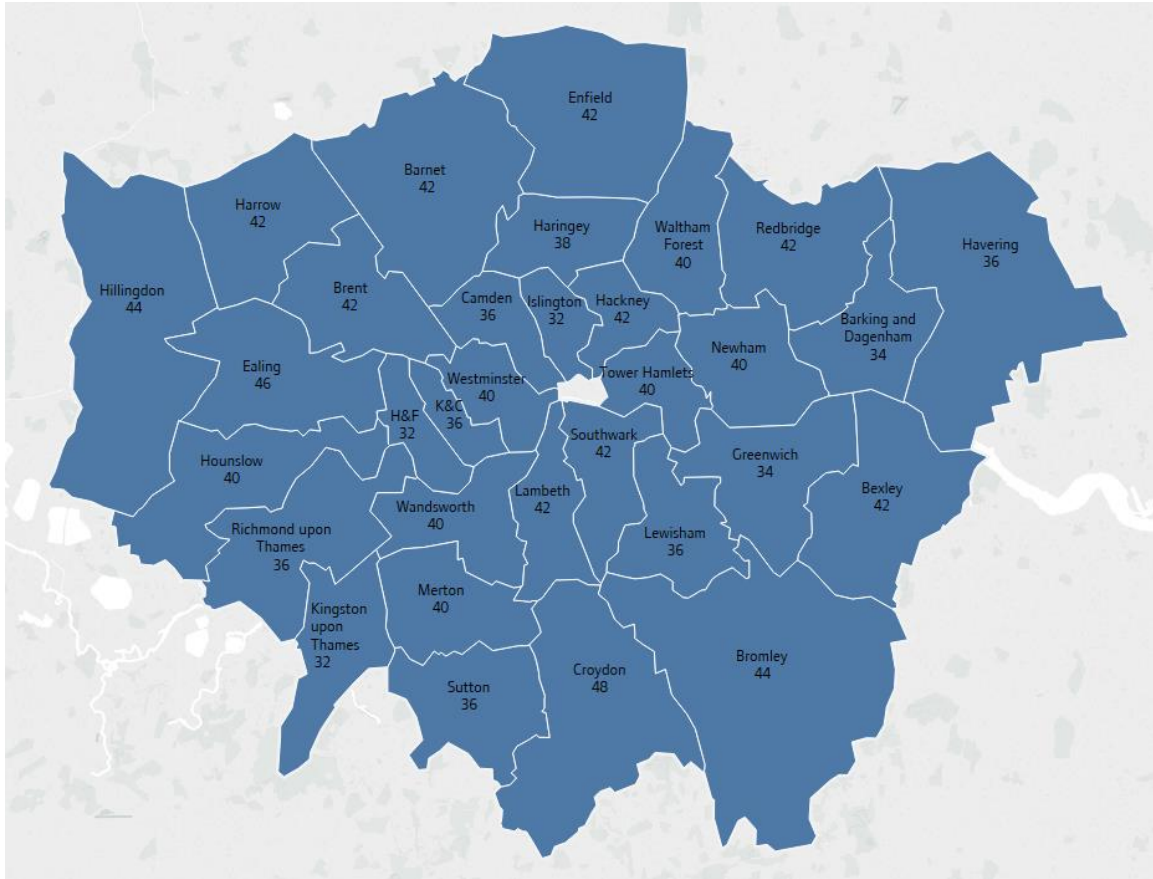
Workforce – Dedicated Ward Officers (DWO)

DWOs allocated within each borough:

The Met aimed to have at least two Dedicated Ward Officers (DWOs) for each of the 629 wards in London by December 2017.

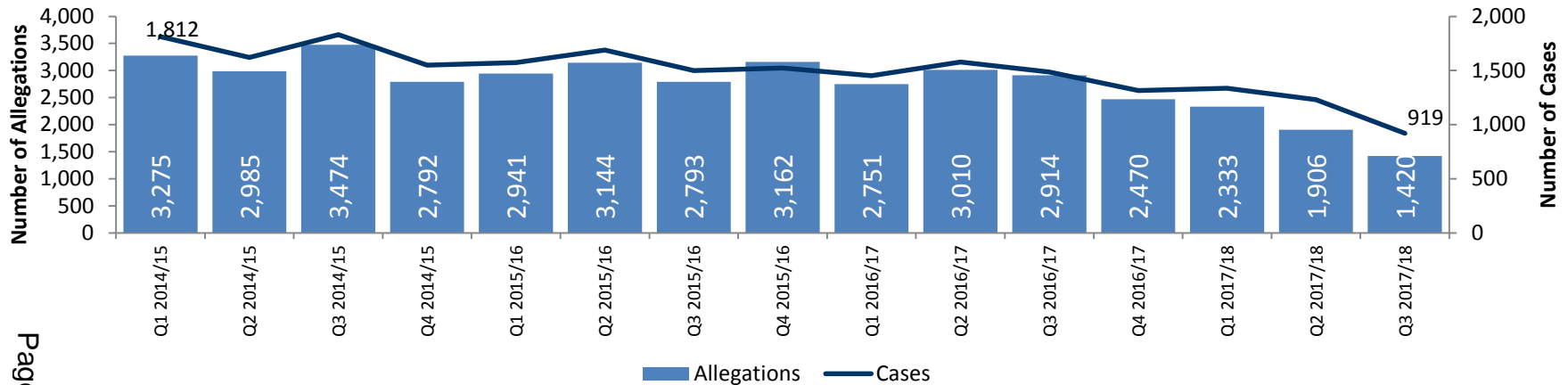
As of the end of Q3 all DWO posts are now in place. The map shows the number of DWOs allocated to each borough. This does not include the additional demand-based DWOs.

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As of the next quarter MOPAC will report on the level of abstractions of DWOs. This will allow us to ensure these officers are not being abstracted from their duties within their local area, apart from exceptional events.



Public Complaints

Public Complaints - Quarterly 2014/15 to 2017/18*



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One complaint case may have one or more allegations attached to it. Each allegation is recorded against one of 27 allegation categories. The most common allegation was recorded under the ‘other neglect or failure in duty’, followed by ‘incivility’. The first category accounted for 36% of all the allegations recorded in 2016/17; a similar proportion to previous years.

During Q3 2017/18 the Met have recorded a 38% decrease in the number of cases recorded and a 51% decrease in allegations made compared to quarter 3 2016/17; as well as 486 fewer allegations than reported in quarter 2 this year. The number of complaint cases recorded decreased over the last three years despite the definition of a complaint being broadened in 2012/13. At the end of 2016/17, when national figures were last available, the Met received approximately 13 complaint cases per 100 employees lower than the national average of 28 per 100.

The Home Office have determined that the reforms to the police complaints will take effect from 2019. MOPAC and the MPS have already commenced working in collaboration to deliver a complaints management framework that will be legally compliant and support an appropriate oversight and inspection infrastructure. The new Complaints Reform Working Group – a joint MOPAC & MPS group – is intended to provide a forum for MOPAC and MPS to ensure work is delivered effectively.

*The number of complaints shown above is taken from a live system which when extracted is a snap shot in time, which is most likely to change as new complaints are updated on the system

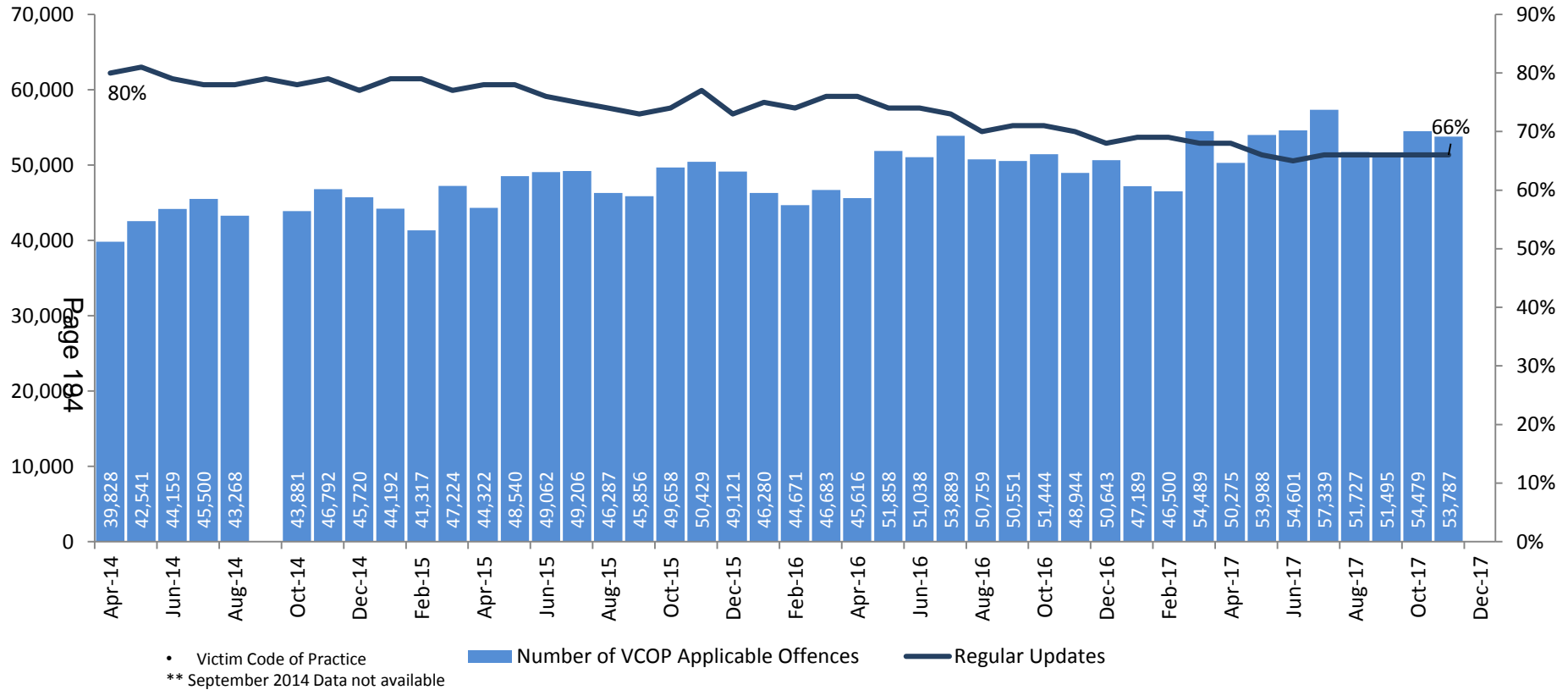
A Better Criminal Justice Service for London

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A Better Criminal Justice Service for London

VCOP* Applicable Offences **and Percentage of Victims Updated

December 2017 VCOP Applicable data and % receiving regular update unavailable



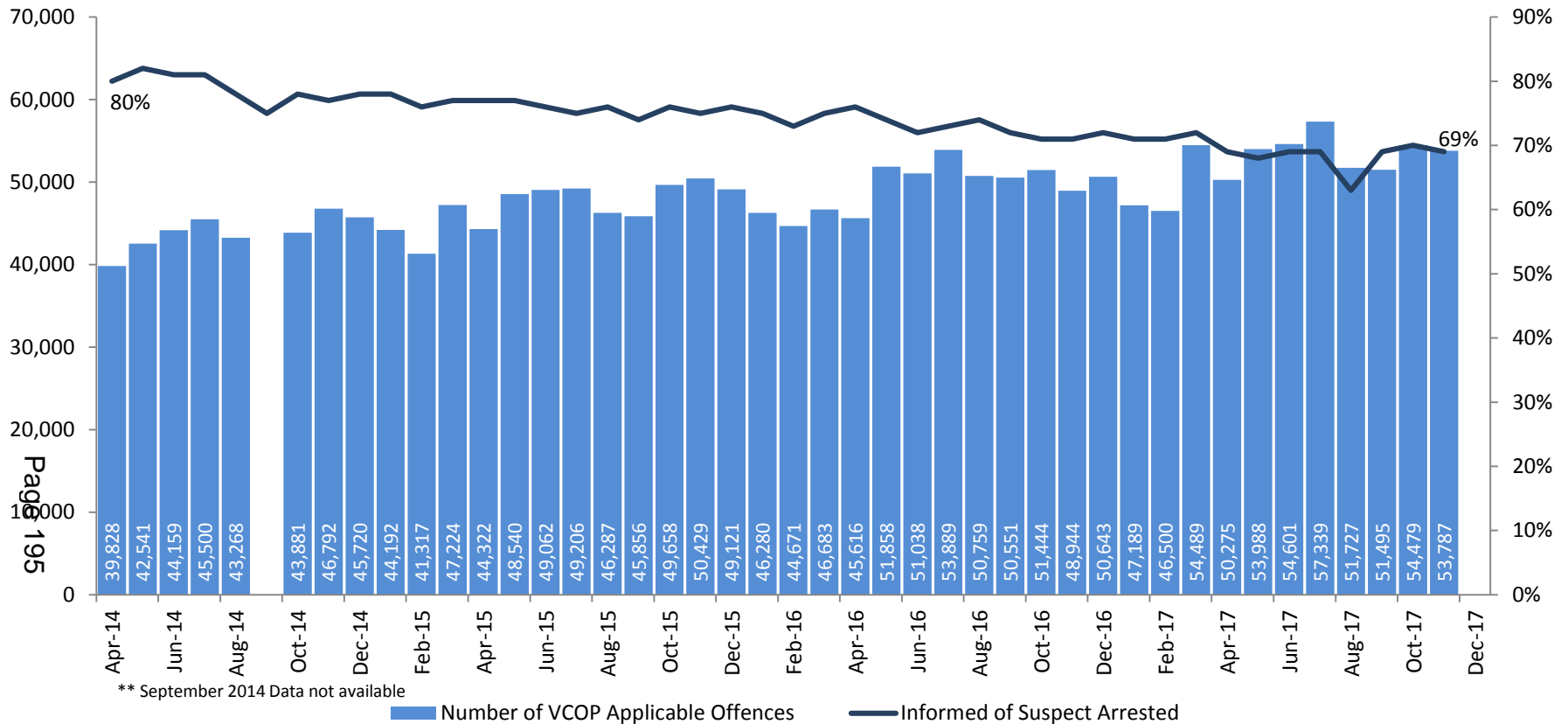
A key objective of the Police and Crime Plan 2017-21 is to actively promote a Better service for victims. Part of this involves ensuring the MPS complies with the Victim’s Code of Practice (VCOP) and how well victims are kept informed. Below shows the proportion of Victims Updated of VCOP Applicable Offences.

The proportion of victims updated of VCOP Applicable Offences has gradually reduced over time (between April 2014 to September 2017). Currently (September 2017), 66% of victims are updated, compared to 80% in April 2014. During this period the number of VCOP Applicable Offences increased by 29% (39,828 in April 2014 to 51,495 in September 2017)

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Victims informed of Suspect Arrested**

December 2017 VCOP Applicable data and % informed of arrest unavailable

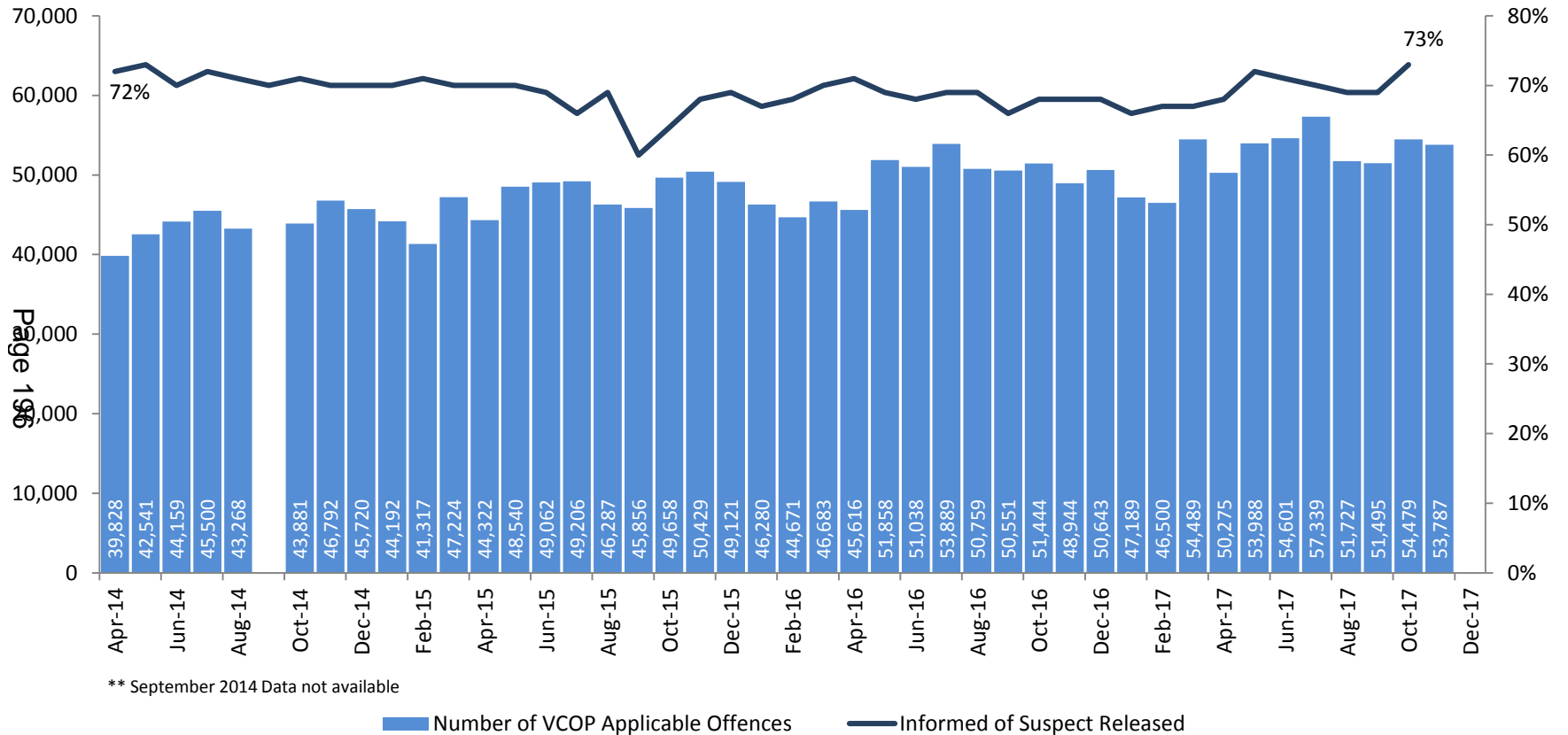


The proportion of victims informed about whether the suspect has been arrested has reduced from 80% in April 2014 to 69% in September 2017. Following a recent fall in August 2017 to 63%, September has seen an increase to previous levels at 69%. During that period the number of VCOP applicable offences increased.

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Victims informed of Suspect Released**

November 2017 & December 2017 % of victims informed of suspect release unavailable
 December 2017 VCOP Applicable data unavailable



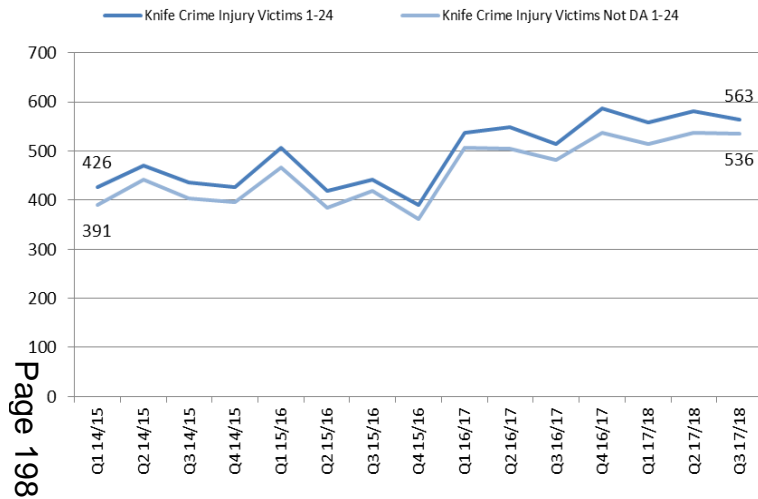
The proportion of victims informed when a suspect has been released has remained relatively constant at slightly over 70%, while the number of VCOP Applicable Offences increased during that same period.

Keeping Children and Young People Safe

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Keeping Children and Young People Safe

Knife Crime - Victims under 25

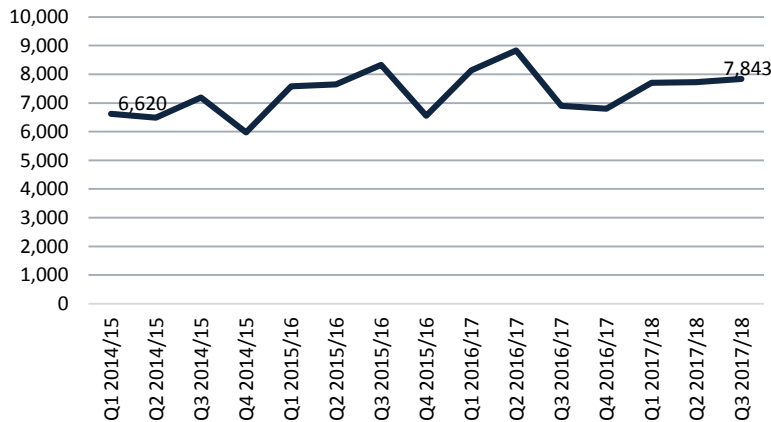


Whilst at a higher overall level than previous years, following a sharp increase in 2016-17, the first three quarters of 2017-18 seem to have plateaued, with a 3% decrease (18 victims) in quarter 3 from quarter 2. However, there were 48 more victims (knife crime Injury victims U25) in quarter 3 compared to the same period last year.

Since quarter 2, the Met's Operation Sceptre has been intensified: activity is set out in Appendix A (Met Business Plan Quarter 3 update). The Met is also increasing the number of Safer Schools Officers and engagement work across the education sector.

The Mayor is convening partners across the capital in efforts to tackle the issue through the London Crime Reduction Board. Both the Mayor and the Met are encouraging people in positions of influence, peers, parents, role models, community leaders, to drive the message and help support a long-term change in behaviour. Of the additional funds the Mayor has made available to invest in the Met, £15m has been allocated towards combatting knife crime.

Number of Missing Children Reported**



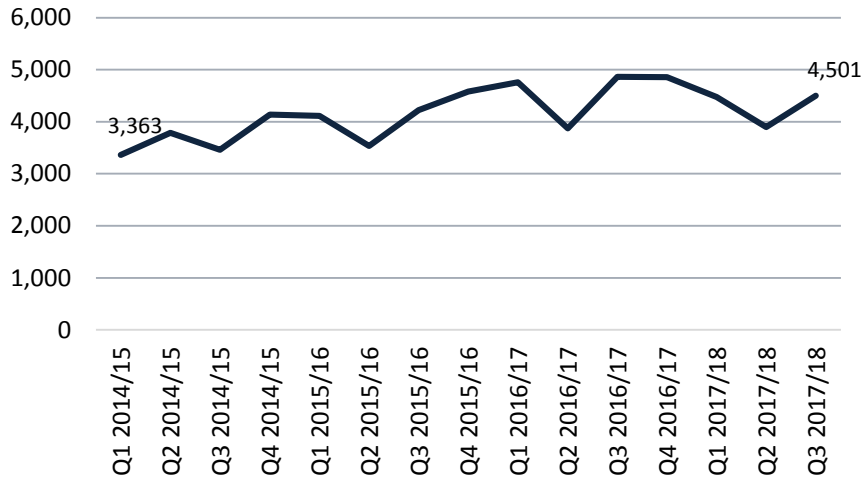
The instances of missing and absent children* have increased by 12% since quarter 3 last year (an increase of 939 instances), and there has been a slight increase of 1.5% since quarter 2 this year (114). Whilst overall as a long term trend there has been an increase in number of missing children reported, from the beginning of this mayoralty, there is an overall decrease. More than 7,000 children go missing every quarter.

**(A person is "absent" when they are not at a place where they are expected or required to be and there is no apparent risk)*

** It should be noted that for December 2016 it has not been possible to extract the relevant data for missing children from the Met's missing persons system. This is due to a technical issue with the data feed. However, these incidents were recorded on the Met system in the usual way and were managed operationally in line with other months.

Keeping Children and Young People Safe

Child Abuse



Child Abuse is defined by the Met as all offences under Violence Against the Person and Sexual Offences where the victim is under 18 and Child Protection Units are investigating. The number of child abuse offences recorded has an element of seasonality and is lowest in August each year. Quarter 3 has been higher than previous quarters, showing an increase of 15% against quarter 2 (from 3,900 to 4,501); but shows a slight decrease of 8% from quarter 3 last year (4,501 against 4,864).

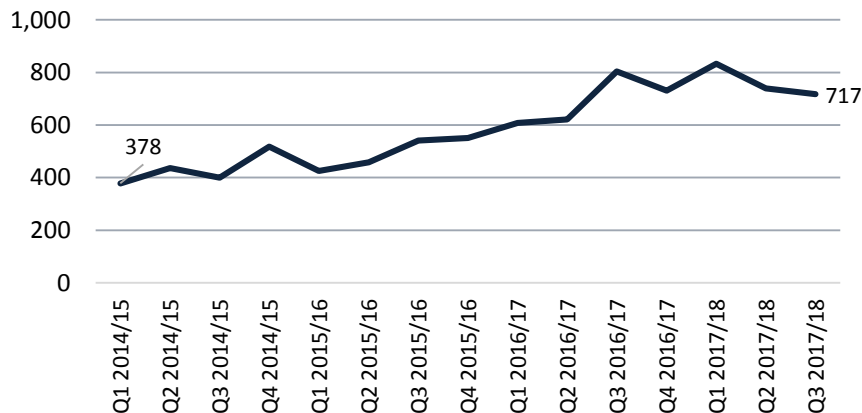
Child sexual exploitation is a form of child abuse, which occurs when anyone under the age of 18 is persuaded, coerced or forced into sexual activity in exchange for, amongst other things, money, drugs/alcohol, gifts, affection or status.

The highest recorded number of CSE offences was in June 2017. Offences have since decreased slightly; a 3% decrease from quarter 2 (from 717 recorded CSE offences to 739). There has also been an 11% decrease against the number of CSE offences recorded in quarter 3 last year (from 804 recorded CSE offences to 717). The Met is working closely with MOPAC and partners to improve child protection practice across London, learning from HMIC's Child Protection Inspection recommendations which are based on findings of a report undertaken between February and May 2016.

There has been a strong focus on raising the awareness and understanding of CSE and child abuse across the Met as part of the 'Spot it to Stop it' campaign which started in August. The CSE element of the campaign was completed in November.

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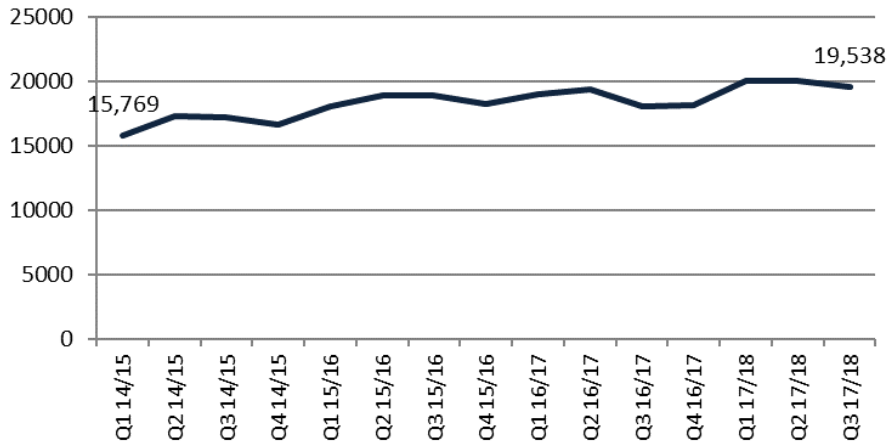
Child Sexual Exploitation



Tackling Violence against Women and Girls

Violence Against Women and Girls

Domestic Abuse



In quarter 3 the level of recorded domestic abuse is 8% higher than quarter 3 last year (1446 offences): there were 19,538 recorded domestic abuse offences across London. We know that domestic abuse and sexual offences are both significantly underreported, which makes it difficult to fully understand the true scale of the problem in London. Although an element of increase in recent periods may be accounted for by an increase in reporting. However the rise cannot be accounted for simply by more victims feeling able to report abuse or better recording practices, and the underlying causes of the increases seen sexual offences across London are yet to be fully understood.

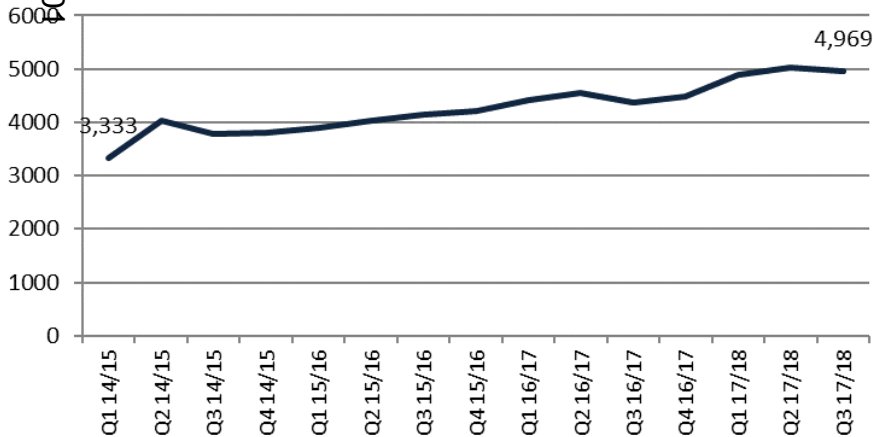
Specialist training in Domestic Abuse is now provided to all frontline officers and the rollout of body worn video camera to officers will support the capture of evidence and increase effectiveness in bringing offenders to justice. The attached Appendix A (Met Business Plan Quarter 3 update) includes a case study on Pages 4 and 5.

In quarter 3 recorded sexual offences were 14% higher than the year before. Between October and December 2017 there were 4,969 recorded sexual offences across London.

MOPAC is currently working with the Met and partners across London to refresh the Mayor’s Violence Against Women and Girls Strategy. This will be published in March 2018 and sets out initiatives to further tackle perpetrators, and improve outcomes for victims and in particular vulnerable and repeat victims.

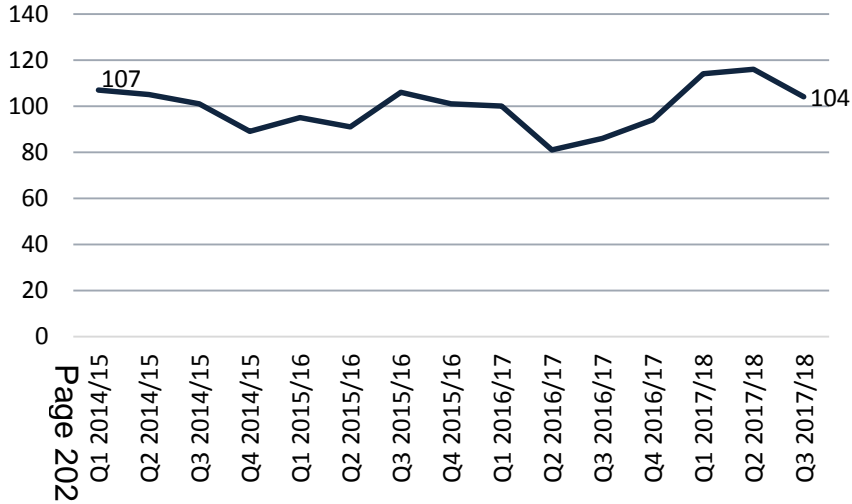
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Total Sexual Offences



Violence Against Women and Girls

“Honour based” violence

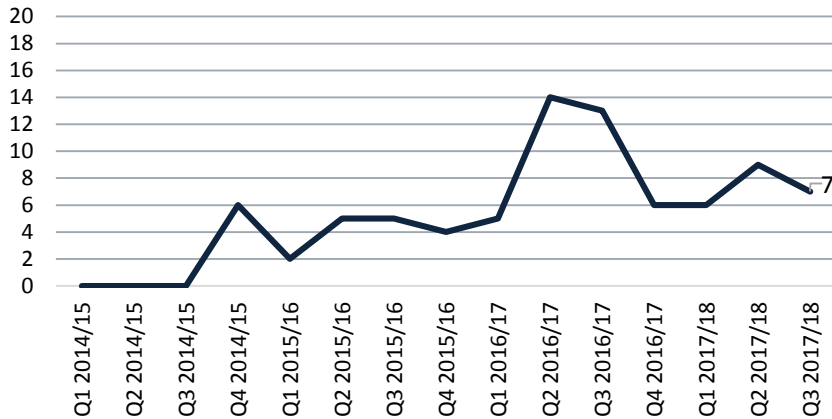


“Honour based” violence (HBV) offences are identified via the use of flagging on the MPS crime recording system. This allows any offence believed to be linked to “honour based” practices to be flagged and recorded irrespective of the crime classification.

In the last quarter, there were 104 recorded honour based violence offences – 18 more than the same period last year but a decrease on Q2 2017/18 of 12 offences.

The levels of reported forced marriage linked offences is low, with 7 recorded in the last three months.

Forced Marriage

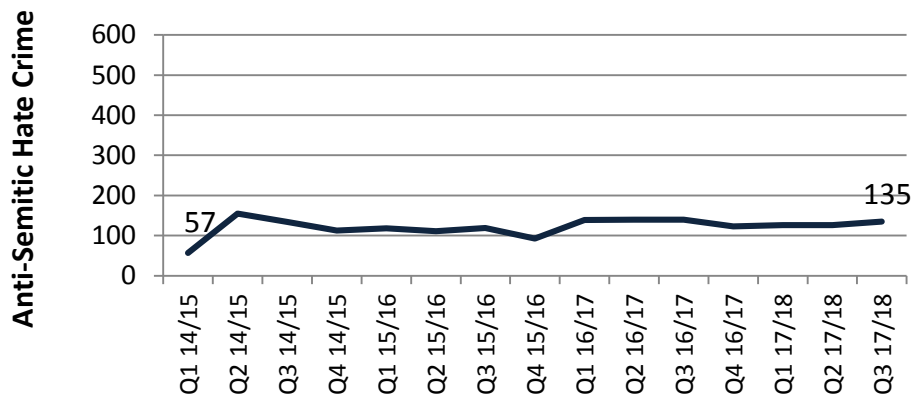
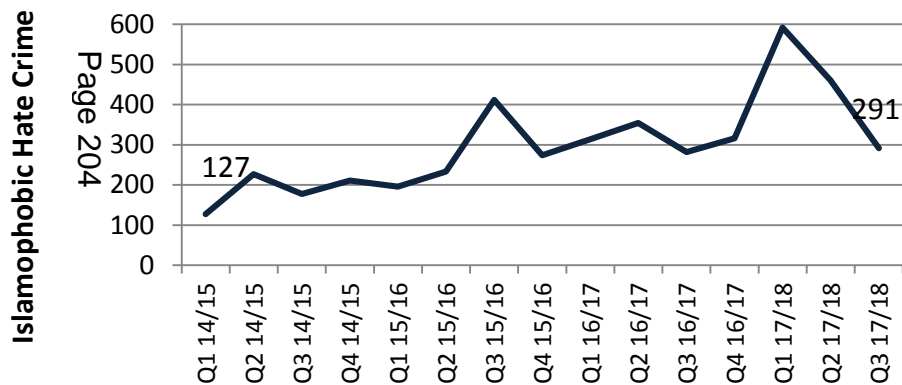
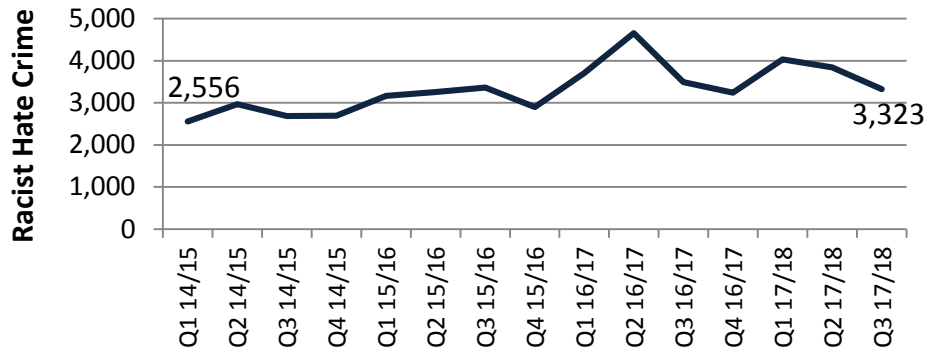


Female Genital Mutilation (FGM) is the least prevalent in terms of recorded crime data. FGM is identified on the crime system using a flag and in the last full year there were 31 records flagged as FGM related.

Under-reporting is a big challenge and the Met is working with partners and communities to try and address this, and to support information sharing with third sector and health organisations.

Standing Together Against Extremism, Hatred and Intolerance

Hate Crime



MOPAC and the Met are taking a zero-tolerance approach to hate crime. When a person is targeted for crime and abuse simply because of who they are, this has a knock-on impact on a much wider community.

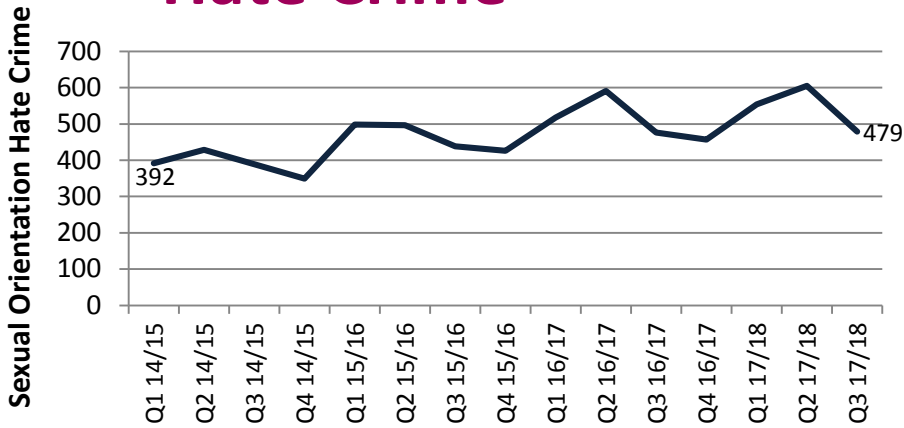
The majority of the victims of racist hate crime are from the Black and Asian communities. Incidents and offences are up since 2014/15: more people are reporting, which helps the Met identify where and when hate crime is taking place and who are the repeat offenders. The Met introduced Hate Crime Liaison officers in October 2016 to every London borough. It has specially trained investigators who deal with hate crime and is working to increase reporting, with online reporting now available and with a number of third party reporting sites so that victims who would otherwise feel unable to approach police direct can report crime to non-police organisations.

There has been an overall increase in recorded racist and religious hate crime over the recent years. Following the terrorist attacks in the London Bridge area in June 2017, there was an increase in the number of hate crime offences recorded by the MPS. The number of Racist Hate Crime offences recorded by the MPS has reduced by 14% from quarter 2 2017/18 to 3,323 in quarter 3. This is also down by 5% compared to quarter 3 of the previous year.

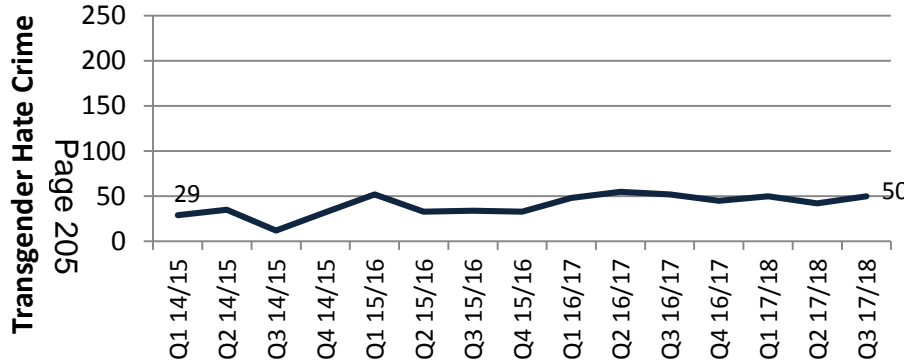
There was no further spike in Islamophobic hate crime following the bombing at Parsons Green in September, with levels returning to those seen in early 2016/17. The number of Islamophobic Hate Crime offences recorded is down by 37% from quarter 2 2017/18 to 291 in quarter 3. Compared to quarter 2 of the previous year, Islamophobic Hate Crime offences is up by 3%.

Anti-Semitic Hate Crime offences show a small increase of 7% (9 offences) from quarter 2 2017/18, and a small decrease of 3.6% (5 offences) when compared to quarter 3 last year.

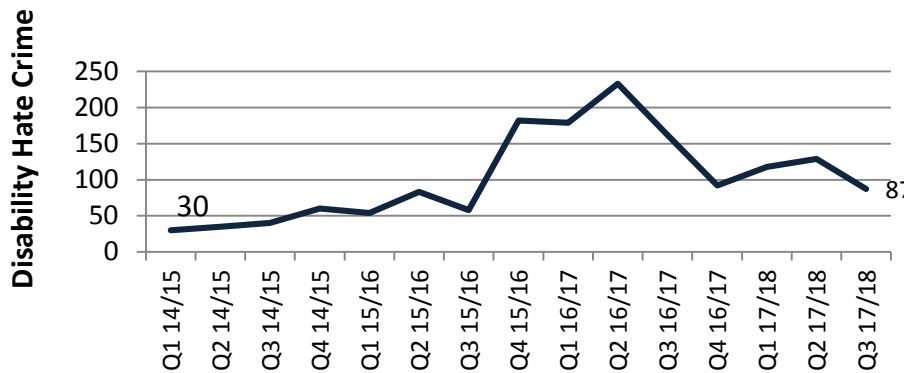
Hate Crime



The number of offences related to sexual orientation hate crime has fluctuated since quarter 1 2014/15. Offences in quarter 3 2017/18 decreased by 21% (126 offences) from Q2 2017/18 and increased by 1% compared to Q3 of the previous year.



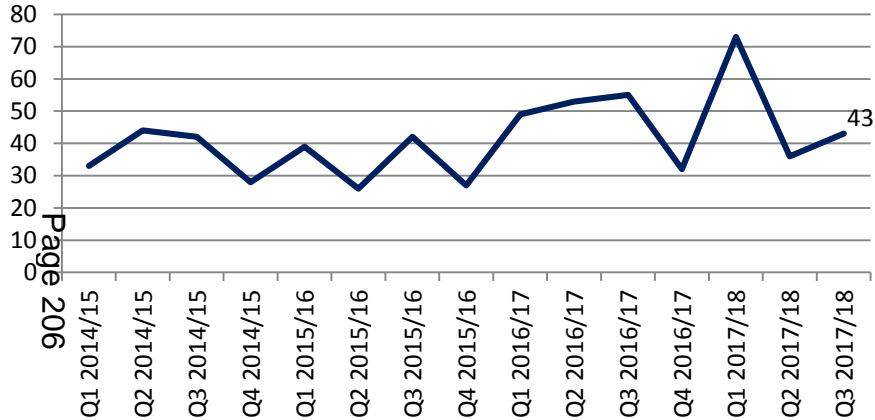
The number of offences related to transgender hate crime is smaller than other hate crime strands. In quarter 3 2017/18 there were 50 recorded offences, 8 more offences from the quarter 2 2017/18 and 2 fewer offences when compared to quarter 3 of the previous year.



In February 2016 the MPS and community partners launched the 'Disability Hate Crime Matters' initiative, providing briefings to frontline officers to ensure disability hate crime is recognised, properly recorded, and gets the response it requires. This saw a far higher number of disability hate crime reports captured than would previously have been the case. In quarter 3 the number of disability hate crime offences decreased by 33% to 87 recorded offences in quarter 2. There was also an overall reduction of 46% when compared to quarter 3 of the previous year.

Extremism

Arrests by counter terrorism command officers



In quarter 3, there were 43 arrests by Metropolitan Police Counter Terrorism Command officers. These includes arrests they have made in London and also outside the capital. Following the understandable spike in counter terrorism arrests in quarter 1, arrests in quarter 3 has returned to average levels. There has been a slight increase of 7 arrests made by counter terrorism command officer (16% increase) and when compared to quarter 3 last year, a decrease of 12 arrests (21% decrease)

The response to the terrorist incidents in quarter 1 required an enormous amount of resource in the immediate aftermath and in terms of investigating capacity, across the whole organisation: not just on counter-terrorism policing but also neighbourhood officers and all Met officers and staff.

The Met remains on a heightened state of alert and is continually reviewing security arrangements to reflect the threat we are facing. This also requires vigilance from everyone to report anything suspicious to the police at the earliest possible opportunity.

Finance

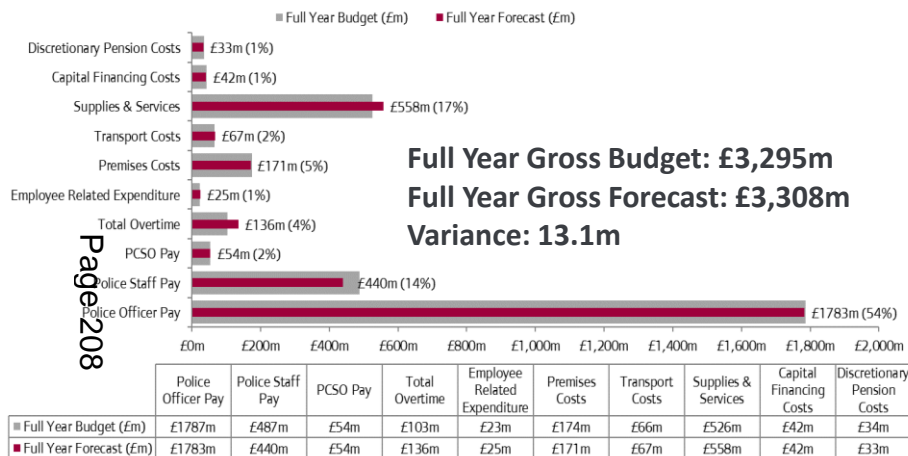
Finances at a Glance Q3 2017/18

Forecasted Total 17/18 Net Revenue variance

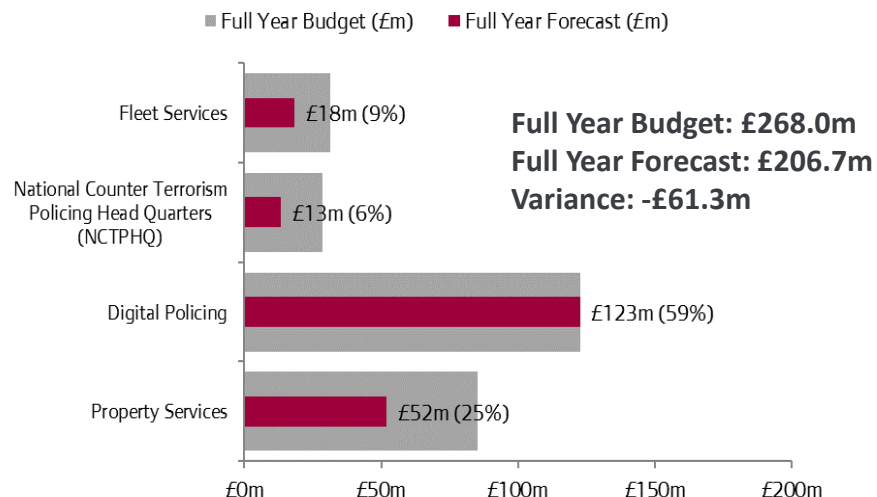
Total Q3 Variance: -£15.1m

Further detail and commentary on subsequent slides.

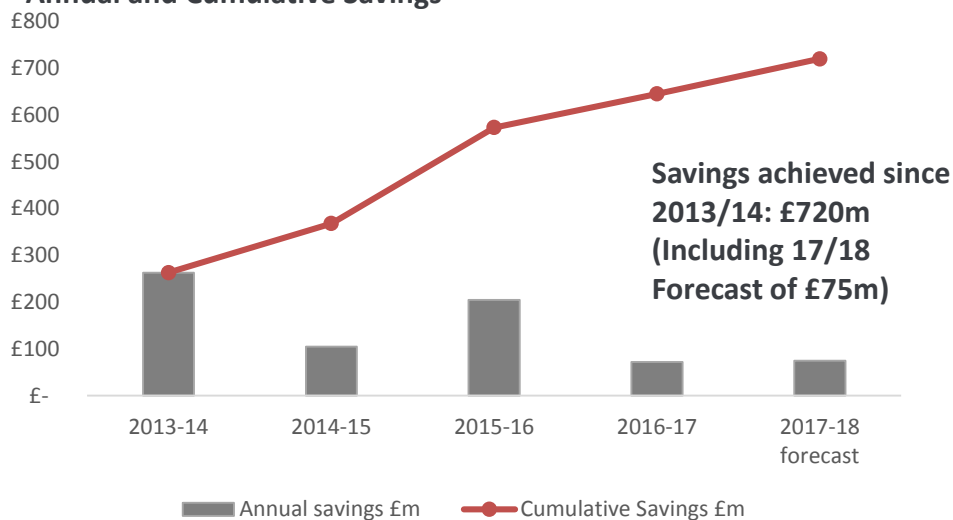
Gross Revenue Expenditure



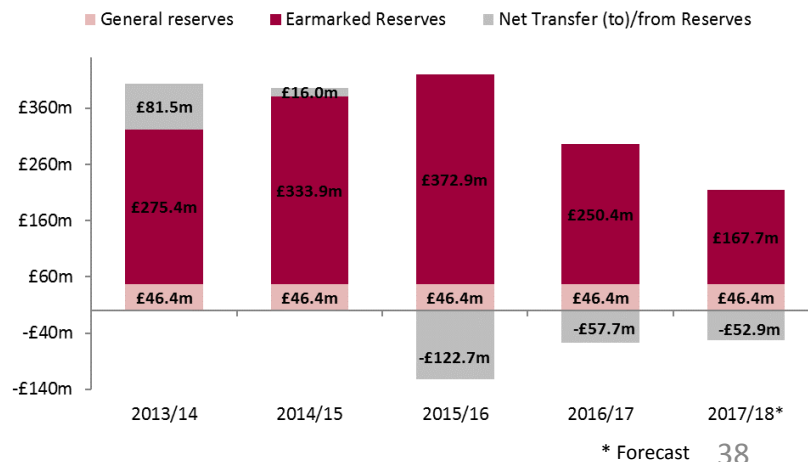
Capital Expenditure



Annual and Cumulative Savings



Reserve Balance



Revenue

Q2 17/18	Budget To Q3 (£m)	Actual to Q3 (£m)	Variance to Q3 (£m)	Full Year Budget (£m)	Full Year Forecast (£m)	Variance (£m)
Police Officer Pay	1,334.2	1,331.3	-2.9	1,786.5	1,782.7	-3.8
Police Staff Pay	360.7	329.0	-31.7	487.1	439.8	-47.3
PCSO Pay	40.5	40.7	0.2	53.7	54.0	0.3
Total Pay	1,753.3	1,701.0	-34.3	2,327.3	2,276.5	-50.8
Police Officer Overtime	63.0	84.6	21.6	82.3	110.5	28.2
Police Staff Overtime	15.2	19.1	3.9	20.2	25.2	5.0
PCSO Overtime	0.2	0.1	-0.1	0.2	0.2	0.0
Total Overtime	78.4	103.7	25.3	102.7	135.9	33.2
TOTAL PAY & OVERTIME	1,813.7	1,804.8	-8.9	2,429.9	2,412.3	-17.6
Employee Related Expenditure	14.7	17.5	2.8	22.6	24.9	2.3
Premises Costs	135.4	130.2	-5.2	174.0	171.2	-2.8
Transport Costs	49.2	50.8	1.6	65.8	67.0	1.2
Supplies & Services	365.7	373.6	7.9	526.3	557.8	31.5
TOTAL RUNNING EXPENSES	565.0	572.1	7.1	788.7	820.9	32.2
Capital Financing Costs	36.1	35.8	-0.3	41.9	41.5	-0.4
Discretionary Pension Costs	25.8	24.9	-0.9	34.4	33.3	-1.1
TOTAL EXPENDITURE	2,440.7	2,437.6	-3.0	3,295.0	3,308.0	13.1
Other Income	-194.7	-198.5	-3.8	-259.6	-267.6	-8.0
Specific Grants	-326.4	-328.2	-1.8	-447.6	-483.9	-36.3
Transfer to/(from) reserves	-48.3	-38.7	9.6	-84.1	-68.0	16.1
TOTAL NET EXPENDITURE	1,871.3	1,872.3	1.0	2,503.7	2,488.6	-15.1
Funding (General Grant & Precept)	-1,848.1	-1,848.4	-0.3	-2,503.7	-2,503.7	0.0
OVERALL MPS & MOPAC Total	23.2	23.9	0.6	0.0	-15.1	-15.1

Police Officer Pay: The police pay expenditure forecast to underspend by £3.8m on externally funded areas, on the expectation that £27.2m of full year internally funded police officer pay underspend will be transferred to earmarked reserves (£17.3m transferred to date). This will be used to provide for the full year effect of the police officer pay rise next year and to protect funding for medium term officer recruitment plans.

Police Staff Pay: As at quarter 3, Police Staff pay is underspending by £31.7m, with the forecast outturn at £47.3m underspend, offset to some extent by forecast overspends on overtime and other costs. Measures are being discussed to tackle this.

Total Overtime: As at quarter 3, the overtime budgets were overspent by £25.3m in total and the full year forecast at this point is a £33.2m overspend.

Nearly half of the total forecast police overtime overspend is within Counter Terrorism, mainly due to the response and investigations following the five terrorist incidents in London and Manchester. Additional grant is being sought from Home Office to recognise the costs of recent incidents.

Running Costs: As at quarter 3, running costs were overspent by £7.1m and the full year forecast to be overspent by £32.2m. There are a number of smaller overspends which make this up. Policing activity relating to the Grenfell Tower Inquiry is also contributing to the overspend, additional funding and special grant is being sought to reimburse these costs.

Revenue Supporting Information

Police officer pay & overtime

Officer pay year-to date £2.9m underspend with a full year forecast £3.8m underspend, on the expectation that £27.2m of full year police officer pay underspend will be transferred to earmarked reserves

Police officer pay

The full year forecast for Police officer pay is forecast with a £3.8m underspend on externally funded police officers, on the expectation that £27.2m of full year police officer pay underspend which is internally funded will be transferred to earmarked reserves. The purpose of this reserve is to protect funding for medium term officer recruitment plans, there is also a requirement to ring-fence a total of £4.0m of that reserve to meet next year's cost (the full year effect) of the non-consolidated pay award granted to officers, which was announced in September 2017.

The latest workforce modelling data predicts c30,000 FTE officers in post at the end of the year.

Police overtime

Business Group	Year To Date Actual £m	Current Full Year Budget £m	Annual Forecast £m	Annual Variance £m
Territorial Policing	21.4	19.9	27.7	7.8
Specialist Crime & Operations	33.4	33.0	42.9	9.9
Specialist Operations	29.0	28.6	39.0	10.4
Met HQ (excl. DP)	0.5	0.7	0.7	-0.1
Digital Policing	0.0	0.0	0.0	0.0
Centrally Held	0.2	0.1	0.3	0.2
Total Police Officer Overtime	84.6	82.3	110.5	28.2

As at the end of December the Police Overtime budget was overspent by £21.6m and the full year forecast at the end of Q3 is for a £28.2m overspend.

The major driver of overspend is due to the response and investigations following the five terrorist incidents in London and Manchester and additional costs incurred through investigations due to Grenfell Fire, and the resulting increase in policing of public events. The other main drivers include a high level of police officer and staff vacancies, and £4.4m attributed to an increase in serious crime. In light of high demand, the Met continue to review police overtime controls and expenditure and plan their response accordingly.

Police staff pay & overtime

Police staff pay year-to date £31.7m underspend, £47.3m full year forecast underspend and staff overtime year-to date £3.9m overspend, £5.0m full year forecast overspend.

Police staff pay

Business Group	Year To Date Actual £m	Current Full Year Budget £m	Annual Forecast £m	Annual Variance £m
Territorial Policing	58.6	92.1	78.0	-14.1
Specialist Crime & Operations	121.7	173.6	163.3	-10.3
Specialist Operations	38.6	56.7	54.5	-2.2
Met HQ (excl. DP)	91.2	130.3	120.8	-9.5
Digital Policing	10.5	16.4	14.1	-2.3
Centrally Held	2.0	8.9	2.1	-6.8
MOPAC	6.4	9.0	7.0	-2.0
Total Police Staff Pay	329.0	487.1	439.8	-47.3

The majority of police staff pay underspend in Territorial Policing is due to vacancies within Criminal Justice, Met Detention and in the Designated Detention Officers (DDOs), where a recruitment campaign is expected to yield sufficient numbers to cover these vacant posts by Q2 next year, and remove existing related pressures on overtime. There is also an underspend within the Forensic Health Nurses, which is an area under review as part of the One Met Model. The vacancies are being covered by the use of external contractors and underspends are being offset by corresponding overspends in running costs. The underspends are predominantly due to high turnover of staff coupled with delays in recruitment.

The police staff overtime budget is forecast to overspend by £5.0m by year end with the majority of the overspend due to vacancies in DDO posts, the recruitment campaign is expected to remove the pressures on overtime. There is also a minor police staff overtime overspend in SC&O due to critical incidents and SO due to the increase in CT activity.

PCSO pay

Year-to date £0.2m overspend, full year forecast £0.3m overspend

At the end of December there were more than the affordable number of PCSOs in posts funded from core grant and precept and vacancies in those posts funded by 3rd parties (mainly RTPC).

The PCSO understrength in RTPC and over-strength in boroughs continues to be in focus with an ongoing exercise to realign the boroughs.

Revenue Supporting Information

Running costs

Year-to date £7.1m overspend, £32.2m full year forecast overspend

The year-to-date running costs are mainly to do with activities within Met HQ. This includes higher than budgeted recruitment costs. In a number of areas, overspends on running costs are mitigated by using favourable variances on other budget lines, such as due to a large number of staff vacancies a greater proportion of work is being completed by external suppliers.

There are also overspends in relation to the Grenfell Enquiry, for which the Met are seeking reimbursement for via a Special Grant application, which is under consideration by the Home Office.

There are some timing differences such as rollout of Leading for London and Taser training, where the planned expenditure to be funded from reserves is now forecast to not be fully incurred this financial year, which impacts on the reserves forecast.

Income

Year-to date £3.8m over-recovery, £8.0m full year forecast over-recovery

There will be an additional drawdown of £1.8m from the Police Property Activity Fund (PPAF) to support 3rd Party organisations in the delivery of the PCP and additional income of £1.3m within Criminal Justice / Traffic Unit from delivering driver awareness courses, recovery of courts costs and provision of information to third parties for civil action.

An additional estimated £1.1m income will be received from the College of Policing for the Direct Entry Superintendent course, £2.6m over achievement of income against the budget relating to POCA proceeds and £0.7m over-recovery of football income, relating to an increase in the number of events.

Achievement against savings target

During the 2017/18 financial year, the MPS were required to deliver a net saving of £75m. Within this net saving figures was the growth for additional overtime, leaving a total of £82.1m savings to be delivered in the current financial year. MPS are on track to deliver £74.8m of that saving and are working on delivery of a further £2.2m where some timing issues have been identified.

This leaves £5.1m with a high risk of non-delivery – mainly within Specialist Crime and Operations (SC&O). The 2017/18 savings are analysed in the table below.

	Planned Saving £m	Forecast Saving £m	Variation £m
Savings that are forecast to be delivered in full (high confidence of delivery of savings)	-69.0	-69.0	0.0
Savings with timing delivery problems (confidence in delivery of savings but with delays)	-8.0	-5.9	2.2
Savings with structural delivery problems	-5.1	0.0	5.1
Total - MPS Savings 2017/18	-82.1	-74.8	7.3

Revenue Risks

The forecast position assumes the Government will be provide Special Grant to cover for the additional policing costs associated with Grenfell Tower. Note that if this funding is not forthcoming, the Met will be required to fund the additional costs from existing budgets.

There are also risks of additional costs in relation to a number of ongoing commercial and contractual disputes, which the Met have prudently assumed in the forecast position. However there is still a residual risk the Met may have to pay further costs.

There are risks around the Police Staff underspend increasing, the forecast is based on an optimistic recruitment target in the final quarter, the Met are taking measure to address the causes of the underspend

Capital

MPS (£m) Full Year Projection		Full Year Budget (£m)	Actual to Q3 (£m)	Full Year Forecast (£m)	Variance (£m)	
Property Services	Transforming MPS Estate	85.3	32.7	52.1	-33.2	
	Total Property Services	85.3	32.7	52.1	-33.2	
NCTPHQ	CT Policing Change Portfolio	28.5	2.7	13.4	-15.1	
Digital Policing	Creating Business Support function of the future	0.5	0.0	0.0	-0.5	
	Enhance Digital Policing for 2020	30.6	17.4	28.0	-2.6	
	Improving Public Access and first contact	5.1	1.5	2.1	-3.0	
	Optimising Response	15.0	8.9	13.7	-1.3	
	Reinforcing HQ, Improving Information Management	0.9	0.2	0.7	-0.2	
	Smarter Working	58.7	16.2	51.0	-7.7	
	Transforming investigation and prosecution	33.7	13.4	28.5	-5.2	
	Strengthening Local Policing	2.0	0.1	0.3	-1.7	
	DP Core/Other	5.8	3.7	5.7	-0.1	
	CT Policing Change Portfolio	1.8	0.6	1.2	-0.6	
	Over Programming – Digital Policing	-31.3	0.0	-8.4	22.9	
		Total Digital Policing	122.8	62	122.8	0
	Fleet	Delivering maximum commercial efficiency - Fleet	26.7	9.7	17.8	-8.9
	Strengthening our Armed Policing Capability	4.7	-0.3	0.6	-4.1	
	Total Fleet Services	31.4	9.4	18.4	-13.0	
Total Capital Expenditure		268.0	106.8	206.7	-61.3	

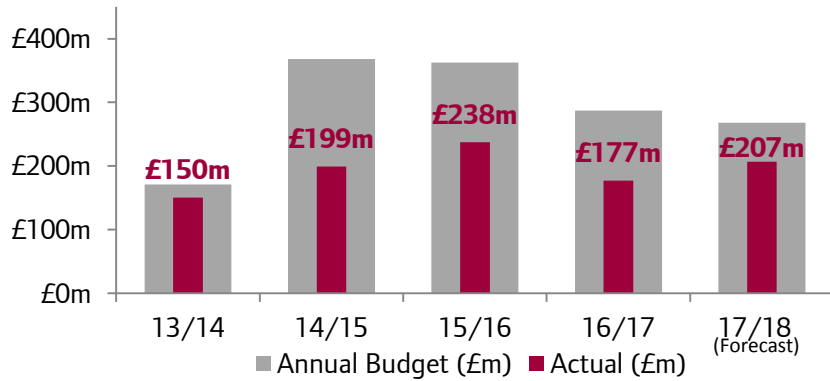
The full year capital programme provides for £268.0m of expenditure. This will be funded from a combination of capital receipts, grants and other contributions. Capital expenditure for the year is forecast at £206.7m with a full year variance projected at an underspend of £61.3m

Capital Programme detail per area is as below:

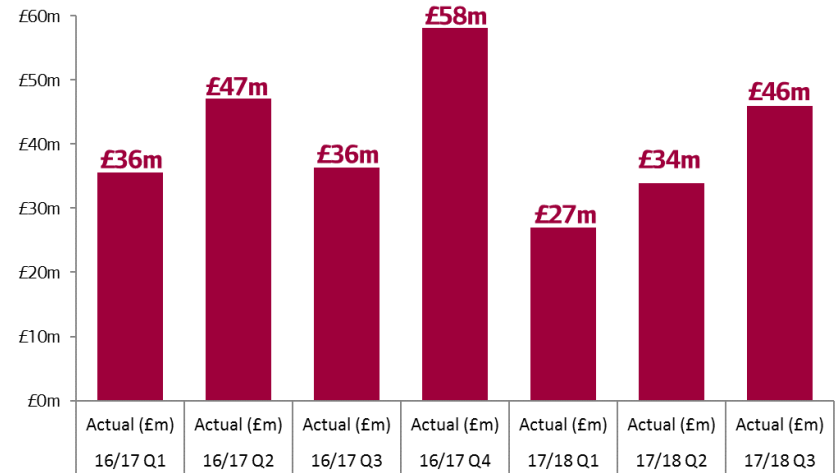
- **Property Services** - Property services is forecasting a full year variance of -£33.2m, given longer lead in times for large scale projects and dependencies of key decisions on the outcome of the now closed public access consultation and the progress on the Strengthening Local Police programme.
- **NCTPHQ** - NCTPHQ is reporting a full year variance of -£15.1m. This is mainly due to restrictions on CT capital grant funding available in 17/18. NCTPHQ are working with Home Office to seek flexibility in capital grant allocation.
- **Digital Policing** - Digital policing spend at the end of Q3 is £62m with major spend linked to the mobility rollout and digital policing transformation, including the networks tower and data centre migration. Digital policing is forecasting to spend to budget for the full year. The major project implementation and spend is phased to the second half of the year.
- **Fleet Services** - Fleet has spent £9.4m to date, with a back-end loaded profile of vehicle delivery for this year, and is forecasting a variance of -£13m for the full year. Further investment in Fleet Strengthening Armed Policing Capability is being delayed to enable collaboration opportunities to be explored. The underspend on Strengthening Armed Policing Capabilities does not impact on current capability.

Capital

Capital expenditure trend (£m)

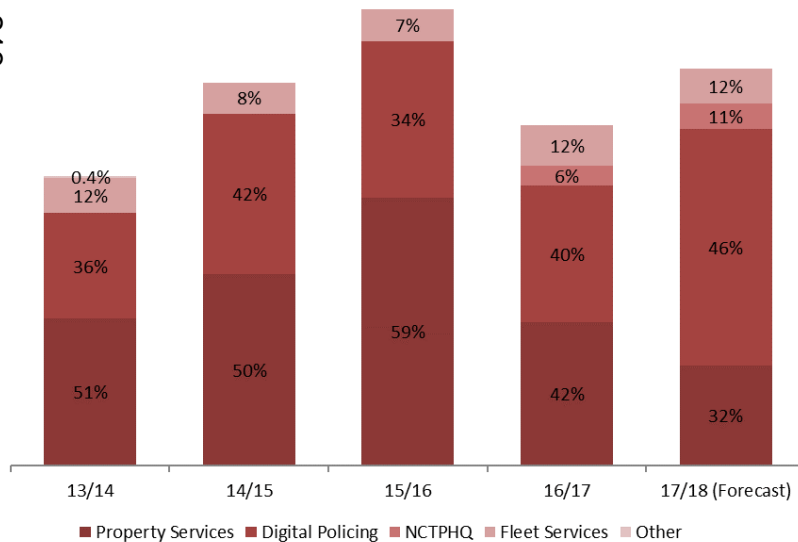


Quarterly (£m)



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Capital expenditure trend Breakdown by directorate (%)



The annual data shows that since 2014/15 the MPS have consistently underspent by at least 33% compared to the capital budget agreed at the start of the year. This reflects the complexity, scale and ambition of the Met’s capital programme, which has historically resulted in a combination of project slippage and under delivery.

Capital spend was around 40% lower in the first quarter of 2016-17 than the final quarter and then falls again in the first quarter of 2017-18. This pattern is common in capital spending programmes, but one that will be monitored by MOPAC and the Met.

The MPS is working to develop its capital processes to reduce underspends through the year.

- NCTPHQ – Counter Terrorism spend not included in 13/14 to 15/16 as the unit was not part of the MPS.
- Since 2016/17 MPS became the legal owner of the function and are the lead force.

Reserves

Q3 Forecast- Year to date £9.6m under-utilisation, net forecast £16.1m under-utilisation

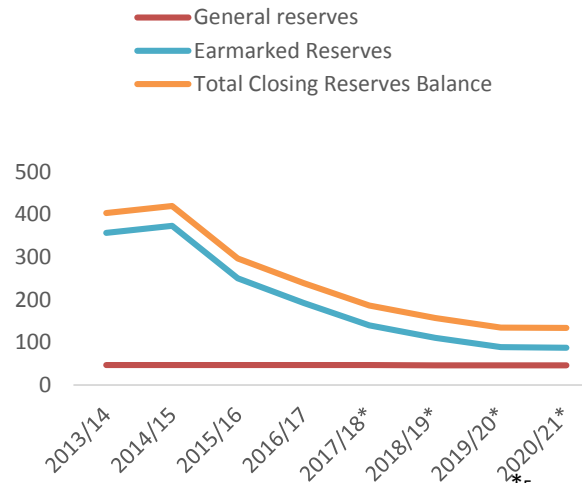
Of the budgeted £84.1m reserves usage, the Q3 forecast assumes the actual use to be £68m.

As at Q3, the Met are forecasting an overall underspend of £15.1m. The full year underspend will be transferred to reserves at year end.

The overall transfers to reserves are therefore £52.9m.

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Future Years Reserves Balances



Reserves being held by the Met have been reduced significantly since 2014/15 and are planned to be run down further over the next three years.

Earmarked reserves have fallen from £373m at the end of 2014-15 (15% of the net budget) to £193m at the end of 2016-17 (8%). They are forecast to fall to £87m by the end of 2020-21 (3%).

*Forecast figures. Subject to change in publication of Reserves Strategy

Breakdown of Earmarked Reserves Usage

	2017/18		
	Opening balance	Forecast transfers as at Q3	Closing Balance
Total Reserves	239.6	-52.9	186.8
Breakdown			
Supporting OMM and Local Change	88.4	-75.6	12.8
2017/18 Police Officer Pay underspend	-	17.2	17.2
Property	22.8	-0.4	22.4
Operational Costs	11.9	-1.8	10.1
Historical public inquires	9.6	-	9.6
Insurance	9.2	-	9.2
Other earmarked (POCA)	7.4	-0.3	7.1
Vetting Delays	0.0	1.1	1.1
Earmarked reserves	13.5	-9.7	3.8
Specifically funded for third parties	14.1	-	14.1
Specifically funded for third parties-airports	1.8	0.2	2.0
MOPAC	14.4	1.2	15.6
Forecast Underspend as at Q3	-	15.1	15.1
Subtotal Earmarked Reserves	193.1	-52.9	140.2
Earmarked reserves as a % of NRE	6%		5%
General Reserve	46.6	-	46.6
General reserves as a % of NRE	2%		2%

The table shows the breakdown of earmarked reserves and planned usage in 2017/18.

Earmarked revenue reserves are being used to support the One Met model transformation programme which supports much-needed investment to replace outdated technology, improves the effectiveness of officers, increases productivity and drives future efficiencies.

General reserves which are retained in order to accommodate unexpected pressures are held at £47m (less than 2%).

MOPAC are reviewing the future use of reserves in light of the Mayor's decisions in the 2018/19 budget process. The outcome of this review will be set out in the MOPAC Reserves Strategy, due to be published in Spring 2018.

MOPAC Commissioning

MOPAC Budget

The 2017/18 MOPAC gross budget totals £61.4m, with a net budget of £37.3m. This provides the capacity to deliver democratic services for policing oversight, and to commission other bodies to deliver crime and policing commitments in line with the Mayor’s Police and Crime Plan, published in March 2017. This commissioning function accounts for a significant proportion of the MOPAC budget, totalling in excess of £42.3m in 2017/18.

MOPAC Forecast Position as at Quarter 3

Cost category	Annual Budget £m	Forecast £m	Variance £m
Total Gross Expenditure	61.4	57.4	-4.0
Income			
PPAF	-2.2	-4.1	-1.9
Home Office PIF/PTF	-7.4	-7.4	0.0
Ministry of Justice	-10.2	-10.2	0.0
DARA	-0.6	-0.6	0.0
Reserves	-3.8	1.2	5.0
Total Net Expenditure	37.3	36.3	-0.9

As at Q3, MOPAC is forecasting an underspend of £0.9m.

Many of the projects within MOPAC have multi-year delivery, most notably Local Crime Prevention Fund (LCPF). The movement in reserves reflects the profiling of the delivery of services into future years.

There will be additional drawdown from the PPAF (Police Property Activity Fund) to support 3rd Party organisations in the delivery of the PCP priorities.

Income

Explanations of each income stream

PPAF (Police Property Fund):

The Police Property Act Fund is made up of monies received by the police from the sale of certain property and cash coming into the possession of police, to be used under the regulations for charitable purposes.

Home Office PIF/PTF:

The Home Office Police Transformation and Innovation Funds are intended to transform policing by investing in digital technologies, creating a diverse and flexible workforce and new capabilities to respond to changing crimes and threats. Further detail on Home Office PIF/PTF is available on subsequent pages.

Ministry of Justice:

The Ministry of Justice victims funding funds the victims commissioning services in London

DARA (Directorate of Audit, Risk and Assurance):

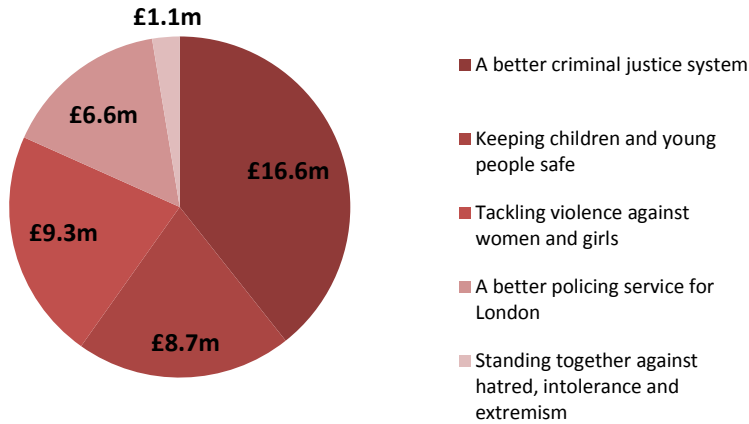
DARA is the lead provider of shared internal audit services across a diverse client base that includes; MOPAC, Metropolitan Police Service, London Fire Brigade and the Greater London Authority. DARA’s costs are recovered through this income.

Reserves:

The budgets a planned drawdown from MOPAC reserves of £3.8m, which supports the delivery of time-limited Police and Crime Plan priority services MOPAC provide. The services have been commissioned on the basis of time and budget-limited arrangements. The profiling of spend is kept under constant review through monitoring progress in delivery, which will impact on the level of reserve drawdown required.

MOPAC Commissioning

MOPAC Commissioning Budgets



The Mayor's Office for Policing and Crime's role as a commissioner has developed significantly since the creation of the office, following the enactment of the Police Reform and Social Responsibility Act 2011. In 2012/13 MOPAC commissioning budget was £23.6m; this has grown substantially to a budget of £42.3m in 2017/18.

MOPAC's commissioning has aided the development of regional and local partnerships, leveraging in match funding with a focus on efficient and effective services. MOPAC has also put in place new approaches to commissioning, working more to develop consortia arrangements across the voluntary and statutory sectors as well as testing alliance based commissioning models; putting the providers more at the forefront of service change and improvement.

Future quarterly reports will provide more detail in this area. One of the key funding streams is the LCPF, see next page for breakdown.

Innovation Budgets; Police Transformation Fund (PTF)

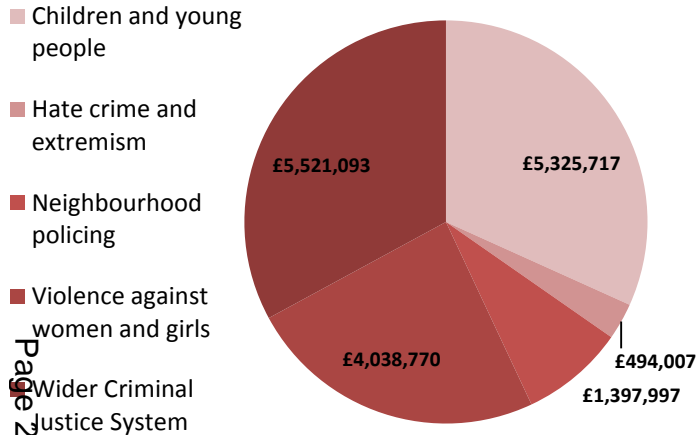
Project £m	17/18 Home Office Award	Q3 Forecast	18/19 Home office Award	19/20 Home Office Award
Child House	4.39	2.39	1.94	-
Online Hate Crime Hub (tackling online hate crime)	0.21	0.21	-	-
AAMR (Alcohol Abstinence Monitoring Requirement)	0.55	0.55	-	-
Police Now	3.54	3.54	-	-
Transforming police training	0.41	0.41	0.65	0.33
Multi-agency stalking	1.06	-	2.06	0.52
Drive	0.59	-	1.42	0.86
Total	10.74	7.09	6.07	1.70

Included in overall commissioning budgets is the Innovation Budget, funded by the Police Transformation Fund (PTF). This is intended to transform policing by investing in digital technologies, creating a diverse and flexible workforce and new capabilities to respond to changing crimes and threats. Forces and PCC's submit expressions of interest and subsequent bids to apply for funding for 2018/19 from the fund. The projects involve high levels of collaboration between PCC's and other partners. This is a multi-year fund, with funding covering the financial years 2017 to 2020.

The above tables lists the current projects being led by MOPAC as the lead PCC, with the funding allocations up to 2020. There has not yet been an announcement on the process for accessing new funding from 2018/19 onwards and MOPAC are awaiting formal confirmation from Home Office around this.

London Crime Prevention Fund

2017/18 Fund Allocation across PCP areas



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The London Crime Prevention Fund enables MOPAC to continue to support local community safety and prevention services whilst also recognising that some London challenges relating to the Police and Crime Plan priorities could be better addressed through greater collaboration. This approach will encourage the co-design, co-commissioning and co-delivery of services, provide efficiencies from joining up services across areas and providers and ensure that Londoners have access to the services they need. The fund strikes a balance between maintaining crucial local programmes while supporting collaborative work between different areas and organisations.

MOPAC has allocated £16.8m in 2017/18 to the LCPF and has allocated a further £15.7m in 2018/19. In our future reports MOPAC will provide further information on this spend and other areas of commissioning.

2017/18 Fund Allocation across Boroughs

Boroughs	Total Allocation 17/18
Barking and Dagenham	£640,000
Barnet	£457,406
Bexley	£299,400
Brent	£591,429
Bromley	£350,000
Camden	£528,000
Croydon	£708,498
Ealing	£596,363
Enfield	£523,581
Greenwich	£567,832
Hackney	£870,000
Hammersmith and Fulham	£444,043
Haringey	£781,000
Harrow	£232,000
Havering	£313,502
Hillingdon	£490,468
Hounslow	£446,070
Islington	£645,524
Kensington and Chelsea	£325,640
Kingston upon Thames	£165,425
Lambeth	£680,613
Lewisham	£751,500
Merton	£220,943
Newham	£831,796
Redbridge	£391,000
Richmond upon Thames	£145,500
Southwark	£709,000
Sutton	£235,428
Tower Hamlets	£806,230
Waltham Forest	£590,433
Wandsworth	£543,000
Westminster	£895,961
Grand Total	£16,777,584

BUDGET MONITORING REPORT DEC 2017

CONTENTS

This report sets out the budget monitoring information requested by the Mayor from the London Legacy Development Corporation for the period to December 2017. It sets out:

- information about the Legacy Corporation’s financial performance
- an update on achieving savings and efficiencies
- an update on progress in the work areas against the milestones in the London Legacy Development Corporation’s (LLDC, the Legacy Corporation) 10 Year Plan (approved March 2016). The work areas being:

Financial Performance Summary	03
Update of Savings and Efficiencies	06

1	LIVE 08	Establish successful and integrated neighbourhoods, where people want to live, work and play	Progress against major LIVE milestones	08
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2	WORK 11	Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people	Progress against major WORK milestones	11
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3	VISIT 14	Create a diverse, unique, successful and financially sustainable visitor destination	Progress against major VISIT milestones	14
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4	INSPIRE 17	Establish a 21st century district promoting cross-sector innovation, education, culture, sport, aspiration and participation in east London	Progress against major INSPIRE milestones	17
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5	DELIVER 20	Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC’s core values: Ambition, Responsibility, Collaboration, Excellence, Accessibility, and Sustainability	Progress against DELIVER milestones	20
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FINANCIAL PERFORMANCE SUMMARY

	Month Dec 17			Year to 31 Dec 17			Full Year 2017/18		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Capital Income									
Development	(8,408)	0	(8,408)	(46,169)	(45,697)	(472)	(49,643)	(46,197)	(3,446)
Cultural and Education District	(47)	(1,200)	1,153	(162)	(10,803)	10,641	(441)	(14,404)	13,963
Total Capital Income	(8,455)	(1,200)	(7,255)	(46,331)	(56,500)	10,169	(50,084)	(60,601)	10,517
Capital Expenditure									
Development	1,059	3,298	(2,239)	20,837	50,415	(29,578)	40,960	82,838	(41,878)
Finance, Commercial and Corporate Services	102	198	(96)	799	1,589	(789)	1,983	6,456	(4,472)
Cultural and Education District	1,234	1,520	(285)	8,302	13,678	(5,376)	14,181	18,237	(4,056)
Park Operations and Venues – excl Trading	263	454	(191)	1,744	4,084	(2,340)	4,329	5,445	(1,116)
Regeneration and Community Partnerships	21	131	(110)	153	1,183	(1,030)	704	1,577	(873)
Stadium	(13)	1,101	(1,114)	19,019	9,911	9,108	22,937	13,214	9,723
Contingency (Cap)	0	0	0	0	0	0	0	11,052	(11,052)
Total Capital Expenditure	2,667	6,702	(4,036)	50,854	80,859	(30,004)	85,094	138,819	(53,724)
Net Capital Expenditure	(5,789)	5,502	(11,290)	4,524	24,359	(19,835)	35,010	78,218	(43,207)
Revenue Income									
Executive Office	(2)	(4)	2	(57)	(38)	(20)	(64)	(50)	(14)
Development	(60)	(12)	(49)	(60)	(104)	44	(99)	(138)	39
Finance, Commercial and Corporate Services	(9)	(7)	(2)	(147)	(65)	(83)	(254)	(86)	(168)
Park Operations and Venues - excl Trading	(539)	(253)	(286)	(3,466)	(2,280)	(1,186)	(4,021)	(3,040)	(981)
Park Operations and Venues - Trading	(656)	(539)	(118)	(6,195)	(4,847)	(1,348)	(7,533)	(6,463)	(1,070)
Planning Policy & Decisions	(90)	(89)	(1)	(1,193)	(803)	(390)	(1,830)	(1,070)	(760)
Regeneration and Community Partnerships	(39)	(16)	(23)	(254)	(141)	(113)	(342)	(188)	(154)
Total Revenue Income	(1,395)	(920)	(476)	(11,372)	(8,276)	(3,096)	(14,143)	(11,035)	(3,108)
Revenue Expenditure									
Communication, Marketing and Strategy	120	166	(47)	1,297	1,455	(157)	1,922	1,974	(52)
Development	24	10	10	45	86	(41)	115	115	0
Executive Office	212	177	35	1,554	1,589	(34)	2,126	2,118	8
Finance, Commercial and Corporate Services	495	525	(30)	4,030	4,758	(729)	6,259	6,447	(188)
Park Operations and Venues – excl Trading	704	684	20	5,999	6,159	(160)	8,854	8,212	642
Park Operations and Venues – Trading	451	727	(276)	5,531	6,542	(1,012)	7,516	8,723	(1,207)
Planning Policy & Decisions	197	191	7	2,463	1,715	747	3,130	2,287	843
Regeneration and Community Partnerships	335	319	17	2,495	3,250	(755)	3,909	4,460	(551)
Stadium	139	0	139	257	0	257	355	0	355
Contingency	0	0	0	0	0	0	761	932	(171)
Total Revenue Expenditure	2,678	2,799	(125)	23,670	25,554	(1,884)	34,945	35,268	(322)
Net Revenue Expenditure	1,283	1,879	(601)	12,298	17,278	(4,980)	20,802	24,233	(3,431)

	Month Dec 17			Year to 31 Dec 17			Full Year 2017/18		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Trading									
Timber Lodge Café	(8)	3	(11)	28	29	(2)	30	39	(9)
ArcelorMittal Orbit (AMO)	(54)	(9)	(44)	(464)	(83)	(381)	(301)	(110)	(191)
The Podium	(10)	(9)	(1)	(91)	(81)	(10)	(150)	(108)	(42)
London Aquatics Centre	(140)	179	(319)	957	1,610	(654)	1,357	2,147	(790)
Copper Box Arena	61	80	(19)	550	717	(166)	424	955	(531)
3 Mills Studio	(47)	(30)	(17)	(801)	(272)	(530)	(590)	(362)	(228)
Off Park Properties	(8)	(25)	17	(844)	(226)	(618)	(787)	(301)	(486)
Total Trading Net (Surplus)/Deficit	(205)	188	(394)	(665)	1,695	(2,360)	(17)	2,260	(2,277)

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	327,341	27,355	34,686	362,027	127,973	137,973

S106 & OPTEMS balance (£000)	15,299
CIL balance (£000)	6,350

Capital

- Slippage on capital projects, including the Legacy Communities Scheme (LCS) infrastructure works in Development, is causing the year-to-date underspend on capital expenditure. This relates, in part, to the Eastwick and Sweetwater development infrastructure works, which were delayed initially by design and planning issues but more recently by commercial-related matters. Full-year spend on LCS infrastructure is expected to be below budget, including for works in relation to Cultural and Education District (CED), Pudding Mill Lane and Rick Roberts Way, which will now be incurred in 2018/19 and beyond.
- Other notable capital underspends are 3 Mills Studios River Walls works, which are now expected to be delivered in 2018/19, and CED overall project costs, due to the project rescoping and subsequent spend reprofiling. In addition, the 2017/18 forecast corporation tax liability (within Finance, Commercial and Corporate Services) is forecast to be lower than budget, mainly due to the change in profile of expected capital receipts. The forecast overspend on Stadium due to funding for residual transformation and discretionary works (but within the £323m cost envelope) and E20 Stadium LLP working capital injections has decreased slightly from the previous period based on the partnership's latest forecast.
- Timing delays on philanthropic funding towards the CED project are causing the year to date adverse variance on capital income. Following the revision to the Stratford Waterfront project, the fundraising activities of the independent charity, Foundation for FutureLondon, were suspended; as a result, no philanthropic receipts are now expected in 2017/18. The final Chobham Manor receipts from Phase 1 have been recognised in December 2017, following confirmation of sales from the developer.

- Full-year capital income is forecast to be lower than budget due to the philanthropic funding towards CED moving into future years (£14.5m). No further receipts in respect of Chobham Manor are expected in 2017/18 (receipts received to date are in line with the full-year budget). CIL Income of £3.5m for Hackney Wick station improvements, which was due to be received over the life of the project, is now forecast to be received in full in 2017/18 following approval by the Planning Proposals Group.

Revenue

- Year to date revenue income is ahead of budget mainly due to higher than planned programming and events income (in Park Operations and Venues), income from the Corporation's trading operations (particularly on 3 Mills studios, London Aquatics Centre and the ArcelorMittal Orbit), and increased income from the planning function due to the increased number of planning applications being received. These favourable variances are expected to continue through to year-end. A number of year to date favourable variances are not expected to continue through to the year-end due to spend profile (e.g. utilities on the Park and insurance).
- Year to date revenue expenditure is below budget, mainly due to timing differences; some variances (such as the reduced subsidy for the London Aquatics Centre and the Copper Box Arena under trading operations) are forecast to continue through to year-end. In addition, the forecast spend for Paralympic Legacy and fringe regeneration has been rolled forward into 2018/19. Overall, revenue expenditure is forecast to be slightly under budget (£0.3m) due to the aforementioned variations.
- There are currently £0.2m of expected draws on revenue contingency, including for security (£123K) and Hostile Vehicle Mitigation maintenance (£34K).

UPDATE OF SAVINGS AND EFFICIENCIES

The 2017/18 budget submission proposed a number of savings and efficiencies which were incorporated into the budget. The progress to date on achieving the proposed savings and efficiencies has been measured by comparing year to date expenditure against budget for the lines where they were identified. The saving and efficiency is being achieved if the year to date figure is in line with the budget figure. A positive variance against budget demonstrates a greater saving or efficiency; a negative variance against budget demonstrates the saving or efficiency not being achieved.

The table below shows progress to date, together with a projected forecast for the year as at December 2017.

LLDC Savings and Efficiencies	2017/18 £m	Savings achieved Dec YTD	Savings forecast for year
Savings			
Park Opening and Operations	459	449	459
Development	9	7	9
Regeneration	358	205	203
Planning Authority	0	0	0
Corporate, Finance and Contingency	792	1,569	1,819
Total Savings	1,618	2,230	2,490
Efficiencies			
Park Opening and Operations	506	347	87
Trading (net)	953	3,379	3,906
Development	(36)	(51)	(74)
Regeneration	39	41	83
Planning Authority	36	(473)	(469)
Corporate, Finance and Contingency	730	921	818
Total Efficiencies	2,229	4,164	4,351
Total Savings and Efficiencies	3,847	6,394	6,841

At three quarters of the way through the year, LLDC have exceeded the target savings and efficiencies and are therefore on track to deliver the savings and efficiencies in total. The quarter has been particularly strong for Trading. More detail is set out below.

SAVINGS

Park Opening and Operations savings are delivered from budgeted reductions in:

- major sports programme;
- LDA novated sites expenditure – both on target to be delivered.

Regeneration savings are delivered from budgeted reductions in:

- community and business engagement;
- arts programming – both on target to be delivered.
- sports programme, which is now forecast to underdeliver due to higher revenue costs (offset by lower capital costs).

Corporate, Finance and Contingency savings are delivered largely from:

- £0.5m reduction in security contingency included in the budget, on target to exceed, provided no heightened security alert;
- £0.3m pan-LLDC revenue staff costs – savings target exceeded to date and on target to exceed by the year end from unfilled posts.

EFFICIENCIES

Park Opening and Operations efficiencies are largely driven by:

- a further 3.5% savings on the Engie Estate & Facilities Management (EFM) contract – negotiations in train; the contract has delivered significant efficiencies and costs avoided over the last two years through improved contract management.
- increased commercial, rental and event income – which will not be realised.

Trading efficiencies are driven by:

- Targeted reductions in subsidies for the London Aquatics Centre (LAC) and the Copper Box Arena (£0.8m) have now been achieved and are forecast to be exceeded in the year, helped by a rates rebates on both venues. The Corporation also needs to ensure that the significant efficiencies on lower utilities costs from spend to save initiatives are retained but excellent progress on improving the performance of the LAC;
- reduction in the subsidy on the ArcelorMittal Orbit (£0.3m) - performance has been turned around with the addition of the slide from loss making to profitable – efficiency forecast to be exceeded;
- 3 Mills net receipts, currently exceeding budget, are forecast to continue through the current year – thereby efficiency forecast to be exceeded.

Planning Authority

- Increased costs from consultants and staff due to increased activity (offset by increased income which is not reflected in savings and efficiencies).

Corporate, Finance and Contingency efficiencies are a mix, but include:

- £0.1m efficiencies across marketing and communications – expected to be close to target;
- £0.2m efficiencies in non-staff costs and training and development – on target to be delivered;
- £0.1m insurance efficiencies (on top of significant efficiencies last year on premium costs due to a review of risks covered)- on target to be delivered;
- £0.2m IT efficiencies – on target to be delivered.
- £0.1m income from renting desks – on target to be delivered.

LIVE

Establish successful and integrated neighbourhoods, where people want to live, work and play

Demand for new housing in London is very high, especially in east London. The growth boroughs have a particular need for high-quality family homes and affordable housing, to keep people living in the area for longer which in turn helps to build sustainable communities. The vision for the Queen Elizabeth Olympic Park programme demands that new neighbourhoods are not islands of prosperity and excellence but properly knitted into the existing and developing communities. It also requires that neighbourhoods are developed in a way that meets high standards of design, sustainability and accessibility, delivers all the social infrastructure required (schools, health, community centres), and includes evidence-based projects to develop — at pace — the things that make communities function effectively. Successful neighbourhoods will be vibrant, engaged and connected, exemplifying the future while also preserving the best of the local heritage.

PROGRESS AGAINST MAJOR LIVE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Start on site at East Wick and Sweetwater.	The Reserved Matters Application for Phase 1 was granted planning permission in Jan 2017 and start on site is planned for summer 2018.
Prepare development strategy for Rick Roberts Way.	Work continues with joint landowners LB Newham and stakeholders to reach agreement on a delivery strategy and programme ahead of aiming to agree timeline and objectives in the next period.
Prepare development strategy for Pudding Mill Lane.	Development of business case to commence following agreement of housing strategy with Board and the GLA.
Bobby Moore Academy primary school site opens.	COMPLETE Construction on the primary school commenced in Aug 2016 and met its opening date of Sep 2017.

Milestones for completion in 2017/18	Estimated date and comment
<p>Complete the Hackney Wick station improvement works.</p>	<p>Network Rail have reported delays of 7-8 weeks due to issues with the delivery of the reinforced concrete works. Completion now expected May 2018.</p>
	
<p>Appoint a developer for Hackney Wick Neighbourhood Centre.</p>	<p>A resolution to grant outline planning consent for the masterplan was passed by the Planning Decisions Committee (PDC) at its Apr 2017 meeting. The S106 Agreement is being finalised. The procurement strategy was approved by LLDC's Investment Committee in Jun 2017, with an aim to now commence in May 2018.</p>
<p>3 Mills future strategy.</p>	<p>Discussions with GLA and partners ongoing ahead of presenting a delivery strategy to the Investment Committee.</p>
<p>Bromley by Bow: agree strategy.</p>	<p>LLDC has worked alongside a range of key stakeholders in the area including local landowners and as a result the first two planning applications were submitted by Lindhill and Danescroft with approval deferred pending further negotiation on Section 106 and an explanation of regeneration priorities. Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area.</p>

Milestones for completion in 2017/18	Estimated date and comment
Deliver an effective and responsive planning service. At least 70% of applications determined in time.	This has been exceeded each month in this quarter, including 93% determined in time in Oct 2017.
Planning: Number of enforcement cases closed per month.	There has been one case closed in this period. 8 Cases remain open.
Publication of SPDs for Bromley by Bow, Hackney Wick and Fish Island, and Pudding Mill.	Bromley by Bow and Pudding Mill Lane SPDs have been published. Hackney Wick and Fish Island SPD is due to go to Board in Quarter 4 2017/18.
Marshgate Lane road adoptions complete.	To be adopted by the Local Authority by the summer 2018 following completion of surface repair works.
Further completion of units at Chobham Manor.	188 homes in blocks 1A, 1D and 1C are all now complete and occupied. Block 1B is also complete apart from 1BA which is scheduled for completion in early 2018/19.



WORK

Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people

London has a growing economy: the GLA projects that the number of jobs in London could grow by 750,000 between 2010 and 2031 across a diverse range of sectors. Nearly half (48 per cent) of employment growth in this period is expected to happen outside central London and businesses are looking east for space to grow. Queen Elizabeth Olympic Park is perfectly positioned to support this trend, with excellent transport links, space for office and workshop accommodation at Here East, and with housing and leisure on the doorstep. The surrounding area includes business districts including International Quarter London (IQL), Westfield, Stratford town centre, Hackney Wick and Here East. Transport for London (TfL) begin to re-locate into IQL in the summer. Other organisations such as Financial Conduct Authority (FCA), Cancer Research UK and the British Council will re-locate to IQL and it is hoped they will be joined by major commercial companies. Westfield (Europe’s largest urban shopping centre), Stratford town centre and the developing Hackney Wick Neighbourhood Centre all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the former Press and Broadcast Centre buildings on the Park is emerging as an important area for innovation with major tenants such as UCL, Loughborough University London, BT Sport and Studio Wayne McGregor already in place. Together, these could create a ‘fourth office quarter’ for London, stimulating economic growth that would benefit people across the four boroughs. This has to be done in a way that complements and boosts existing local businesses (including SMEs), and which makes connections between businesses (big and small) that benefit them both. Similarly, over the next five years, LLDC needs to support the development of effective links between the growing higher education presence on the Park and local businesses. The Legacy Corporation will use the higher education presence to support existing businesses and attract and generate new enterprises, an approach that should reach its full potential through The Culture and Education District.

A fundamental plank of LLDC’s strategy is to use its remit as a regeneration agency to ensure that business growth, development and construction generate job opportunities for local people, and that local people are supported to access these jobs and develop the appropriate skills, through apprenticeships and other forms of vocational training.

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Establishment of Park-wide construction Shared Apprenticeship Scheme.	LLDC is engaging industry-leading employers that have expressed an interest in exploring the potential set-up of a Group Training Association.
Launch and delivery of Building Information Modelling curriculum in local schools and colleges.	Sarah Bonnell school in Newham and George Green school in Tower Hamlets have signed up to the implementation of Design Engineer Construct in the 2017/18 academic year.

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
<p>Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.</p>	<p>Over 1600 local people have been trained in the LLDC’s centrally commissioned training programme over the last 5 years. To date in 2017/18, 52 further local residents have been trained and a recruitment campaign is underway the construction training courses planned for 2018.</p>
<p>10 local people commence bursary placements with Loughborough University London 2017/18.</p>	<p>COMPLETE</p> <p>9 students commenced fully with funded bursary places course with Loughborough University (10 places were offered).</p>
<p>Provide start-up support to 45 entrepreneurs with Echo ++ enterprise support programme.</p>	<p>190 businesses supported to date through the Echo ++ support programme.</p>
<p>15 local young people to access digital, media, tech apprenticeships linked to Park based activities.</p>	<p>15 people from Host Boroughs* started digital, media and tech apprenticeships.</p> <p>*Host Boroughs are London Borough of Newham, Tower Hamlets, Hackney and Waltham Forest.</p>
<p>Delivery of annual Apprenticeship Awards.</p>	<p>COMPLETE</p>
	<p>LLDC’s Apprenticeship Awards held at Here East on 6 Jul 2017.</p>

PROGRESS AGAINST MAJOR WORK MEASURES

Targets	Performance and commentary
<p>Construction</p> <ul style="list-style-type: none"> • 28% of the workforce have permanent residency in Host Boroughs • 25% of the workforce are from BAME groups • 5% of the workforce are women • 3% of the workforce are disabled people • 3% of the workforce are apprentices 	<p>The most recent Construction figures available are to end of December 2017</p> <ul style="list-style-type: none"> • 21% of construction employees working on the Park are Host Borough residents* • 64% of the workforce are from BAME groups • 7% of the workforce are women • 5% of the workforce are disabled people • 5% of the workforce are apprentices
<p>End-use</p> <ul style="list-style-type: none"> • 25-85% of the workforce are from Host Boroughs • 25% are from BAME groups • 50% are women • 3 – 5% are disabled people • 5% are apprentices 	<p>Copper Box Arena and London Aquatics Centre workforce targets as of June 2017 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 76% workforce Host Borough residents • 37% workforce are from BAME groups • 50% workforce are women • 3% workforce are disabled people • Apprentice figures to be provided in the next report <p>Estates and Facilities workforce targets:</p> <p>As of Dec 2017 the workforce performance is shown below:</p> <ul style="list-style-type: none"> • 69% workforce Host Borough residents • 62% workforce are from BAME groups • 34% workforce are women** • 7% workforce are disabled people • 10% of workforce are apprentices (figures as of Mar 2017)

* Local performance in construction is below target as Taylor Wimpey transition across phases with a small workforce and the developer’s focus has been on resolving wider commercial issues with the scheme.

** Against contractual target of 30 – 42%.

VISIT

Create a diverse, unique, successful and financially sustainable visitor destination




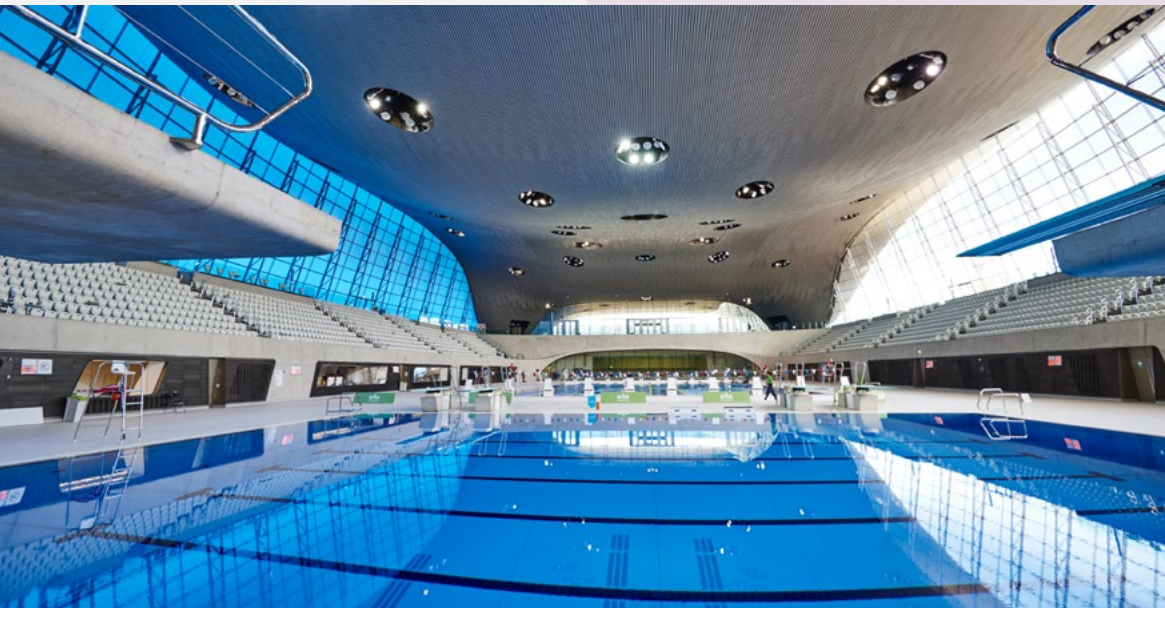

Queen Elizabeth Olympic Park opened fully to the public in April 2014 and from the outset offered 'something for everyone' with new parklands and playgrounds, world-class sporting facilities open for public use, and a varied programme of public sporting, cultural and community events in the venues and open spaces. Nearly four million visitors came in the first full year — well above expectations.

The Queen Elizabeth Olympic Park brand already competes well against other destination hubs, and has a broad profile that is felt to be 'different' from existing offers.

LLDC's objective in the next five years is that visitor numbers should be maintained at least at current levels, and that as the Park develops the numbers of visitors should increase in line with that development. The opening of the Stadium brings over a million spectators per year and raises the profile of the Park through a global TV audience of millions. A growing number of people view the Park as their local leisure space as the new residential developments and workspaces are occupied, and the spaces and activities in the Park should be a vital component in joining new and existing communities together. Attracting visitors to the Park is important because it ensures the financial sustainability of the venues and the upkeep of the Park, brings people in who will spend in the local economy (contributing to local jobs and wellbeing), and contributes a critical mass of people to metropolitan Stratford. While increasing the national and international appeal of Queen Elizabeth Olympic Park, LLDC's visitor strategy will also ensure that it is still viewed — and used — positively by the local community, and maintains its reputation as somewhere different and exciting. It will support the GLA's cultural tourism vision, promoting authentic cultural opportunities outside central London.

PROGRESS AGAINST MAJOR VISIT MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
<p>Host the 2017 World Athletic Championships and World Para Athletics Championships.</p>	<p>COMPLETE</p> <p>The events were held successfully this summer, see below for further details</p>
	
<p>Maintain Green Flag status for the Park.</p>	<p>COMPLETE</p> <p>This was awarded for the fourth consecutive year in Jul 2017.</p>
<p>Successful transition and handover of QEOP Car Park Operations and Parking Enforcement service to new operator.</p>	<p>Options under review by the Park Operation and Venues team.</p>
<p>Maintain estate strategy and property documentation, including Asset Register.</p>	<p>COMPLETE</p> <p>Property estates terrier set up in the last period and is operating well.</p>
<p>Deliver two community events on QEOP (Big Lunch and Harvest Stomp).</p>	<p>COMPLETE</p> <p>The Great Get Together (incorporating Big Lunch) was held on 18 Jun 2017 and the Harvest Stomp took place on 24 Sep 2017.</p>

Target for 2017/18	Performance to date
Estimated 5,600,000 visitors to the Park.	Figures to Dec 2017 show 5,423,737 visitors to the Park. Figures are up on 2016/17 due in part to increased visitors for the summer of athletics.
London Aquatics Centre throughput of 1m.	Figures to Dec 2017 show 779,944 visitors to the London Aquatics Centre. Figures up on 2016/17.
	
Copper Box Arena throughput of 440,000.	Figures to Nov 2017 show 262,685 visitors to the venue. Figures down on 2016/17 but this is partly due to the number of income generating events with long build periods.
ArcelorMittal Orbit throughput of 220,000.	Figures to Dec 2017 show 140,958 visitors to the attraction. Figures down on 2016/17.
	

INSPIRE

Establish a 21st century district promoting cross-sector innovation, education, culture, sport, aspiration and participation in east London

The initial legacy priority was to establish a viable future for the Park as somewhere to live, work and visit, and the key ingredients of this success were laid down early on. This created space to review the plans and seek to secure an even greater benefit for the surrounding community. The ambitious vision for The Culture and Education District was developed during late 2013 and 2014, and secured government funding in December 2014. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £2.8 billion of economic value from the area. The Culture and Education District will create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

Over the next five years, University College London will establish a campus with academic facilities, student and staff accommodation. On Stratford Waterfront, University of the Arts London, the Victoria and Albert Museum collaborating with Smithsonian Institution and Sadler’s Wells are key partners in the development of a culture and education district.

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Progress design, planning and procurement for the Culture and Education District.	Planning Decisions Committee resolved to approve outline planning for UCL East subject to finalisation of the Section 106 agreement. Public consultation on designs undertaken. Masterplanning for Stratford Waterfront continues, RIBA stage 2 on schedule for completion in January 2018; Stage 3 will then commence for conclusion in Nov 2018. Public consultation to commence in the next period. Outline Business Case Update approved by Government, Full Business Case drafting commenced, due to be submitted to Government in the next period.

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
<p>Continue to work with CED partners and to facilitate the development of the partnership to ensure the continued delivery of the CED strategic objectives around economic growth, education, jobs, skills, participation, raising aspirations and improving external perceptions to maximise the value of the cluster.</p>	<p>A number of initiatives are underway including; the EAST Education framework which has been launched by all CED partners as the shared strategic approach to Education engagement; and the ongoing success of the Global Disability Innovation Hub, a centre for academic excellence, innovative practice and co-creation.</p>
<p>Deliver schools engagement programme through the Go! Schools network and encourage usage by partners. Number of schools participating in learning opportunities to enhance curriculum delivered in collaboration with CED partners.</p>	<ul style="list-style-type: none"> – Continued engagement with schools via Go! schools network. About 200 schools regularly engaged with through the network. – Activities promoted to schools included for example: Teachers Forum. – Park existing learning resources updated. – Brief developed for an online platform. – EAST Education programme agreed amongst CED partners including Here East and Loughborough University London. Working group established meeting on a monthly basis. – UCL Engineering tutoring programme schools signed up and delivery to commence in the next period. – Delivery of Sadler's Wells dance project at Mossbourne Riverside Academy. – UCL Culture activity in schools (Bobby Moore Academy, School 21, Victoria Park Mossbourne).
<p>Hold National Paralympic Day.</p>	<p style="text-align: center;">COMPLETE</p> <p>Held on 15 Jul 2017 as part of the Liberty festival on the Park.</p>
<p>Deliver successful Park Champions programme.</p>	<p>Investor in Volunteers status awarded. Most recent volunteer numbers in 2017/18 show 265 volunteers, of which 48% are local, 42% BAME with a total of 15,869 hours volunteered.</p>

Target for 2017/18	Performance to date
<p>Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst the Cultural and Education District partner institutions to engage local communities.</p>	<p>Chobham Manor Residents Association established and support being provided. Ongoing engagement with Chobham Manor residents to use Echo volunteering service; currently 835 Echo members within 1 mile of the Park.</p> <p>East Wick and Sweetwater: Site relations planning underway for Specified Infrastructure Works.</p> <p>London Stadium: Community track manager has started and activity commenced at the community track.</p> <p>CED: Engagement activity of the CED partners currently focused on East Education programme. Joint engagement project in development with the partners.</p> <p>Coordinated creative programming group established led by the partners.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>Lease extended at Hub67 till Dec 2019. Regular programme activity ongoing and developed. Ongoing activity at Carpenters Cage including activation by UK Wall Ball. Mobile Garden activity at Chobham Manor completed and planning underway for move in Feb 2018.</p>
<p>Meet Motivate East targets (Feb 2016 – Feb 2018) – Throughput of 33,998 attendees taking part in inclusive sport.</p>	<p>COMPLETE</p> <p>Figures to Aug 2017 show throughput of 37,402. Overall target for the two year programme has been met after 18 months. (Last available figures, as measured every six months).</p>
<p>Meet APAP targets: Throughput from March 2017 to Feb 2018: 84,032.</p>	<p>Figures to Aug 2017 show throughput of 44,943. (Last available figures, as measured every six months).</p>
<p>Develop the Global Disability Innovation Hub by delivering the programme and handing over leadership to UCL.</p>	<p>The GDI Hub’s first major call to industry was announced by the Mayor of London at London Tech Week in Jun 2017 and the GDI Hub has recently recruited its Disability Innovation Board.</p>

DELIVER

Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC’s core values: Ambition, Responsibility, Collaboration, Excellence, Accessibility and Sustainability

Work in this area includes functions to support the delivery of the Legacy Corporation’s objectives through services including finance, human resources, IT and Information management, programme management, legal and procurement. This section also covers the Communication, Marketing and Strategy directorate which is responsible for the external reputation of the Legacy Corporation and Queen Elizabeth Olympic Park, and defines the way we manage all of our external activity and relationships. In addition, it is responsible for shaping the long-term organisational goals and ambitions, through its strategy work.

PROGRESS AGAINST DELIVER MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Annual Environmental Sustainability Report published.	The report is scheduled for publication in the next period.
Advanced mobility prospectus launch.	Milestone superseded by the successful bid for funding from the Government’s £51m Connected and Autonomous Vehicle test bed fund.
Progress IT service delivery re-procurement.	Decision made on service approach. A structured discovery framework has been put in place and preparation work continues.
Health and safety Construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.	There have been no reportable accidents in this period representing a rate of 0.0.

Milestones for completion in 2017/18	Estimated date and comment
Unqualified annual accounts for 2017/18.	<p>COMPLETE</p> <p>Accounts for 2017/18 signed off by the Board and unqualified audit opinion issued in Jul 2017.</p>
Commence public consultation on scope of Local Plan review.	Initial consultation due to commence in the next period.



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**CORPORATE
PERFORMANCE
OCT-DEC 2017
Q3 2017**

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INTRODUCTION AND SUMMARY

PURPOSE OF THE DOCUMENT

This is a quarterly report that provides an update on progress in the work areas and against the milestones in the London Legacy Development Corporation's (LLDC, the Legacy Corporation) 10 Year Plan (approved March 2016) and sets out information about the Legacy Corporation's financial performance. The 10 Year Plan can be found on the LLDC's website <http://queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/business-plan>

The first section provides information about **financial performance**. Subsequent sections are grouped by the Legacy Corporation's strategic objectives as set out in the five year strategy: **Live, Work, Visit, Inspire and Deliver**. Each section includes progress against milestones, commentary on major projects and key risks. Where relevant the sections also include monitoring information about the Legacy Corporation's performance against targets; the measurement of targets commences as projects start to be delivered. The majority of the milestones and targets were set out in the 2017/18 Budget (https://www.london.gov.uk/sites/default/files/final_consolidated_budget_2017-18.pdf) and the appendix setting out the 10 Year Plan which was approved by Board in March 2016 (<http://queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/our-committees>).



SUMMARY OF PROGRESS IN THE QUARTER OCTOBER TO DECEMBER 2017

In this period, the Mayor of London agreed a deal with London Borough of Newham for the Mayor – through LLDC – to take control of Stadium in order to renegotiate deals and minimise ongoing losses and put together a plan to ensure its long-term future as a world-class multi-purpose venue which continues to provide community benefits. This follows the publication of an independent review commissioned by the Mayor into the finances of the Stadium.

LLDC's major achievements during this period are set out below. Further details can be found in the body of the report:

- Successful delivery of the Leading London Conference at Here East with speeches from Sadiq Khan and George Osborne, and the Mayor providing strong public support for the Culture & Education District.
- Planning Decisions Committee resolved to approve outline planning for UCL East subject to finalisation of the Section 106 agreement.
- Culture and Education District (CED): the update to the Outline Business Case for the project has been approved, subject to conditions.
- Completion of the first round of public consultations on the designs for the Culture and Education District buildings at Stratford Waterfront and UCL east.
- A consortium including LLDC has been awarded £13.4m of the government's £51m Connected and Autonomous Vehicle (CAV) test bed funding to create a world-leading, real-world test environment for the development of future mobility solutions.
- Delivery of the Climathon London, global 24-hour climate change hackathon which took place simultaneously around the world on 27 October 2017.
- Completion and handover of 23 more homes in Chobham Manor: the total of occupied homes at the development is now 165.
- Announcement that the Foo Fighters will play two major concerts at the London Stadium on 22 and 23 June 2018.
- Commencement of the Local Plan review early consultations, supported by themed workshops relating to Housing, Infrastructure, Environment & Sustainability, and Employment and Economy.
- Appointment of Lyn Garner as the LLDC's Chief Executive.
- 2018/19 budget approved by the Board and submitted to the GLA which informed the GLA's draft consolidated budget which was published for consultation in December 2017.
- Leadership of the Global Disability Innovation Hub passed from LLDC to UCL as planned, supported by the establishment of a Community Interest Company for all non-academic activity. The Parliamentary panel of the GDI Hub was held in December.

Aims for next period

- Completion of RIBA stage 3 and commencement of RIBA stage 3 design for Culture and Education District (CED) Stratford Waterfront project.
- Submission of (CED) Full Business Case to Government.
- Chobham Manor phase 1 completed and handed over to occupiers.
- East Wick and Sweetwater infrastructure works commenced and Reserved Matter Application for phase 2 submitted.
- Hackney Wick and Fish Island Supplementary Planning Document approved.
- Completion of Motivate East disability sports inclusion programme: overall target for the two year programme have already been exceeded.
- Undertake test Newham Ticket Hall only trial at Stratford Station for Stadium egress.

FINANCIAL PERFORMANCE SUMMARY

	Month Dec 17			Year to 31 Dec 17			Full Year 2017/18		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Capital Income									
Development	(8,408)	0	(8,408)	(46,169)	(45,697)	(472)	(49,643)	(46,197)	(3,446)
Cultural and Education District	(47)	(1,200)	1,153	(162)	(10,803)	10,641	(441)	(14,404)	13,963
Total Capital Income	(8,455)	(1,200)	(7,255)	(46,331)	(56,500)	10,169	(50,084)	(60,601)	10,517
Capital Expenditure									
Development	1,059	3,298	(2,239)	20,837	50,415	(29,578)	40,960	82,838	(41,878)
Finance, Commercial and Corporate Services	102	198	(96)	799	1,589	(789)	1,983	6,456	(4,472)
Cultural and Education District	1,234	1,520	(285)	8,302	13,678	(5,376)	14,181	18,237	(4,056)
Park Operations and Venues – excl Trading	263	454	(191)	1,744	4,084	(2,340)	4,329	5,445	(1,116)
Regeneration and Community Partnerships	21	131	(110)	153	1,183	(1,030)	704	1,577	(873)
Stadium	(13)	1,101	(1,114)	19,019	9,911	9,108	22,937	13,214	9,723
Contingency (Cap)	0	0	0	0	0	0	0	11,052	(11,052)
Total Capital Expenditure	2,667	6,702	(4,036)	50,854	80,859	(30,004)	85,094	138,819	(53,724)
Net Capital Expenditure	(5,789)	5,502	(11,290)	4,524	24,359	(19,835)	35,010	78,218	(43,207)
Revenue Income									
Executive Office	(2)	(4)	2	(57)	(38)	(20)	(64)	(50)	(14)
Development	(60)	(12)	(49)	(60)	(104)	44	(99)	(138)	39
Finance, Commercial and Corporate Services	(9)	(7)	(2)	(147)	(65)	(83)	(254)	(86)	(168)
Park Operations and Venues - excl Trading	(539)	(253)	(286)	(3,466)	(2,280)	(1,186)	(4,021)	(3,040)	(981)
Park Operations and Venues - Trading	(656)	(539)	(118)	(6,195)	(4,847)	(1,348)	(7,533)	(6,463)	(1,070)
Planning Policy & Decisions	(90)	(89)	(1)	(1,193)	(803)	(390)	(1,830)	(1,070)	(760)
Regeneration and Community Partnerships	(39)	(16)	(23)	(254)	(141)	(113)	(342)	(188)	(154)
Total Revenue Income	(1,395)	(920)	(476)	(11,372)	(8,276)	(3,096)	(14,143)	(11,035)	(3,108)
Revenue Expenditure									
Communication, Marketing and Strategy	120	166	(47)	1,297	1,455	(157)	1,922	1,974	(52)
Development	24	10	10	45	86	(41)	115	115	0
Executive Office	212	177	35	1,554	1,589	(34)	2,126	2,118	8
Finance, Commercial and Corporate Services	495	525	(30)	4,030	4,758	(729)	6,259	6,447	(188)
Park Operations and Venues – excl Trading	704	684	20	5,999	6,159	(160)	8,854	8,212	642
Park Operations and Venues – Trading	451	727	(276)	5,531	6,542	(1,012)	7,516	8,723	(1,207)
Planning Policy & Decisions	197	191	7	2,463	1,715	747	3,130	2,287	843
Regeneration and Community Partnerships	335	319	17	2,495	3,250	(755)	3,909	4,460	(551)
Stadium	139	0	139	257	0	257	355	0	355
Contingency	0	0	0	0	0	0	761	932	(171)
Total Revenue Expenditure	2,678	2,799	(125)	23,670	25,554	(1,884)	34,945	35,268	(322)
Net Revenue Expenditure	1,283	1,879	(601)	12,298	17,278	(4,980)	20,802	24,233	(3,431)

	Month Dec 17			Year to 31 Dec 17			Full Year 2017/18		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Trading									
Timber Lodge Café	(8)	3	(11)	28	29	(2)	30	39	(9)
ArcelorMittal Orbit (AMO)	(54)	(9)	(44)	(464)	(83)	(381)	(301)	(110)	(191)
The Podium	(10)	(9)	(1)	(91)	(81)	(10)	(150)	(108)	(42)
London Aquatics Centre	(140)	179	(319)	957	1,610	(654)	1,357	2,147	(790)
Copper Box Arena	61	80	(19)	550	717	(166)	424	955	(531)
3 Mills Studio	(47)	(30)	(17)	(801)	(272)	(530)	(590)	(362)	(228)
Off Park Properties	(8)	(25)	17	(844)	(226)	(618)	(787)	(301)	(486)
Total Trading Net (Surplus)/Deficit	(205)	188	(394)	(665)	1,695	(2,360)	(17)	2,260	(2,277)

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	327,341	27,355	34,686	362,027	127,973	137,973

S106 & OPTEMS balance (£000)	15,299
CIL balance (£000)	6,350

Capital

- Slippage on capital projects, including the Legacy Communities Scheme (LCS) infrastructure works in Development, is causing the year-to-date underspend on capital expenditure. This relates, in part, to the Eastwick and Sweetwater development infrastructure works, which were delayed initially by design and planning issues but more recently by commercial-related matters. Full-year spend on LCS infrastructure is expected to be below budget, including for works in relation to Cultural and Education District (CED), Pudding Mill Lane and Rick Roberts Way, which will now be incurred in 2018/19 and beyond.
- Other notable capital underspends are 3 Mills Studios River Walls works, which are now expected to be delivered in 2018/19, and CED overall project costs, due to the project rescoping and subsequent spend reprofiling. In addition, the 2017/18 forecast corporation tax liability (within Finance, Commercial and Corporate Services) is forecast to be lower than budget, mainly due to the change in profile of expected capital receipts. The forecast overspend on Stadium due to funding for residual transformation and discretionary works (but within the £323m cost envelope) and E20 Stadium LLP working capital injections has decreased slightly from the previous period based on the partnership's latest forecast.
- Timing delays on philanthropic funding towards the CED project are causing the year to date adverse variance on capital income. Following the revision to the Stratford Waterfront project, the fundraising activities of the independent charity, Foundation for FutureLondon, were suspended; as a result, no philanthropic receipts are now expected in 2017/18. The final Chobham Manor receipts from Phase 1 have been recognised in December 2017, following confirmation of sales from the developer.

- Full-year capital income is forecast to be lower than budget due to the philanthropic funding towards CED moving into future years (£14.5m). No further receipts in respect of Chobham Manor are expected in 2017/18 (receipts received to date are in line with the full-year budget). CIL Income of £3.5m for Hackney Wick station improvements, which was due to be received over the life of the project, is now forecast to be received in full in 2017/18 following approval by the Planning Proposals Group.

Revenue

- Year to date revenue income is ahead of budget mainly due to higher than planned programming and events income (in Park Operations and Venues), income from the Corporation's trading operations (particularly on 3 Mills studios, London Aquatics Centre and the ArcelorMittal Orbit), and increased income from the planning function due to the increased number of planning applications being received. These favourable variances are expected to continue through to year-end. A number of year to date favourable variances are not expected to continue through to the year-end due to spend profile (e.g. utilities on the Park and insurance).
- Year to date revenue expenditure is below budget, mainly due to timing differences; some variances (such as the reduced subsidy for the London Aquatics Centre and the Copper Box Arena under trading operations) are forecast to continue through to year-end. In addition, some forecasted spend for Paralympic Legacy and Socio-Economic regeneration has been rolled forward into 2018/19. Overall, revenue expenditure is forecast to be slightly under budget (£0.3m) due to the aforementioned variations.
- There are currently £0.2m of expected draws on revenue contingency, including for security (£123K) and Hostile Vehicle Mitigation maintenance (£34K).

LIVE

Establish successful and integrated neighbourhoods, where people want to live, work and play

Demand for new housing in London is very high, especially in east London. The growth boroughs have a particular need for high-quality family homes and affordable housing, to keep people living in the area for longer which in turn helps to build sustainable communities. The vision for the Queen Elizabeth Olympic Park programme demands that new neighbourhoods are not islands of prosperity and excellence but properly knitted into the existing and developing communities. It also requires that neighbourhoods are developed in a way that meets high standards of design, sustainability and accessibility, delivers all the social infrastructure required (schools, health, community centres), and includes evidence-based projects to develop — at pace — the things that make communities function effectively. Successful neighbourhoods will be vibrant, engaged and connected, exemplifying the future while also preserving the best of the local heritage.

PROGRESS AGAINST MAJOR LIVE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Start on site at East Wick and Sweetwater.	The Reserved Matters Application for Phase 1 was granted planning permission in Jan 2017 and start on site is planned for summer 2018.
Prepare development strategy for Rick Roberts Way.	Work continues with joint landowners LB Newham and stakeholders to reach agreement on a delivery strategy and programme ahead of aiming to agree timeline and objectives in the next period.
Prepare development strategy for Pudding Mill Lane.	Development of business case to commence following agreement of housing strategy with Board and the GLA.
Bobby Moore Academy primary school site opens.	COMPLETE Construction on the primary school commenced in Aug 2016 and met its opening date of Sep 2017.

Milestones for completion in 2017/18	Estimated date and comment
<p>Complete the Hackney Wick station improvement works.</p>	<p>Network Rail have reported delays of 7-8 weeks due to issues with the delivery of the reinforced concrete works. Completion now expected May 2018.</p>
	
<p>Appoint a developer for Hackney Wick Neighbourhood Centre.</p>	<p>A resolution to grant outline planning consent for the masterplan was passed by the Planning Decisions Committee (PDC) at its Apr 2017 meeting. The S106 Agreement is being finalised. The procurement strategy was approved by LLDC's Investment Committee in Jun 2017, with an aim to now commence in May 2018.</p>
<p>3 Mills future strategy.</p>	<p>Discussions with GLA and partners ongoing ahead of presenting a delivery strategy to the Investment Committee.</p>
<p>Bromley by Bow: agree strategy.</p>	<p>LLDC has worked alongside a range of key stakeholders in the area including local landowners and as a result the first two planning applications were submitted by Lindhill and Danescroft with approval deferred pending further negotiation on Section 106 and an explanation of regeneration priorities. Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area.</p>

Milestones for completion in 2017/18	Estimated date and comment
Deliver an effective and responsive planning service. At least 70% of applications determined in time.	This has been exceeded each month in this quarter, including 93% determined in time in Oct 2017.
Planning: Number of enforcement cases closed per month.	There has been one case closed in this period. 8 Cases remain open.
Publication of SPDs for Bromley by Bow, Hackney Wick and Fish Island, and Pudding Mill.	Bromley by Bow and Pudding Mill Lane SPDs have been published. Hackney Wick and Fish Island SPD is due to go to Board in Quarter 4 2017/18.
Marshgate Lane road adoptions complete.	To be adopted by the Local Authority by the summer 2018 following completion of surface repair works.
Further completion of units at Chobham Manor.	188 homes in blocks 1A, 1D and 1C are all now complete and occupied. Block 1B is also complete apart from 1BA which is scheduled for completion in early 2018/19.

COMMENTARY ON KEY LIVE PROJECTS

Work has continued on construction of the Legacy Corporation’s first housing development at **Chobham Manor**. 188 homes in blocks 1A, 1D and are all now complete and occupied. Block 1B is also complete apart from 1BA which is scheduled for completion in early 2018/19. This block includes the first blocks of affordable rental homes on the Park, to be managed by L&Q. The piling works for Phase 2 (207 homes) are complete; construction for the first block (2a) is progressing well; construction of substructures for blocks 2B, C and D have also commenced and are progressing well. LLDC is close to resolving the developer’s compliance with FEES (Fabric Energy Efficiency Standards) requirements for Phase 2: an application to amend the planning condition was submitted in November 2017 with determination expected in the next period. The phase 3 and 4 construction programmes are being confirmed.





East Wick and Sweetwater: work has continued to create new neighbourhoods, including up to 1,500 new homes in East Wick and Sweetwater. Phase 1 has full Reserved Matters planning consent, but the developers have submitted some non-material amendments to Planning relating to design detailing. The Reserved Matters Application for phase 2 construction will be submitted in March 2018 following completion of design work. Construction is scheduled to start on site in summer 2018.

LLDC funded infrastructure works related to the development was granted planning permission by the PDC at its March 2017 meeting. Construction work on Stour Road (H16) Bridge, the north/south road build and the Monier Road (H14) Bridge is due for completion in 2018/19. A contractor has been appointed and work is due to commence in the next period.

Hackney Wick Central: In April 2017 the LLDC's Planning Decisions Committee resolved to grant planning permission for Hackney Wick Central, the masterplan covering the area around Hackney Wick Station. S106 Agreement is being finalised. The procurement strategy was approved by LLDC's Investment Committee in June 2017, with an aim to now commence in May 2018.

Hackney Wick Station improvements construction work, funded by LLDC including contributions from local boroughs and other stakeholders, and delivered through Network Rail and their contractors, commenced in August 2016. Network Rail have reported delays of 7- 8 weeks due to issues with the delivery of the reinforced concrete works. Completion now expected May 2018. Completion now expected in May 2018. Construction of the concrete superstructure is well underway. The public realm works are being scoped and procured.

Stratford Station improvements TfL with LLDC are working together to consider improvements to Stratford Station in the light of the very high usage levels it is already experiencing. The station is already a particular challenge at busy times such as football match days and demands on the station will increase significantly as the quantum of work space, homes, schools, colleges and leisure attractions grow. Good progress has been made on agreeing a funding package specifically for a new entrance at Carpenters Estate.

The **Bobby Moore Academy** – A significant milestone was met on the construction of the Bobby Moore Academy, a split-site all-through school which consists of a two-form entry primary school at Sweetwater and a six form entry secondary school at Stadium Island. The primary school opened on 11 September 2017 for the start of the 2017/18 academic year for classes of year 7 secondary school students. The school is being operated by the David Ross Education Trust.



The construction phase on the secondary school commenced in November 2016 and is on schedule to meet its opening date of September 2018. Progress since the last update on the construction programme includes: window installation for the main building complete; steel frame façade system complete; and Eurobond cladding installation close to completion.

Community Infrastructure Levy (CIL) collection and allocation

The Legacy Corporation is required to prepare a report for any financial year in which it collects CIL. The charging authority must publish the report on its website no later than 31 December following the end of the reported year. Updates will continue to be made quarterly through this report.

The Legacy Corporation started charging its CIL on the 6 April 2015.

In Quarter 3 2017/18 two LLDC CIL payments were received and one late payment interest payment.

Date received	Amount received
October 2017	£556,351.83
17/11/2017	£2,892.27
24/11/2017	£500,000
Total	£1,059,244.10

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 3 2017/18 £1,154,424.74 was collected. This will be transferred to Transport for London (less a 4% administration charge retained by LLDC).

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk that there are challenges to the ability of LLDC to return expected receipts from housing developments and re-pay borrowing.	Financial and reputational impacts.	Consider alternative deal structures to support generation of receipts. Close working with GLA, including on affordable housing. Management focus on housing developments. Monitor housing market trends and House Price Inflation.	R

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk of potential reputational impact of future housing developments on the Park having a lower affordable housing percentage than the new Mayor of London's affordable housing aims.	Reputational implications.	Discussions with the GLA; market analysis; development of housing strategy.	R
Risk that increased construction costs in London will impact on the Legacy Corporation's construction projects.	Financial implications, reduced scope for capital projects.	Early cost reports, tight monitoring of inflation forecasts, value engineering where required, effective procurement and contracting strategy. Monitor impacts of exit from the EU.	R
Risk of challenges to the viability of future housing developments at Rick Roberts Way and Pudding Mill Lane.	Financial and reputational impacts.	Close working with the GLA on housing strategy and planning, and LB Newham as a joint land owner of Rick Roberts Way.	R
Risk relating to agreeing future strategy for 3 Mills Studios.	Reputational impacts.	Consultation Discussions with stakeholders. Seek LLDC investment Committee decision.	A
Risk to LLDC and the Mayor's reputation that the receipts generated from LLDC development do not repay borrowing and fully re-pay the National Lottery.	Reputational impacts.	Close monitoring of long term forecasts and assumptions and working with the Mayor's office.	A
Risk relating to construction and development communications.	Impacts on the reputation of the Corporation.	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future developments.	G

1
LIVE

WORK

Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people

London has a growing economy: the GLA projects that the number of jobs in London could grow by 750,000 between 2010 and 2031 across a diverse range of sectors. Nearly half (48 per cent) of employment growth in this period is expected to happen outside central London and businesses are looking east for space to grow. Queen Elizabeth Olympic Park is perfectly positioned to support this trend, with excellent transport links, space for office and workshop accommodation at Here East, and with housing and leisure on the doorstep. The surrounding area includes business districts including International Quarter London (IQL), Westfield, Stratford town centre, Hackney Wick and Here East. Transport for London (TfL) will start to re-locate into IQL in the next period. Other organisations such as Financial Conduct Authority (FCA), Cancer Research UK and the British Council will re-locate to IQL and it is hoped they will be joined by major commercial companies. Westfield (Europe's largest urban shopping centre), Stratford town centre and the developing Hackney Wick Neighbourhood Centre all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the former Press and Broadcast Centre buildings on the Park is emerging as an important area for innovation with major tenants such as UCL, Loughborough University London, BT Sport and Studio Wayne McGregor already in place, and significant activity is emerging in the key modern industrial sectors of digital technology, creative, culture and fashion, and the automotive industry. The Park could become an innovation cluster with a global presence to stimulate economic growth benefiting people across the four boroughs. This has to be done in a way that complements and boosts existing local businesses (including SMEs), and which makes connections between businesses (big and small) that benefit them both and LLDC is actively encouraging the development of this network. Similarly, over the next five years, LLDC needs to support the development of effective links between the growing higher education presence on the Park and local businesses. The Legacy Corporation will use the higher education presence to support existing businesses and attract and generate new enterprises, an approach that should reach its full potential through The Culture and Education District.

A fundamental plank of LLDC's strategy is to use its remit as a regeneration agency to ensure that business growth, development and construction generate job opportunities for local people, and that local people are supported to access these jobs and develop the appropriate skills, through apprenticeships and other forms of vocational training.

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Establishment of Park-wide construction Shared Apprenticeship Scheme.	LLDC is engaging industry-leading employers that have expressed an interest in exploring the potential set-up of a Group Training Association.
Launch and delivery of Building Information Modelling curriculum in local schools and colleges.	Sarah Bonnell school in Newham and George Green school in Tower Hamlets have signed up to the implementation of Design Engineer Construct in the 2017/18 academic year.

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
<p>Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.</p>	<p>Over 1600 local people have been trained in the LLDC’s centrally commissioned training programme over the last 5 years. To date in 2017/18, 52 further local residents have been trained and a recruitment campaign is underway the construction training courses planned for 2018.</p>
<p>10 local people commence bursary placements with Loughborough University London 2017/18.</p>	<p>COMPLETE</p> <p>9 students commenced fully with funded bursary places course with Loughborough University (10 places were offered).</p>
<p>Provide start-up support to 45 entrepreneurs with Echo ++ enterprise support programme.</p>	<p>190 businesses supported to date through the Echo ++ support programme.</p>
<p>15 local young people to access digital, media, tech apprenticeships linked to Park based activities.</p>	<p>15 people from Host Boroughs* started digital, media and tech apprenticeships.</p> <p>*Host Boroughs are London Borough of Newham, Tower Hamlets, Hackney and Waltham Forest.</p>
<p>Delivery of annual Apprenticeship Awards.</p>	<p>COMPLETE</p>
	<p>LLDC’s Apprenticeship Awards held at Here East on 6 Jul 2017.</p>

PROGRESS AGAINST MAJOR WORK MEASURES

Targets	Performance and commentary
<p>Construction</p> <ul style="list-style-type: none"> • 28% of the workforce have permanent residency in Host Boroughs • 25% of the workforce are from BAME groups • 5% of the workforce are women • 3% of the workforce are disabled people • 3% of the workforce are apprentices 	<p>The most recent Construction figures available are to end of December 2017</p> <ul style="list-style-type: none"> • 21% of construction employees working on the Park are Host Borough residents* • 64% of the workforce are from BAME groups • 7% of the workforce are women • 5% of the workforce are disabled people • 5% of the workforce are apprentices
<p>End-use</p> <ul style="list-style-type: none"> • 25-85% of the workforce are from Host Boroughs • 25% are from BAME groups • 50% are women • 3 – 5% are disabled people • 5% are apprentices 	<p>Copper Box Arena and London Aquatics Centre workforce targets as of June 2017 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 76% workforce Host Borough residents • 37% workforce are from BAME groups • 50% workforce are women • 3% workforce are disabled people • Apprentice figures to be provided in the next report <p>Estates and Facilities workforce targets: As of Dec 2017 the workforce performance is shown below:</p> <ul style="list-style-type: none"> • 69% workforce Host Borough residents • 62% workforce are from BAME groups • 34% workforce are women** • 7% workforce are disabled people • 10% of workforce are apprentices (figures as of Mar 2017)

* Local performance in construction is below target as Taylor Wimpey transition across phases with a small workforce and the developer's focus has been on resolving wider commercial issues with the scheme.

** Against contractual target of 30 – 42%.

COMMENTARY ON KEY WORK PROJECTS

Work is continuing to support construction and end-use employers on the Park to maintain and improve on consistent performance in achieving workforce targets to date. Amongst its key targets for the Park's construction workforce, there has been an improved performance for under-represented group with both the disabled workforce on target at 5% and women at 6%. Local performance in construction is below target as Taylor Wimpey transition across phases with a small workforce and the developer's focus has been on resolving wider commercial issues with the scheme.

The way of reporting end-use workforce has changed this reporting year to report against a park-wide target including the range that has been set as part of the Legacy Communities Scheme. This will evolve over time as new jobs are created through the next phase of the Park's development at the

Culture and Education District and at Here East. The table above shows the performance of two major end-use employers at the Park venues and Estates and Facilities Management provider

In line with LLDC's 5-year strategy our employment and skills interventions are designed to tackle under-representation in the workforce and are open to both employed and unemployed residents from the 4 local boroughs and so we no longer report on the previously unemployed measure.

Major achievements in this period include:

The Park has reached an important milestone with over 250 young people having benefitted from apprentices on the Park since the end of the 2012 Games.

Nine more local people took up places to study a postgraduate degree at Loughborough University London through fully funded bursaries as part of LLDC's Inspiring Success programme. In total 27 local people have been able to undertake a postgraduate degree through this scheme. The LLDC's built environment curriculum-based project, Design...Engineer...Construct (DEC) is now being delivered in 5 schools and Newham FE College across east London. The LLDC is also developing links with a further 3 schools/colleges, including Belmont Park School which caters for students with Social, Emotional, and/or Mental Health issues.



Construction Training: The first dry lining training programme with the National Construction College in Leyton was delivered during October with further Health & Safety training at entry and supervisor level plus introductory scaffolding training during November. Chobham Manor contractors are hosting site visits and meeting with the newly trained students for potential opportunities in their future workforce. Preparations are being made for a marketing campaign to promote and recruit for the training programmes starting in 2018.

Eight young people living in Hackney, Tower Hamlets, Waltham Forest and Newham have been selected from 150 applications to participate in STEP, a 12-month shared internship programme, which commenced in October 2017. All participants are from BAME communities and over half are female. The programme sees creative and cultural organisations share a cohort of interns across several departments over the year. Internships will be paid the London Living wage and will be supported by a development programme that will support participants to develop the skills they need to progress in their role and better prepare them for a career in the creative sector. The programme will support organisations to recruit from a local talent pool and diversify their current workforce. Organisations involved include CED partners Sadler's Wells and London College of Fashion.

Twelve young people have been recruited to Flipside, a 3-month digital product design training course which has been co-created with 4 digital agencies. The group of predominately women and people from black and minority ethnic communities will be trained by digital agencies and will 'learn by doing.' They will take part in group projects, getting to grips with product design by responding to real briefs, enabling them to build up their portfolio and showcase their work at the end of the programme in April 2018 to an audience from industry. Participants will also be allocated an industry mentor to support their development and help them to achieve career goals. The course, which will be based from Hobs Studio in Here East will enable local young people from diverse communities to gain essential skills and experience.

Planning has commenced for East Works: Fashion, a fashion skills and business support programme that has been developed in partnership with East London Fashion Cluster (ELFC) members; Poplar Harca, The Trampery and the British Fashion Council. The programme provided match funding for an ELFC bid submitted to the GLA through the Good Growth Fund.

Exploratory work has started to establish an industry-led training facility in Here East, focusing on 3D printing and virtual reality. This will enable local people from diverse communities around the Park to gain the skills that they need to access high value employment opportunities in this growth area.

The E20 Stadium LLP (E20) Board agreed at their September 2017 meeting, in principle, to pay the London Living Wage to all London Stadium staff, including subcontractors employed in catering, cleaning, security and stewarding roles. E20 are instructing its operator, LS185, to ensure permanently employed staff receive this increase with immediate effect. LS185 will also commence discussions with their contractors with the aim of ensuring that all sub-contracted staff receive the London Living Wage as well. These negotiations may take several months to fully resolve but E20 hope to reach this threshold as quickly as possible.

ACHIEVEMENTS IN THE LAST PERIOD INCLUDE:

LLDC continues to work with partners to help deliver jobs, training and support to businesses, key achievements include:

Here East (former Press Centre and Broadcast Centre):

Events continue to be popular and varied at Here East. This period saw many large-scale events, varying from Frontier Con, a Gaming Expo in which over 1,000 visitors were welcomed to campus, Fun Palaces, a creative arts event for young people across London and host to Leading London (see the Deliver section of this report). In November, Here East held a 2-day conference called WorkTech and Tech London Advocates held their Global Conference at Here East, their event home. Both events were attended by 800 delegates from across the tech sector. In addition, Ted@Merck held their famous Ted Talks at Here East, discussing Pharmaceutical Innovation with 500 people in attendance.



A festive Makers Market was held at the end of November, in partnership with local makers, to support the Here East tenant community and the wider community, highlighting and selling their wares.

The fit out of the Ford Smart Mobility completed in this period with over 60 staff moving into their new home for research and innovation, taking on-campus occupation to 72%. Work continues with the fit out of The Gantry, creating 21 affordable creative studio's and work spaces with occupation anticipated Q1.

Local employment within the Here East team remains at 47% within the four host boroughs and remains an important focus. Loughborough University celebrated with their second cohort of students, with their graduation held at Here East.

With new tenants on the horizon and large-scale events planned for early 2018, the outlook for Here East remains positive with campus occupancy numbers anticipated to increase significantly by the end of the financial year.



International Quarter London (IQL)

Visible progress is being made on the build out of (IQL) which is now nearing the first phases of completion. In July 2017 IQL announced that Cancer Research UK and British Council had signed pre-let agreements to relocate their headquarters to the development. The two leading institutions join Transport for London (TfL) and the Financial Conduct Authority (FCA) as the latest high-profile organisations to choose the £2.4 billion development in Stratford as their new base.

TfL have started their phased move into their building and FCA will move in from spring 2018. Cancer Research UK and British Council will jointly occupy the third commercial building to be built at IQL, totaling 280,000 sq. ft., bringing the total number of people soon to be working at the development to over 8,000.

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk relating to meeting priority theme targets and wider regeneration aspirations.	Significant reputation impacts.	A strong set of targets agreed through procurement and contracts; close working with partners.	G

VISIT

Create a diverse, unique, successful and financially sustainable visitor destination



Queen Elizabeth Olympic Park opened fully to the public in April 2014 and from the outset offered 'something for everyone' with new parklands and playgrounds, world-class sporting facilities open for public use, and a varied programme of public sporting, cultural and community events in the venues and open spaces. Nearly four million visitors came in the first full year — well above expectations.



The Queen Elizabeth Olympic Park brand already competes well against other destination hubs, and has a broad profile that is felt to be 'different' to existing offers.

LLDC's objective in the next five years is that visitor numbers should be maintained at least at current levels, and that as the Park develops the numbers of visitors should increase in line with that development. The opening of the Stadium brings over a million spectators per year and raises the profile of the Park through a global TV audience of millions. A growing number of people view the Park as their local leisure space as the new residential developments and workspaces are occupied, and the spaces and activities in the Park should be a vital component in joining new and existing communities together. Attracting visitors to the Park is important because it ensures the financial sustainability of the venues and the upkeep of the Park, brings people in who will spend in the local economy (contributing to local jobs and wellbeing), and contributes a critical mass of people to metropolitan Stratford. While increasing the national and international appeal of Queen Elizabeth Olympic Park, LLDC's visitor strategy will also ensure that it is still viewed — and used — positively by the local community, and maintains its reputation as somewhere different and exciting. It will support the GLA's cultural tourism vision, promoting authentic cultural opportunities outside central London.

PROGRESS AGAINST MAJOR VISIT MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Host the 2017 World Athletic Championships and World Para Athletics Championships.	<p>COMPLETE</p> <p>The events were held successfully this summer, see below for further details</p>
Maintain Green Flag status for the Park.	<p>COMPLETE</p> <p>This was awarded for the fourth consecutive year in Jul 2017.</p>
Successful transition and handover of QEOP Car Park Operations and Parking Enforcement service to new operator.	Options under review by the Park Operation and Venues team.
Maintain estate strategy and property documentation, including Asset Register.	<p>COMPLETE</p> <p>Property estates terrier set up in the last period and is operating well.</p>
Deliver two community events on QEOP (Big Lunch and Harvest Stomp).	<p>COMPLETE</p> <p>The Great Get Together (incorporating Big Lunch) was held on 18 Jun 2017 and was attended by the Mayor of London, and the Harvest Stomp took place on 24 Sep 2017.</p>



Target for 2017/18	Performance to date
Estimated 5,600,000 visitors to the Park.	Figures to Dec 2017 show 5,423,737 visitors to the Park. Figures are up on 2016/17 due in part to increased visitors for the summer of athletics.
London Aquatics Centre throughput of 1m.	Figures to Dec 2017 show 779,944 visitors to the London Aquatics Centre. Figures up on 2016/17.
	
Copper Box Arena throughput of 440,000.	Figures to Nov 2017 show 262,685 visitors to the venue. Figures down on 2016/17 but this is partly due to the number of income generating events with long build periods.
ArcelorMittal Orbit throughput of 220,000.	Figures to Dec 2017 show 140,958 visitors to the attraction. Figures down on 2016/17.
	

COMMENTARY ON VISIT ACTIVITIES

The Legacy Corporation, on behalf of E20 Stadium LLP has completed its work to transform the Stadium in the Park into a year-round multi-use venue to deliver a permanent sporting, cultural and community legacy in east London.

In this period, the Mayor of London agreed a deal with London Borough of Newham for Newham to retire from the Partnership and the Mayor – through LLDC – to take control of Stadium, minimise ongoing the Stadium’s losses and put together a plan to ensure its long-term future as a world-class multi-purpose venue providing significant benefits to the community. This follows the publication of an independent review commissioned by the Mayor of London into the finances of the Stadium. The report focused on five main decisions made: 1. the original design of the Olympic Stadium; 2. planning for post-Olympics use; 3. the bid process; 4. transformation of the Stadium; and 5. operation of the Stadium.

The Mayor and LLDC are committed to working with West Ham, UK Athletics and Stadium operators LS185, to improve the Stadium's performance and finances. A Corporate Restructuring Officer has been appointed and is developing a plan to improve the Stadium's commercial performance with significant savings already having been secured and work underway in a range of other areas.

Events and Programming

Working with the Rotary Club we marked World Polio Day on 24 October 2017 by planting 50,000 purple crocus bulbs in the Park. The activities at the Park, which also included lighting the water fountains outside the London Stadium purple, were to raise awareness of the successful campaign to almost eradicate polio worldwide (only 12 documented cases remain).

We have also continued to deliver our programme of 5km and 10km races on the Park, along with several fun runs for specific charities (Shelter, Orchid Cancer, Alzheimer’s Society, Ovarian Cancer, Muslim Hands).

The London Lions are having a successful season at the Copper Box Arena with attendances up to an average of 1,600 per match. The Copper Box Arena has also hosted the World Taekwondo Grand Prix and British Fencing tournaments in this period and two successful E-Sports gaming events: the first ever Clash Royale Championship World Final, a full day tournament won by a Mexican gamer ‘Sergioramos’ who took home a \$150,000 prize; and the Minecraft Minecon which attracted up to 50 million viewers who registered interest online.

Following the success of the four large scale concerts and the summer of athletics in the summer, we announced that the Foo Fighters will play two major concerts at the London Stadium on 22 and 23 June 2018. Other events confirmed for 2018 include the Women’s Hockey World Cup, the Arcadia and Elrow Town music festivals and the Shrouds of the Somme installation to mark the centenary of the WW1 Armistice.



KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk relating to security on the Park and the threat level.	Reputational, operational and financial implications.	Monitoring threat levels across the Park ensuring appropriate security resource and implementation of new initiatives.	R
Risk relating to trading and activities including venues (CBA, LAC, AMO), events and car park.	Financial impacts, reduced income or increased costs.	Manage and monitoring financial targets and contracts. Spend to save initiatives, implement commercial strategy.	A
Risk that related development projects undertaken by third party organisations are not successful.	Negative knock on effect on the success of the Park and its developments.	Close working with partners to influence developments and monitor progress.	A
Risk of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	A
Risk relating to Park visitor numbers and experience.	Significant reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Positive initial figures for visitors to the Park.	G

INSPIRE

Establish a 21st century district promoting cross-sector innovation, education, culture, sport, aspiration and participation in east London

The initial legacy priority was to establish a viable future for the Park as somewhere to live; work and visit, and the key ingredients of this success were laid down early on. This created space to review the plans and seek to secure an even greater benefit for the surrounding community. The ambitious vision for The Culture and Education District was developed during late 2013 and 2014, and secured government funding in December 2014. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £2.8 billion of economic value from the area. The Culture and Education District will create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

Over the next five years, University College London will establish a campus with academic facilities, student and staff accommodation. On Stratford Waterfront, University of the Arts London, the Victoria and Albert Museum collaborating with Smithsonian Institution and Sadler’s Wells are key partners in the development of a culture and education district.

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Progress design, planning and procurement for the Culture and Education District.	Planning Decisions Committee resolved to approve outline planning for UCL East subject to finalisation of the Section 106 agreement. Public consultation on designs undertaken. Masterplanning for Stratford Waterfront continues, RIBA stage 2 on schedule for completion in Jan 2018; Stage 3 will then commence for conclusion in Nov 2018. Public consultation to commence in the next period. Outline Business Case Update approved by Government, Full Business Case drafting commenced, due to be submitted to Government in the next period.

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
<p>Continue to work with CED partners and to facilitate the development of the partnership to ensure the continued delivery of the CED strategic objectives around economic growth, education, jobs, skills, participation, raising aspirations and improving external perceptions to maximise the value of the cluster.</p>	<p>A number of initiatives are underway including; the EAST Education framework which has been launched by all CED partners as the shared strategic approach to Education engagement; and the ongoing success of the Global Disability Innovation Hub, a centre for academic excellence, innovative practice and co-creation.</p>
<p>Deliver schools engagement programme through the Go! Schools network and encourage usage by partners. Number of schools participating in learning opportunities to enhance curriculum delivered in collaboration with CED partners.</p>	<ul style="list-style-type: none"> - Continued engagement with schools via Go! schools network. About 200 schools regularly engaged with through the network. - Activities promoted to schools included for example: Teachers Forum. - Park existing learning resources updated. - Brief developed for an online platform. - EAST Education programme agreed amongst CED partners and other park partners, including Here East and Loughborough University London. Working group established meeting on a monthly basis. - UCL Engineering tutoring programme schools signed up and delivery to commence in the next period. - Delivery of Sadler's Wells dance project at Mossbourne Riverside Academy. - UCL Culture activity in schools (Bobby Moore Academy, School 21, Victoria Park Mossbourne).
<p>Hold National Paralympic Day.</p>	<p style="text-align: center;">COMPLETE</p> <p>Held on 15 Jul 2017 as part of the Liberty festival on the Park.</p>
<p>Deliver successful Park Champions programme.</p>	<p>Investor in Volunteers status awarded. Most recent volunteer numbers in 2017/18 show 265 volunteers, of which 48% are local, 42% BAME with a total of 15,869 hours volunteered.</p>

Target for 2017/18	Performance to date
<p>Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst the Cultural and Education District partner institutions to engage local communities.</p>	<p>Chobham Manor Residents Association established and support being provided. Ongoing engagement with Chobham Manor residents to use Echo volunteering service; currently 835 Echo members within 1 mile of the Park.</p> <p>East Wick and Sweetwater: Site relations planning underway for Specified Infrastructure Works.</p> <p>London Stadium: Community track manager has started and activity commenced at the community track.</p> <p>CED: Engagement activity of the CED partners currently focused on East Education programme. Joint engagement project in development with the partners.</p> <p>Coordinated creative programming group established led by the partners.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>Lease extended at Hub67 till Dec 2019. Regular programme activity ongoing and developed. Ongoing activity at Carpenters Cage including activation by UK Wall Ball. Mobile Garden activity at Chobham Manor completed and planning underway for move in Feb 2018.</p>
<p>Meet Motivate East targets (Feb 2016 – Feb 2018) – Throughput of 33,998 attendees taking part in inclusive sport.</p>	<p>COMPLETE</p> <p>Figures to Aug 2017 show throughput of 37,402. Overall target for the two year programme has been met after 18 months. (Last available figures, as measured every six months).</p>
<p>Meet APAP targets: Throughput from March 2017 to Feb 2018: 84,032.</p>	<p>Figures to Aug 2017 show throughput of 44,943. (Last available figures, as measured every six months).</p>
<p>Develop the Global Disability Innovation Hub by delivering the programme and handing over leadership to UCL.</p>	<p>The GDI Hub’s first major call to industry was announced by the Mayor of London at London Tech Week in Jun 2017 and the GDI Hub has recently recruited its Disability Innovation Board.</p>

COMMENTARY ON INSPIRE MILESTONES

LLDC has continued to work with partners on the delivery of a world-class Culture and Education District (CED) on the Park. The Government have approved the update to the Outline Business Case for the project, subject to conditions and work has commenced on the Full Business Case for the project for submission in the next period.

Work has been progressing on the masterplan for the cultural and education buildings on Stratford Waterfront. Masterplanning for RIBA stage 2 is on schedule for completion in January 2018; Stage 3 will then commence for conclusion in November 2018. Public consultation on the revised masterplan for Stratford Waterfront took place in this period through a series of public and stakeholder events providing the opportunity for the public to see the latest designs, ask questions, meet the programme team and give feedback. Comments are being considered ahead of the planning application for Stratford Waterfront scheduled for autumn 2018.

Work on UCL East has continued on the design of the Marshgate (South Lawn) academic facilities and on the Pool Street mixed used student residential and academic facilities by UCL. The Outline planning application was submitted in May 2017: The Planning Decisions Committee resolved to grant approval at its November 2017 meeting subject to the Section 106 agreement which is expected to be complete by March 2018. UCL held road shows in this period, presenting the developed UCL East designs for Pool Street West and initial concept designs for the second UCL East building, Marshgate. These buildings make up phase 1 of UCL East and will feature new academic space and student accommodation, as well as retail, community and engagement uses for UCL students, staff and the public. UCL and LLDC have been in discussions on revised delivery arrangements for the facilities. The emerging academic vision for UCL East is very exciting, see below.

UCL East is underpinned by an academic vision with three distinct features. Firstly, it will be a place for new activities for UCL; secondly, it will be highly open and collaborative with external organisations; finally, it will serve as a model for the university campus of the future, open, dynamic, and breaking the conventional barriers between research, education, innovation, public engagement and collaboration. QEOP provides a unique opportunity for UCL to recast its relationship with London and to fulfil its promise as London's Global University.

EAST represents Experiments, Arts, Society and Technology and under this umbrella, the academic content will fall under one of the four themes being proposed: UCL East originating; UCL East making; UCL East living; and UCL East connecting).

- Making: focusing on “learning by doing”: hands-on teaching and research around making, imaging and manufacturing. Delivered through flexible project spaces, workshops and specialised teaching laboratories.
- Originating: a hub for innovation activities, focusing on the intersection between humans, their social interactions and technology – ranging from robotics and cultural technology to future manufacturing and global cities. This includes creating new courses for students in these areas and establishing new incubation facilities for start-ups.
- Connecting: reinventing the way UCL connects with the public, creating shared academic and public spaces which are inviting and approachable. Providing access to learning and to research findings through indoor and outdoor spaces for festivals, performances, collections and exhibitions.
- Living: integrating the Park into the learning experience as a ‘living laboratory’, engaging people with their natural environment, and creating the space to debate the past, present and future of London. Includes residences for students and promoting a new approach to holistic university life.

The Global Disability Innovation Hub (GDI Hub) is a hub for academic excellence, innovative practice and co-creation; harnessing technology for good. A world leader in inclusive design, the GDI Hub spans the sectors of sport, the built environment, accessibility, art, theatre, dance and assistive technology. Following the success of the world’s first Global Disability Innovation Summit held on the Park in the summer, the commencement of a new MSc course titled ‘Disability, Design and Innovation’ and the launch of six initial funded PhD studentships leadership of the GDI Hub has now passed from LLDC to UCL as planned, supported by the establishment of a Community Interest Company for all non-academic activity. Activity in the last period includes: the delivery of the Enable Makeathon in with the International Committee for the Red Cross, with teams in Bangalore and London developing products from an idea to a viable prototype which have the potential to go to market and be used in humanitarian settings; and positive progression the Global Disability Innovation Accelerator programme in collaboration with Plexal on their first accelerator programme, relating to disability.

Community Engagement and Participation

The Mobile Garden at Chobham Manor came to a close with the end of the growing season with a final community event at the end of October. Since it opened in 2015 it has welcomed over 4,000 visitors. A close partnership with Chobham Academy has been established, particularly focusing on those children with Special Educational Needs. Regular Park Champion conservation volunteers have helped manage the site and a local resident has even set up and run his own bike repair social enterprise from the site. The Mobile garden will relocate as planned to the East Wick and Sweetwater site, ready for re-opening in Spring 2018.

Hub 67 (our community centre in Hackney Wick) run by the local Yard Theatre has gone from strength to strength. Since 2016 it has welcomed nearly 8,000 users and now boasts a regular programme of weekly activity including two youth theatre groups, an afterschool club (which helps build bridges between local artists and the young residents), stay and play sessions, senior citizens classes and a schools programme. The Hub’s programme covers all ages but has a specific focus on young people, as identified by the community as the primary need. The Hub is growing a strong user base locally and has also secured funding from contributions by Tower Hamlets Council and the Garfield Weston Foundation. In recognition of this, the lease has been extended until 2019 in line with the Hackney Wick development plans.

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk that the Culture and Education District will be delayed or costs will be more than anticipated.	Financial implications and programme delays.	Effective design management and coordination. Cost control. Close work with partners, GLA and Government. Coordination with Planning. Engagement with HMRC.	R
Risk to Culture and Education District funding.	Financial implications and programme delays.	Development of Business Case for the project. Ensure best outcome from residential development.	R

DELIVER

Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC’s core values: Ambition, Responsibility, Collaboration, Excellence, Accessibility and Sustainability

Work in this area includes functions to support the delivery of the Legacy Corporation’s objectives through services including finance, human resources, IT and Information management, programme management, legal and procurement. This section also covers the Communication, Marketing and Strategy directorate which is responsible for the external reputation of the Legacy Corporation and Queen Elizabeth Olympic Park, and defines the way we manage all of our external activity and relationships. In addition, it is responsible for shaping the long-term organisational goals and ambitions, through its strategy work.

PROGRESS AGAINST DELIVER MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Annual Environmental Sustainability Report published.	The report is scheduled for publication in the next period.
Advanced mobility prospectus launch.	Milestone superseded by the successful bid for funding from the Government’s £51m Connected and Autonomous Vehicle test bed fund.
Progress IT service delivery re-procurement.	Decision made on service approach. A structured discovery framework has been put in place and preparation work continues.
Health and safety Construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.	There have been no reportable accidents in this period representing a rate of 0.0.

Milestones for completion in 2017/18	Estimated date and comment
Unqualified annual accounts for 2017/18.	<p>COMPLETE</p> <p>Accounts for 2017/18 signed off by the Board and unqualified audit opinion issued in Jul 2017.</p>
Commence public consultation on scope of Local Plan review.	Initial consultation due to commence in the next period.

COMMENTARY ON KEY PROJECTS

Planning

Local plan review: preparations for the initial public consultation on the scope of any changes that will be made as the Local Plan is reviewed and revised, have continued. The Local Plan review early consultation began on 6 November 2017 and will close on 29 January 2018. This includes the use of the Commonplace online consultation portal. Four themed workshops have also taken place (Housing, Infrastructure, Environment & Sustainability, and Employment and Economy) PPDT's brownfield land register was published before the end of December, in accordance with statutory requirements.

The Roach Point Bridge planning application was approved by the Planning Decisions Committee (PDC) at its September 2017 meeting. Three planning applications for aggregate related development at Bow East were also considered at PDC in September. The three applications were refused permission (a fourth planning application for an asphalt block making plant at the Bow East site will be reported separately to PDC in February 2018. The applicants have a right to appeal to the Secretary of State against the decisions to refuse permission and have 6 months within which to do so.

In light of the above decisions and following a review of the Bow Freight Campus work by Network Rail's Property Board, further work is being planned with Network Rail on innovative approaches to developing the Bow East site, including rail freight innovation with associated land release for other development, including the potential for housing.

Planning applications for two major residential led, mixed use scheme at Bromley by Bow were considered by PDC at its December meeting, with decisions on both applications deferred for further negotiation on the s.106 heads of terms and explanation of regeneration priorities. Planning applications relating the Culture and Education District are covered in the Inspire section of this report.

Discussions are ongoing with International Quarter London (IQL) on their amended masterplans for both their north and south sites, with formal planning submissions expected in summer 2018.

Governance

LLDC announced the appointment of Lyn Garner as Chief Executive, replacing David Goldstone CBE who left in November 2017 to take up the post of Chief Operating Officer at the Ministry of Defence. Lyn joins from Haringey Council where she has been Strategic Director of Regeneration, Planning and Development since July 2011 and will take up her post in early 2018. Sir Peter Hendy, Chair of LLDC said: “I am delighted to welcome Lyn as our new Chief Executive. She has an outstanding track record. I am looking forward to working with her in the years ahead as we take Queen Elizabeth Olympic Park to new heights and continue to deliver results in what we are proud to call the most successful urban regeneration programme in Europe. Lyn was appointed following a highly competitive recruitment exercise that demonstrated this project continues to attract the very best candidates in their field. I would also like to take this opportunity to thank David Goldstone for his leadership and hard work and wish him well in his new role.”

Park IT

Following the success of the Hello Lamp Post programme we launched the next iteration of the Hello project – Hello Park – making it even easier than ever to stay up to date with the Park as it develops. Hello Park allows visitors the opportunity to interact and find out more about different features of the Park along with current and upcoming projects. This allows people to start a text message conversation and receive information about nine LLDC sites including our housing developments at Chobham Manor and East Wick and Sweetwater and future for the Culture and Education District. To start a conversation text ‘Hello [site name]’ (e.g. Chobham Manor) to 020 3389 8860. More information can be found on our website: <http://www.queenelizabetholympicpark.co.uk/news/news-articles/2017/10/get-connected-to-the-park-this-autumn-with-hello-park>

Business Planning

The 2018/19 budget submission has been prepared and was approved by the Board on 28 November. The submission was made to the GLA on 29 November as part of the GLA’s statutory budget process and a draft consolidated budget was published for consultation by the GLA in December 2017. LLDC will attend the London Assembly Budget and Performance Committee on 3 January 2018. The draft will be considered by the London Assembly in January 2018, with a further review of the final draft in February 2018. The final budget for the Corporation will be submitted to LLDC’s Board for approval in March 2018.

The revision to the Corporation’s long-term model is currently under review pending the outcome of the Mayor’s Review on the Stadium, the impact of the updated plans for the Culture and Education District and on how the Mayor’s long-term housing strategy is to be implemented. We are also factoring in revised assumptions on inflation.

Sustainability

A consortium including LLDC has been awarded £13.4m of the government’s £51m Connected and Autonomous Vehicle (CAV) test bed funding to create a world-leading, real-world test environment for the development of future mobility solutions. The initial round of funding is part of the £100m UK CAV test bed competitive fund and is the first investment by government and industry to develop a coordinated national platform of CAV testing infrastructure. The consortium also comprises world leading expertise from across the transport and technology sectors including TRL, DG Cities,



Cisco, Costain, Cubic, Loughborough University and Transport for London. Delivery partners include Millbrook Proving Ground and the University of Surrey's 5G Innovation Centre.

The ambitious project will see the creation of a Smart Mobility Living Lab (SMLL) in London, based on the Park and in the Royal Borough of Greenwich. The Smart Mobility Living Lab: London will provide a real-world urban test bed in a complex public environment, capable of demonstrating and evaluating the use, performance and benefits of CAV technology and mobility services in an accessible and globally recognisable context.

The Living Lab will be designed to operate as an open innovation environment where innovators in the automotive sector, transport service and technology providers, SMEs, local and central government and research bodies, can come together to exchange ideas and develop technical and business solutions for the future development of smart mobility solutions.

This year LLDC coordinated Climathon London for the second year. Climathon is a global 24-hour climate change hackathon, which took place simultaneously around the world on 27 October 2017. This year's event saw 110 cities in 44 countries take part, with over 3,000 participants worldwide. London's Climathon was one of the world's largest with 76 participants developing sustainable solutions to the future of urban mobility. Climathon London was supported by LLDC, Plexal, Here East, Climate KIC and London South Bank University, with expert input from a range of public, industry and academic participants.

There were 2 winning teams for Climathon London 2017, both of whom have been invited to pitch their ideas to Claire Perry MP, Minister of State for climate change and industry:

- Treko – a wearable device connecting road users (such as cyclists) to autonomous vehicles, ensuring all can share the roads safely. Treko won a year's worth of membership to Plexal where they will have an opportunity to incubate their idea.
- Where There – a plug in bringing sustainable transport to the heart of accommodation choices in London. Where There won circa £1,500 of business and technical support from London South Bank University to further develop their concept.

Communications, Marketing and Strategy

Leading London Conference was delivered 9 October in partnership with the Evening Standard, IQL and Here East. Sadiq Khan and George Osborne addressed an audience of over 500 people in the auditorium at Here East, alongside 10 other speakers from a range of high profile organisations. Outside the auditorium, 15 innovative organisations based on the Park showcased everything from wearable tech to local apprentices. We reached almost 6,500 people through online coverage and almost 400,000 people via vendor bills across central London. Twitter activity around the conference reached almost 148,000 people, trending in London, and a simultaneous Facebook Live broadcast attracted 24,000 views.

The event was covered in the Evening Standard print and online editions with a four-page supplement focused on the Park area, three adverts in the main paper, and highly positive editorial coverage which



noted that east London is the fastest growing part of the capital, commented on the achievement of ‘turning an Olympic site into a model of urban renewal’ and concluded by saluting ‘a huge achievement’.

Visitor destination work and work to promote the ArcelorMittal Orbit focused around October Half Term and the Christmas holidays, with the Christmas holidays in particular seeing a significant campaign to drive ArcelorMittal Orbit ticket sales, including adverts on central London buses, and a PR stunt where you could buy a ticket with chocolate coins – as well as a Park digital campaign based around the 12 Days Of Christmas! Activity to increase the Park’s reputation as a Meetings, Incentives, Conferences and Exhibitions (MICE) venue included PR coverage and a new experiences leaflet. From a visitor experience perspective, a great deal of time was spent in this period preparing for the changes to the Park being generated by the movement of The Stitch and North South Highway Building works, in terms of communication, hoarding design and updating of maps.



External relations activity was dominated by appearances at Budget Monitoring Sub Committee of the London Assembly as part of the 2018/19 budget setting cycle followed by evidence to a full Plenary session of the Assembly in November. The publication of the Mayor’s independent investigation into the London Stadium in early December resulted in significant media interest and prompted an additional hearing at the London Assembly in the middle of the month. Significant support was given to E20 to support the ongoing development of the new commercial strategy for the London Stadium, particularly in a series of extensive stakeholder interviews to inform future direction and activity.

In addition, LLDC hosted a number of key stakeholder visits to the Park including the Board of Bloomberg Philanthropies.

Health and Safety

The below text is the regular report from LLDC’s Health and Safety consultant, Lawrence Waterman. This period has seen 5 major event days in the Stadium; together with planned 5k and 10k runs and other small events totaling 30 in number. Park visitor numbers have decreased across the period as seasonal changes start to take effect: medical incidents have decreased significantly with 12 in total occurring across the quarter in the Park and public realm, proportionate to the visitor numbers.

Key health and safety incidents;

- A contractor setting up an event in the Copper Box Arena suffered an electric shock due to a faulty cable. The contractor was back at work the following day with no lasting effects, we are currently awaiting an incident report release from GLL.
- Several fireworks being fired on the estate, one instance of this being towards security staff.
- A child was playing and twisted her ankle causing pain and swelling. Her parents took her to hospital.

- A glass door in the Podium Bar and Kitchen shattered, injuring a West ham supporter. The supporter was fine after receiving medical attention however the cause for the door to shatter is still to be investigated.
- A cyclist cycled into a lamppost on the Mandeville Place: it is believed she was on her phone at the time. Security officers provided first aid and she left the site.
- Significant snowfall on 10 December 2018 impacted on the Park with large parts of lower tow paths and stepped access closed due to conditions.
- There continues to be attempted intrusions to AMO and Stadium by urban explorers and video bloggers (Vloggers) with discussions ongoing with LB Newham regarding introduction of a public space protection order.
- Spectator safety remains a key focal point for park operations management; this is in relation to stadium events and the ingress/egress route security, safety and spectator flows.

Construction

Good standards are being maintained by our development contractors and site security remains robust. One of our primary focus points in construction is the impact that our projects have on the wider community. All of our projects including both direct and indirectly procured continue to ensure that they continue to deliver safe outcomes for their own teams and of equal importance manage the interfaces between construction and members of the public. This period has once again passed with no construction related incidents involving members of the public. Compliance with Construction Logistics and Community Safety (CLOCS) remains high and contractors continue to carry out checks at the point of entry to site.

The developers demonstrate some best practice on their sites and remain receptive to LLDC client visits with evidence to show that they continue to implement improvement strategies based on discussions with LLCD. A good example of this is the Bobby Moore Academy Secondary school site where the contractor, Balfour Beatty, implemented additional controls for riser safety after an LLDC visit.

The Bobby Moore Academy primary school site completed earlier this year with no reportable incidents which is a significant achievement. The secondary school site construction continues to be well managed. Working at height is a particular risk on site and this is being well controlled. Staff are enthusiastic when engaged and are complimentary of the health and safety standards on site.

Park Wide

This has been a relatively quiet period in relation to new works commencing. We continue to install the new wayfinding across the Park, liaising closely with TFL and their supply chain to deliver the project without incident to date. Completion is programmed for February 2018.

Stadium

Having completed the seating transition for football mode, there is now a limited presence supporting the ongoing maintenance and inspection of the structures that are undertaken regularly and post and pre-event. No HS&E issues have occurred during the period. A question was raised in relation to the design and maintenance of the structure – a review confirmed that the designs had been signed off and that the inspection regime is robust.

Surface water drainage and stop log removal

Pre-construction information has been provided and we have received the first suite of risk assessments and method statements. Commencement of the project is imminent. Pre-commencement meetings with the contractor have been undertaken and they have received a briefing in relation to LLDC standards and objectives.

Hackney Wick Station

The contractor continues to operate to a high standard in challenging conditions. There is a significant amount of development surrounding the site and the contractor has shown excellent management in coordinating and cooperating with neighbouring contractors.

Chobham Manor

The contractor continues to maintain good standards. Inspections have found examples of good practice. Where improvement opportunities have been identified and advised by LLDC the Tier 1 contractor and their supply chain partners react positively.

Staff health, safety and well-being

- 1 Stratford Place had a full evacuation fire drill on 6 December 2017. The alarm was set off on Level 10 and Fire Marshals reported the floor clear within 7 minutes. The building was reported clear in 18 minutes which is the best time yet. Some issues were reported such as fire curtains failing to drop on the lifts and the alarm being too loud at ground level. These items were raised at the briefing that followed. Workman suggested that the drills revert to 6 monthly, but tenants requested another in 3 months and only if the issues from December are resolved would we be happy to revert to 6 monthly drills.
- One of the issues from the fire drill was the ongoing situation with Westfield and the bollards in the bus station. Workman have been unable to get an answer from Westfields but have assured LLDC that they are working on it.
- There was one lift entrapment in December which was resolved very quickly – the person trapped was a Network rail member of staff
- Lift B was out of service for some time over the Christmas period awaiting a part being shipped from Germany. The Facilities and Health & Safety Manager attended a meeting with Workman, Schindler and Ladbroke's Coral regarding this and agreed that this was an unacceptable length of time to have no lift service. Some suggestions were made to improve the functionality of the lifts and a new, enhanced maintenance contract was agreed with Workman and Schindler with immediate effect. This will be reviewed over the coming months.
- On 8 December 2018, the Facilities team discovered blood droplets around the office in the morning. This was cleaned up immediately and a deep clean was carried out that evening. Upon investigation, it became apparent that one of the evening cleaners had cut themselves and not noticed or reported to their manager. In addition to this oversight, it was discovered that the evening cleaners had been signing in at 7pm but hadn't been attending the building until much later in the night, sometimes in the early hours. A meeting was called with the cleaning manager who promised these issues would be addressed and resolved with extra training and supervision. This will be reviewed at the end of January 2018.
- There were no accidents reported in the office during this period. However, there have been two H&S incidents relating to staff site on the Park. One member of staff came off a bicycle on their way to PHQ. Treatment was received at hospital. Another incident was during a football match. The member of staff knocked their head and suffered concussion. Both members of staff were treated at hospital, took time off work and are now fully recovered.

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk relating to the delivery of revenue budget savings year on year and ensuring funding is secured.	Financial and/ or delivery impacts. Reputational impacts.	Effective budgeting and cost management and cost risk reporting. Implement commercial strategy. Focus on housing developments. Efficiencies and savings reported quarterly to the Investment Committee and GLA.	R
Risk relating to the delivery of E20 Stadium Business Plan; current issues not resolved and structural changes are not made.	Financial and reputational impacts.	E20 Stadium LLP Board and funders considering commercial options.	R
Risk of negative outcomes for LLDC of the Stadium Investigation.	Significant reputational impacts.	Close work with GLA; communications strategy. Pick up on lessons learnt.	R
Risk of impact of changes to Board membership on timeliness of decision making.	Programme impacts.	Induction plans and briefings for new Board members.	A
Risk about successful implementation of the Local Plan.	Reputational impacts.	Progress reporting including annual monitoring report. Local Housing strategy Focus where objectives may not be met,	A
Risk relating to the need to identify and implement savings in Park operational contracts.	Reputational, operational and financial implications.	Savings being identified, contractual negotiations ongoing.	A
Risk relating to the potential impact of policy change on the Corporation.	Programme delays, budget impacts.	Continue political engagement work and briefings. Work through implications of withdrawal from the EU.	A

KEY RISKS

Summary	Impact	Mitigation	RAG
Amber risk about the impacts The possibility of health and safety failures on site.	The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage.	A comprehensive health and safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its project management partner.	A
Risk relating to failure to embed fraud and assurance processes.	Financial and reputational impacts.	New finance implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners.	A
Risk relating to the success of off-Park developments.	Financial and reputational impacts.	Local Plan approved and being implemented. Work ongoing on development opportunities including Hackney Wick, Pudding Mill Lane, Bromley by Bow.	A
Risk of sub-optimal recruitment and retention of staff.	Missed opportunities against LLDC's objectives. Poor staff morale.	High quality recruitment and communications. Remuneration package including benefits. Staff development.	A
Risk relating to information security non-compliance.	Potential loss, theft or corruption of data with reputational and financial impacts.	Information security gap analysis complete, action plan being implemented. Ongoing information security briefings.	G

Transport for London quarterly performance report

Quarter 3 2017/18



About Transport for London (TfL)

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners'. We are committed to creating a fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

We manage the city's 'red route' strategic roads and, through collaboration with the London boroughs, can help shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency and improve air quality, revitalise town centres, boost businesses and connect communities.

We run most of London's public transport services, including the London Underground, London Buses, the Docklands Light Railway, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo line extension that will deliver the new homes and jobs London and the UK need. We are in the final phases of completing the Elizabeth line which, when it opens, will add 10 per cent to London's rail capacity.

Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means freezing fares so everyone can afford to use public transport, using data and technology to make services intuitive and easy to use, and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day.

None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

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The financial information included in the report is unaudited and does not constitute TfL's statutory accounts. TfL's last audited **Statement of Accounts** for the year ended 31 March 2017 was published in September 2017.

Definitions of terms used in the report are included in the glossary.

Introduction

This Quarterly Performance Report covers the period to 9 December 2017.

We remain on track to achieve our long-term objective of achieving an operating surplus despite the cut in Government grant funding and economic and other external factors affecting passenger numbers and advertising income.

Passenger income is £34m lower than in the same period last year, reflecting a one per cent drop in passenger numbers. Like for like passenger numbers on the Underground are down one per cent for the first three quarters of the year, which is a smaller reduction than rail travel across the South East and London, thanks to affordable fares.

Bus ridership has started to improve as the affordable fares policy and measures to improve bus journey times have helped encourage people to make more journeys using buses. Without the fares freeze and the introduction of the Hopper fare, the impact on overall passenger volumes would have been much worse.

Operating costs are £29m (one per cent) down on the corresponding period last year as we continue to identify savings initiatives such as consolidating our head office accommodation, modernising London Underground and merging engineering functions.

Our drive to reduce costs continues to ensure that we successfully offset the pressure on income and we remain on track to outperform our budgeted net operating surplus for the year.

The capital investment programme delivered key achievements this quarter, including the unveiling of the upgrade of Bond Street station and the completion of tunnelling on the Northern line extension.

Simon Kilonback
Acting Chief
Finance Officer

Sarah Bradley
Group Financial Controller



Business at a glance

Keeping London moving, working and growing to make life in our city better

How we report on our business



Finances at a glance*



Sources of funds
£10.1bn

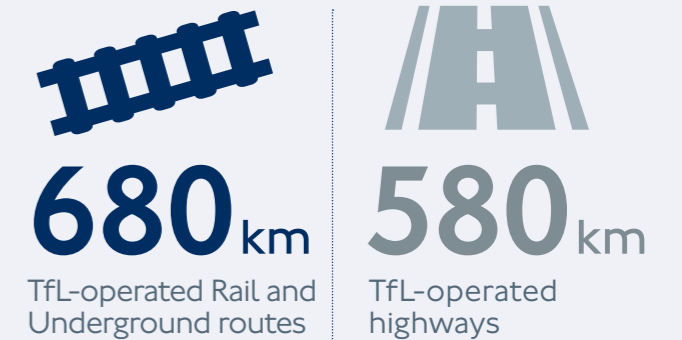
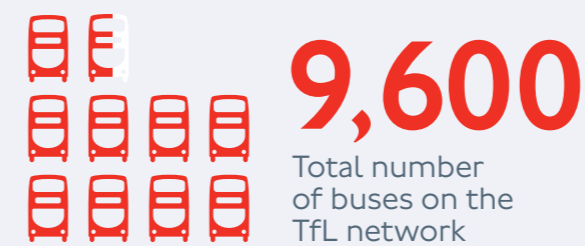
65%
spent on running the network every day.



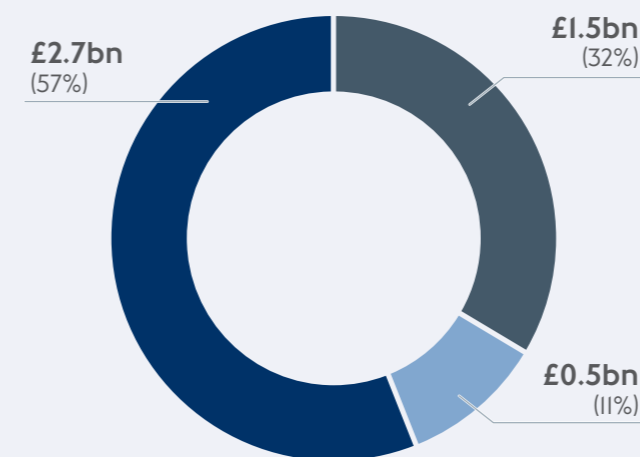
35%
spent renewing and improving the network through one of the largest capital investment programmes in Europe.

*Based on full year 2016/17

Facts and figures*



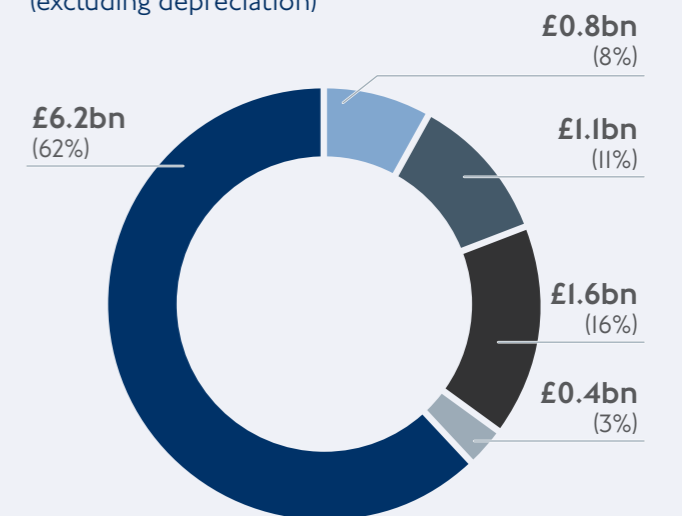
Total passenger income*



Total: **£4.7bn**

■ Underground ■ Rail ■ Buses

Total costs* (excluding depreciation)



£10.1bn

■ Operating costs ■ New capital investment
■ Capital renewals ■ Crossrail ■ Net financing

Financial summary

Performance in the year to date

Operating account

TfL Group (£m)	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Passenger income	3,269	3,303	-1%
Other operating income	507	497	2%
Total operating income	3,776	3,800	-1%
General Grant	158	310	-49%
Business Rates Retention	581	581	0%
Other revenue grants	53	25	112%
Total income	4,568	4,716	-3%
Operating cost	(4,192)	(4,221)	-1%
Net operating surplus	376	495	-24%
Depreciation and amortisation	(754)	(744)	1%
Net cost of operations before financing	(378)	(249)	52%
Net financing costs	(292)	(280)	4%
Net cost of operations	(670)	(529)	27%

Capital account

TfL Group (£m)	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Capital renewals	(377)	(538)	-30%
New capital investment	(897)	(715)	25%
Crossrail	(1,034)	(1,121)	-8%
Total capital expenditure	(2,308)	(2,374)	-3%
Financed by:			
Investment grant	653	654	0%
Third-party contributions	66	33	100%
Property receipts	20	4	400%
Crossrail funding sources	93	89	4%
Other capital grants	126	112	13%
Total	958	892	7%
Net capital account	(1,350)	(1,482)	-9%

Cash flow summary

TfL Group (£m)	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Net cost of operations	(670)	(529)	27%
Depreciation and amortisation	754	744	1%
Net capital account	(1,350)	(1,482)	-9%
Borrowing	300	92	226%
Working capital movements	1,142	(151)	
Increase/(decrease) in cash balances	176	(1,326)	

Passenger journeys analysis

	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Number of passenger journeys (millions)	2,824	2,853	-1%
Average yield per passenger journey (£)	1.16	1.16	0%
Operating cost per journey (£)	(1.48)	(1.48)	0%
Total cost per journey before financing (£)	(1.75)	(1.74)	1%

Passenger income is £34m lower than last year, reflecting a one per cent drop in passenger numbers as journeys are affected by an overall reduction in rail demand in the South East. Revenue sources have been further reduced by a £152m cut in the General Grant, only offset slightly by small increases in other operating income. Total income is therefore down year-on-year by £148m.

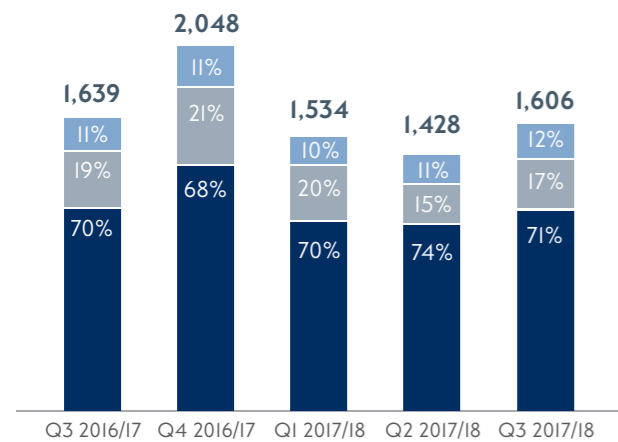
Overall operating costs are £29m lower than last year, reflecting our drive to reduce costs as we manage the impact of the removal of all government operating grant.

Total capital expenditure was £2,308m, almost half of which was for Crossrail. Other capital expenditure is at the same level as last year – increased new investment, including purchasing new Elizabeth line trains, offsets reduced renewals as major station upgrades reach completion.

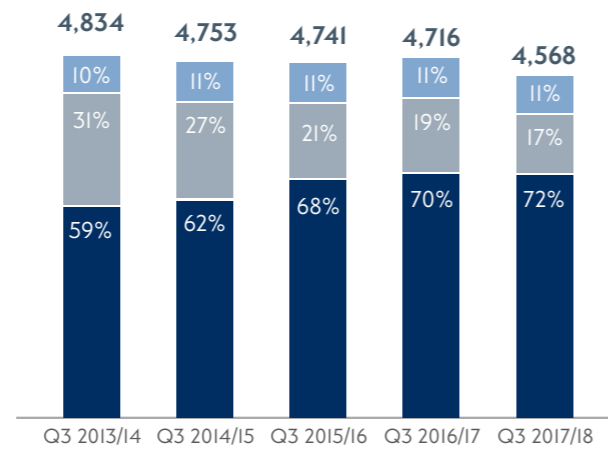
Cash balances have increased by £176m since the start of the year. Net new borrowings of £300m and an £84m contribution from operations have been offset by capital expenditure and working capital movements.

Financial trends

Total income Quarterly (£m)



Five-year trend year-to-date (£m)



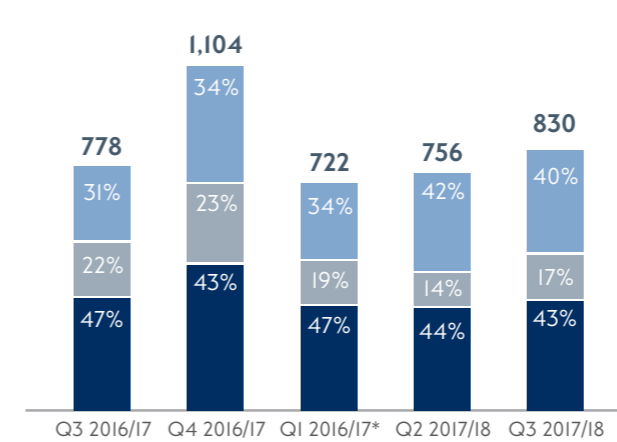
- Passenger income
- Grants
- Other income

Total income at a five-year low

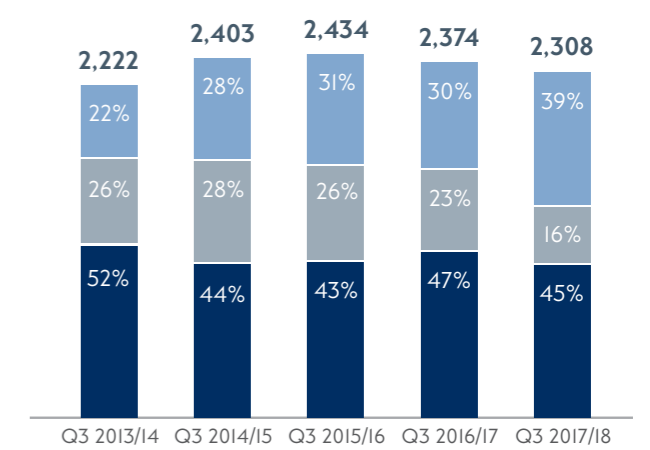
A reduction in grant income of £124m and reducing passenger numbers have contributed to total year-to-date income being at its lowest level in five years. Other operating income has seen a slight increase as we continue to harness new income streams.

49%▼ in General Grant

Total capital expenditure (excluding Earls Court) Quarterly (£m)



Five-year trend year-to-date (£m)



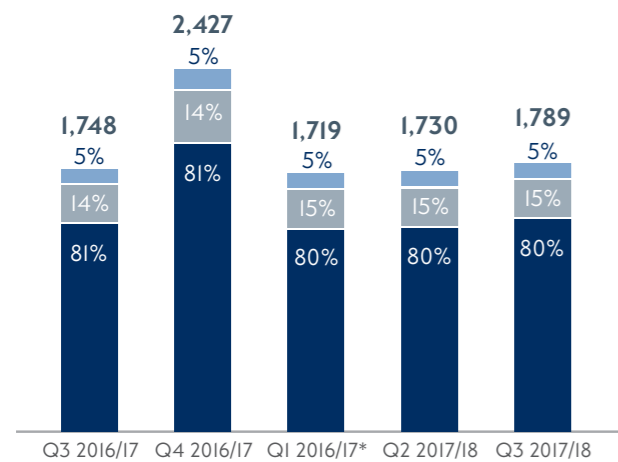
- Crossrail
- Renewals
- New capital investment

Elizabeth line to open December 2018

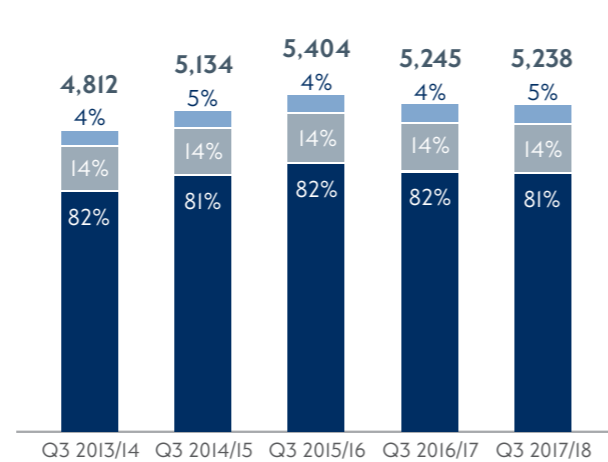
Capital expenditure increased this quarter, as we prepare for the opening of the Elizabeth line later this year. Total capital renewals and new investment are at similar levels to last year.

90% of Crossrail completed

Total costs Quarterly (£m)



Five-year trend year-to-date (£m)



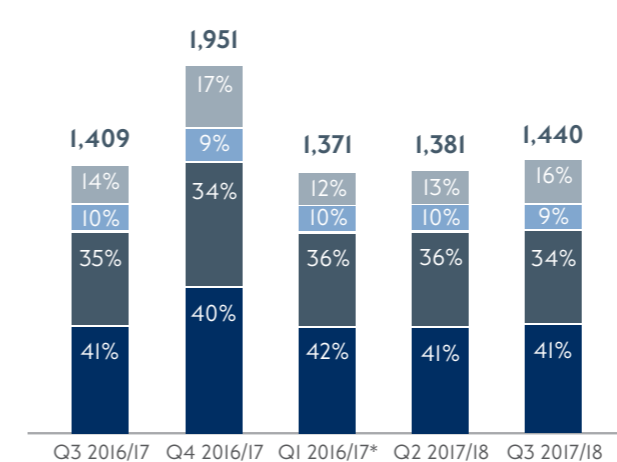
- Operating costs
- Depreciation
- Net financing costs

Total costs lower year-on-year

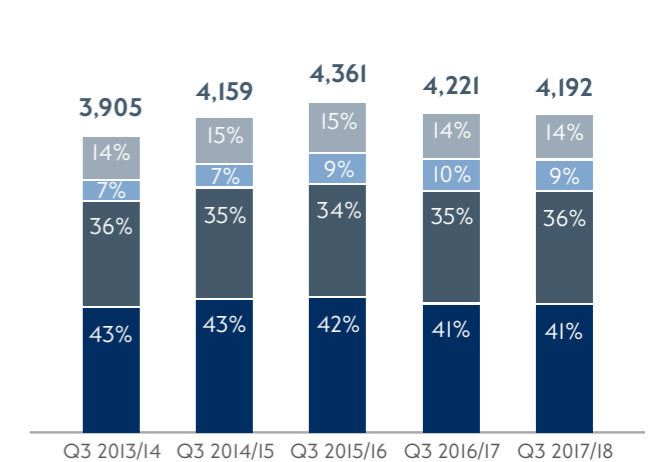
Operating costs are lower than last year as we continue to identify savings. Financing costs are marginally higher owing to £300m net new borrowings this year.

1%▼ in operating costs

Operating costs Quarterly (£m)



Five-year trend year-to-date (£m)



- Underground
- Buses
- Rail
- Streets, Commercial Development and other operations

Operating costs lower year-on-year

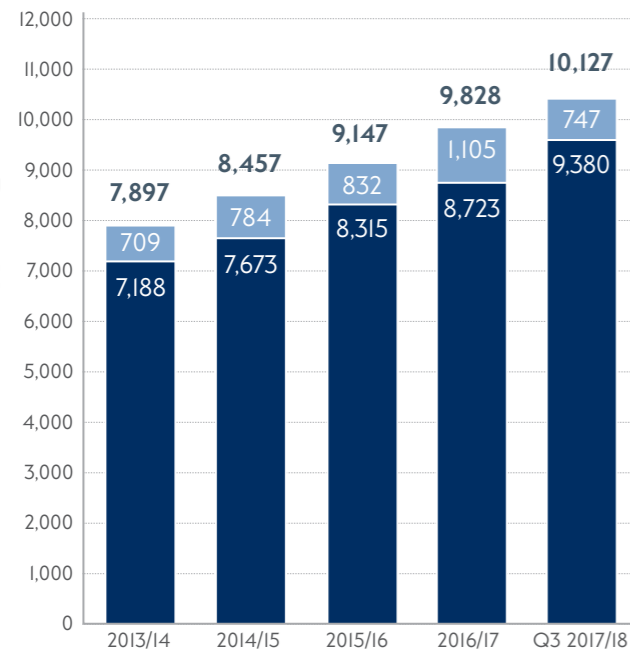
Overall operating costs are less than last year as focused efforts to reduce costs yield results.

6%▼ in staff costs

*Quarter 4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

Borrowing and cash

Total nominal value of borrowing (£m)



- Long-term borrowing
- Borrowing maturing within 12 months

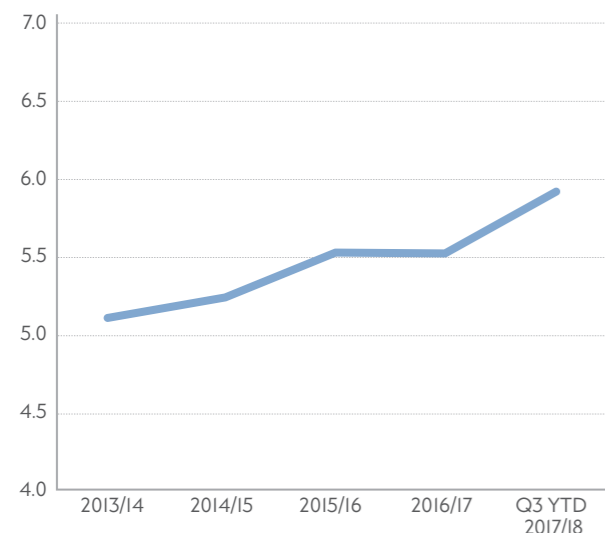
Financing costs and income (£m)

Year-to-date	Q3 2017/18	Q3 2016/17	Variance
Interest income	5	8	-38%
Financing costs	(269)	(258)	4%
PFI interest payable	(28)	(30)	-7%

Borrowing

The incremental borrowing agreed with Government for 2017/18 is £950m. The Budget assumes that, of this, only £620m will be raised this year, with the rest in 2018/19. At the end of Quarter 3, £700m of long-term debt had been drawn down under existing facilities with Export Development Canada and the European Investment Bank. These drawdowns were partially offset by short-term and long-term debt repayments of £401m. The total nominal value of borrowing outstanding at the end of the quarter was £10,127m, of which £9,380m is long term.

Financing costs as a percentage of total income (%)*



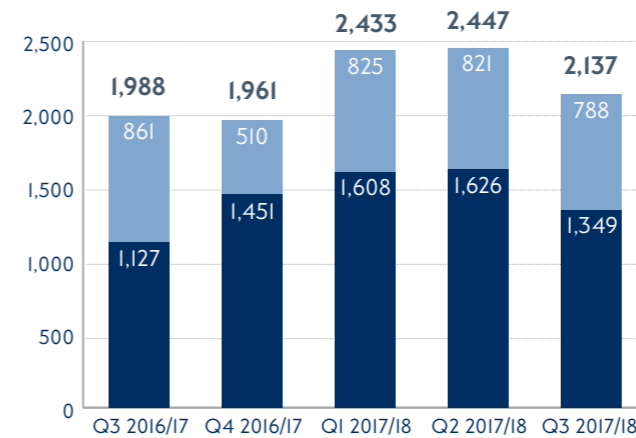
The ratio of financing costs to total income, including operating grants, helps TfL to monitor the affordability of its debt.

Credit ratings	
Moody's	Aa3 stable outlook
Standard & Poor's	AA negative outlook
Fitch	AA- negative outlook

Our credit strengths are reflected in the fact that we are rated within one notch of the UK Government by the three leading international rating agencies.

*Financing costs include exchange gains/losses relating to financing items

Cash balances (£m)



- TfL cash balances
- Crossrail

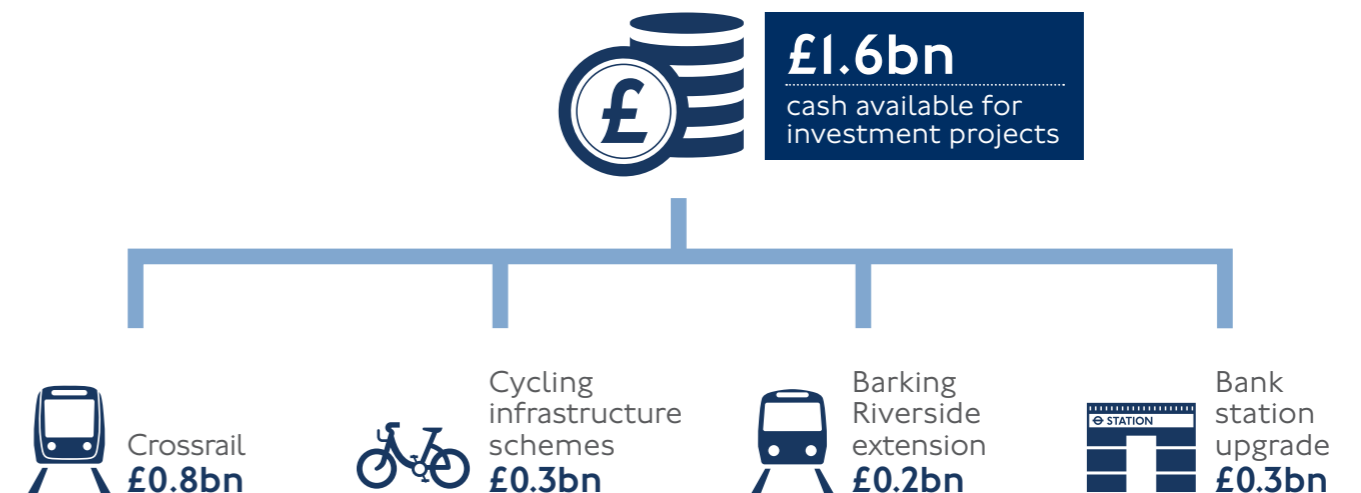
Cash balances

Cash balances have increased by £176m over the year-to-date to stand at £2,137m at the end of Quarter 3. Of the total balance, £788m is ring-fenced to deliver the Crossrail project. In addition, we aim to hold a prudent minimum level of cash for TfL (excluding Crossrail) for exceptional circumstances, as well as to retain a high credit rating, in line with our liquidity policy approved by the TfL Board. This minimum level of cash reserves – currently around £540m – is driven by the size of our operating costs and the level of our debt.

We expect to continue to use our balances to fund the improvements outlined in our Business Plan and in our Budget.

£176m **9%**▲
increase in cash over the year-to-date

Funding for investment projects



Operational trends

Passenger journeys Quarter 3, year-to-date

2,824m total number of journeys*

1%▼ total passenger journeys

London Underground



953m

Buses



1,580m

Rail (DLR, London Overground, London Trams, Emirates Air Line, TfL Rail)



274m

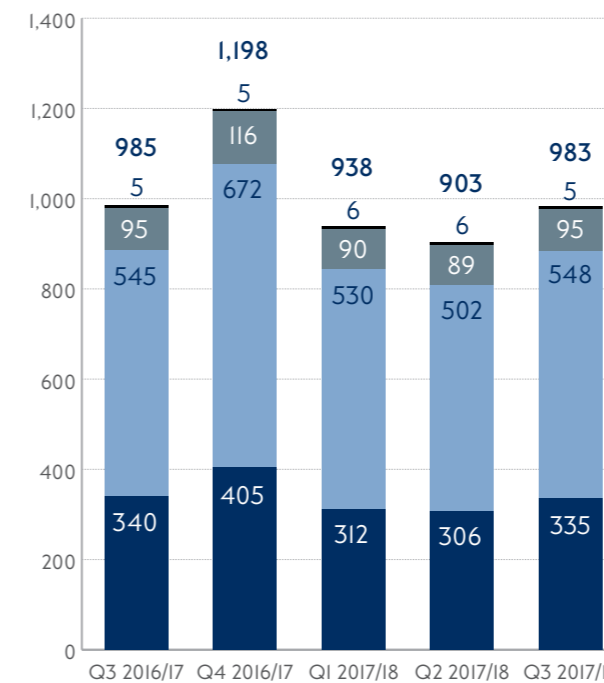
Other (London River Services, Dial-a-Ride, Santander Cycles)



17m

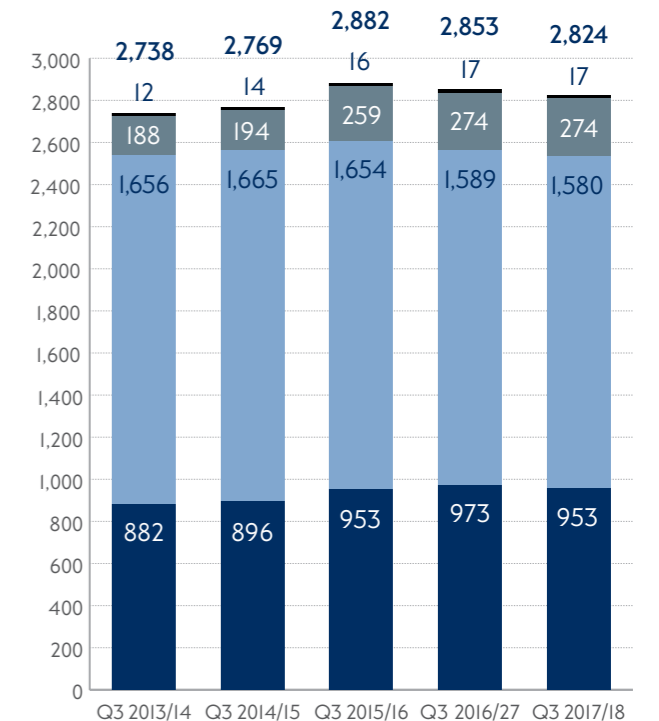
* Excluding road journeys and pedestrians

Passenger journeys (millions) Quarterly



■ London Underground ■ Rail
■ Buses ■ Other

Five-year trend



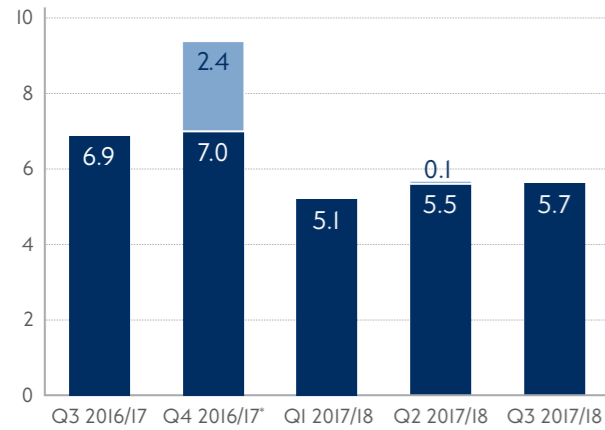
LU passenger volumes were two per cent lower over the first three quarters in the current year compared with 2016/17. The underlying trend, after adjusting for the later Easter, is one per cent lower than the same period last year. Passenger journeys have been affected by an overall reduction in rail demand in London and the South East.

Bus passenger volumes in the year-to-date were one per cent lower than last year. This is driven by Q1 having one less day than last year and the timing of Easter. This is partly offset by some year-on-year improvement in bus speeds, particularly in central London and also improved ticket machine reliability following software improvements. Underlying journeys show a growth of 0.5 per cent year-on-year.

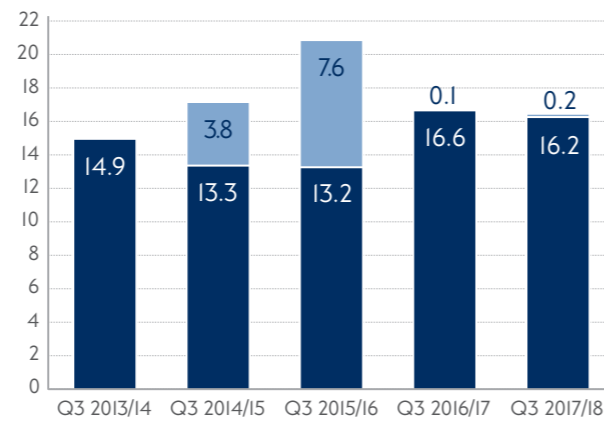
Passenger journeys across Rail remain broadly stable.

*Quarter 4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

London Underground reliability – lost customer hours (LCH)
Quarterly (millions of hours)



Five-year trend YTD (millions of hours)



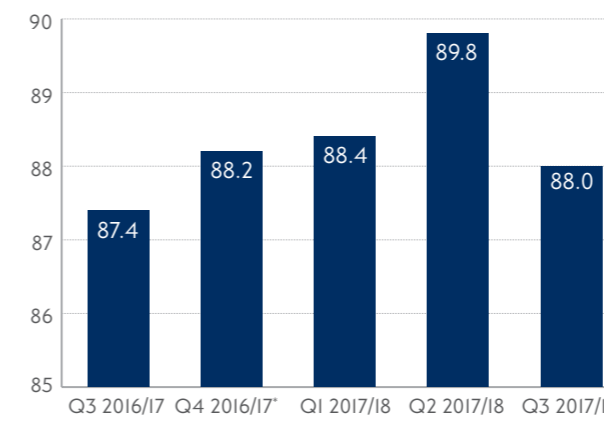
■ Industrial action

5.7m lost customer hours in Q3 2017/18

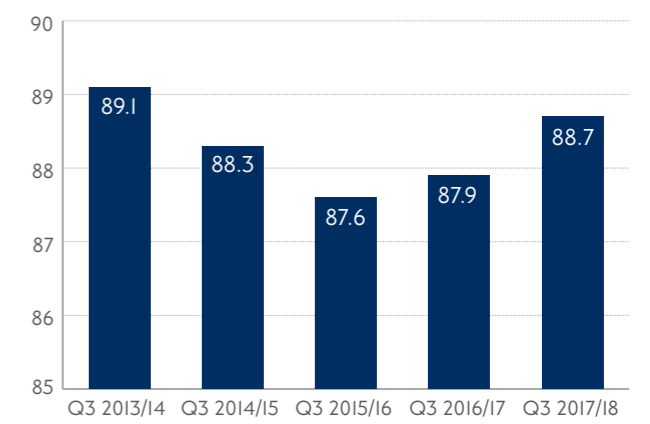
2%▼ in delays year-on-year

Network reliability continues to be affected by staff unavailability, customer incidents, signalling problems and fleet issues.

Roads – journey time reliability
Quarterly (%)



Five-year trend YTD (%)

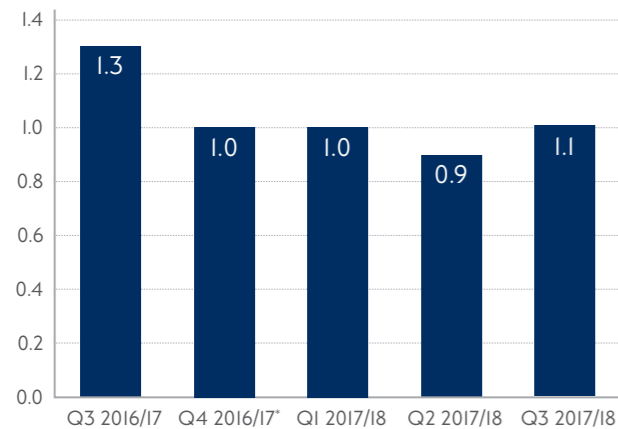


88.7% journey time reliability in Q3 2017/18

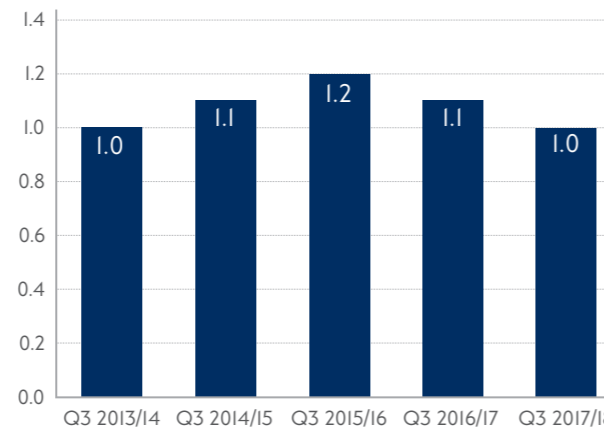
1%▲ in reliability year-on-year

JTR is 0.6 percentage points higher than Q3 last year, despite a high number of disruptive collisions and several events that affected all of the west area corridors.

Bus reliability – excess wait time
Quarterly (minutes)



Five-year trend YTD (minutes)

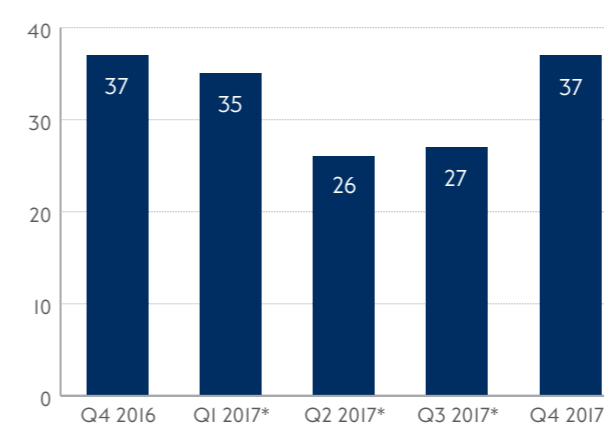


1.0 minutes in Q3 2017/18

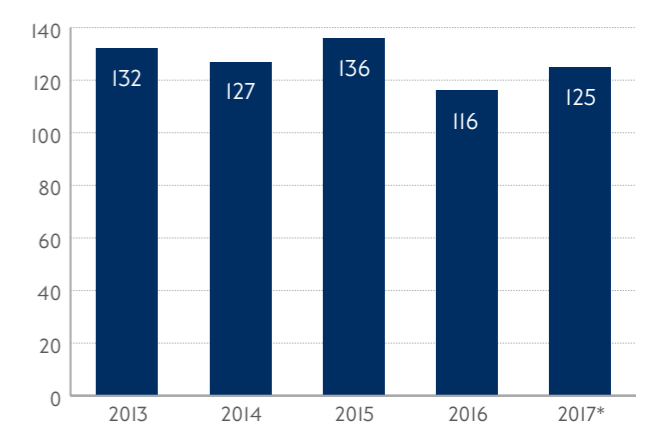
The autumn quarter is usually the most difficult for bus reliability, however EWT has improved to best ever levels for this quarter following the year-on-year improvement in operating conditions, partly due to a range of measures taken by TfL to protect reliability.

*Quarter 4 is longer than Quarters 1 to 3 (16 weeks vs 12 weeks)

Roads – reported casualties
Quarterly (number of fatalities)



Five-year trend YTD (number of fatalities)



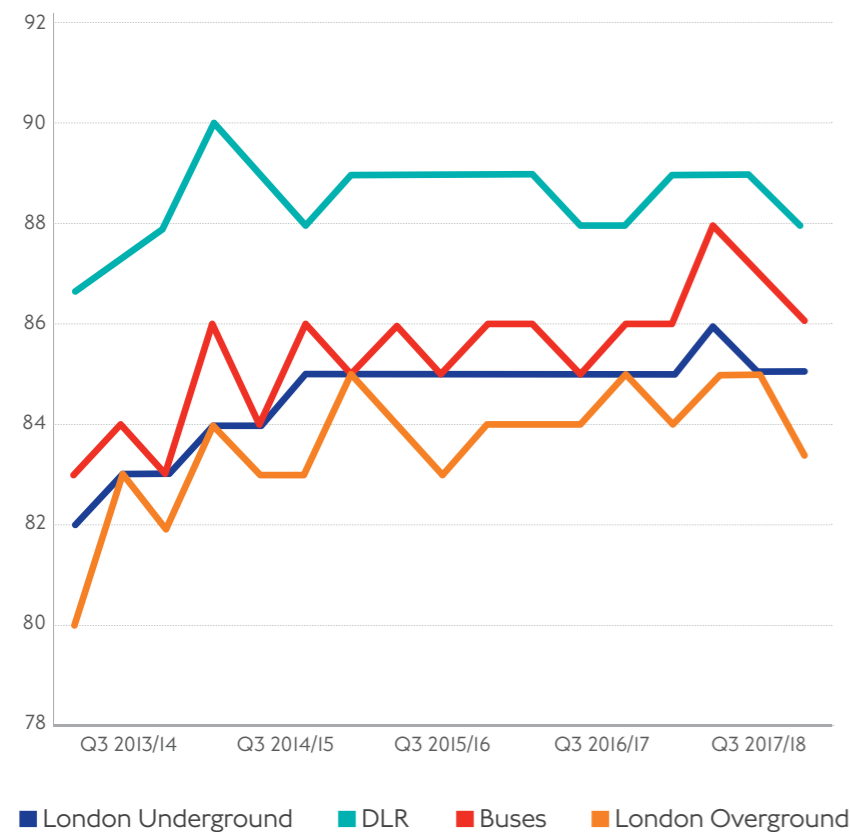
Provisional figures show that there were 125 fatalities on London's roads in 2017

*The figures for 2017 are provisional

NB: The above data is based on calendar quarters, i.e. Q4 is October – December

Customer trends

Customer satisfaction score (out of 100) based on TfL surveys



Page 288

Tube overall satisfaction remains stable at 85. The usual seasonal increase in levels of crowding experienced this quarter has led to a drop in satisfaction with safety, both in station and on platform.

Buses overall satisfaction has declined by one point to 86. Several areas of the service, including bus condition and cleanliness, have seen a drop in satisfaction. Customers are also less satisfied with the journey; again, this is associated with levels of crowding.

Overall satisfaction with DLR declined one point to 88. This is largely driven by train service elements such as crowding and availability of seats, though there has also been a two point decline in train cleanliness and freedom from litter.

This quarter recorded a drop of more than two points for London Overground, from 85 to 83. This was caused by decreases in all measures concerning trains and service, particularly those measures concerned with punctuality.

3▲
in customer satisfaction on the Tube since Q3 2013/14



3▲
in customer satisfaction on buses since Q3 2013/14



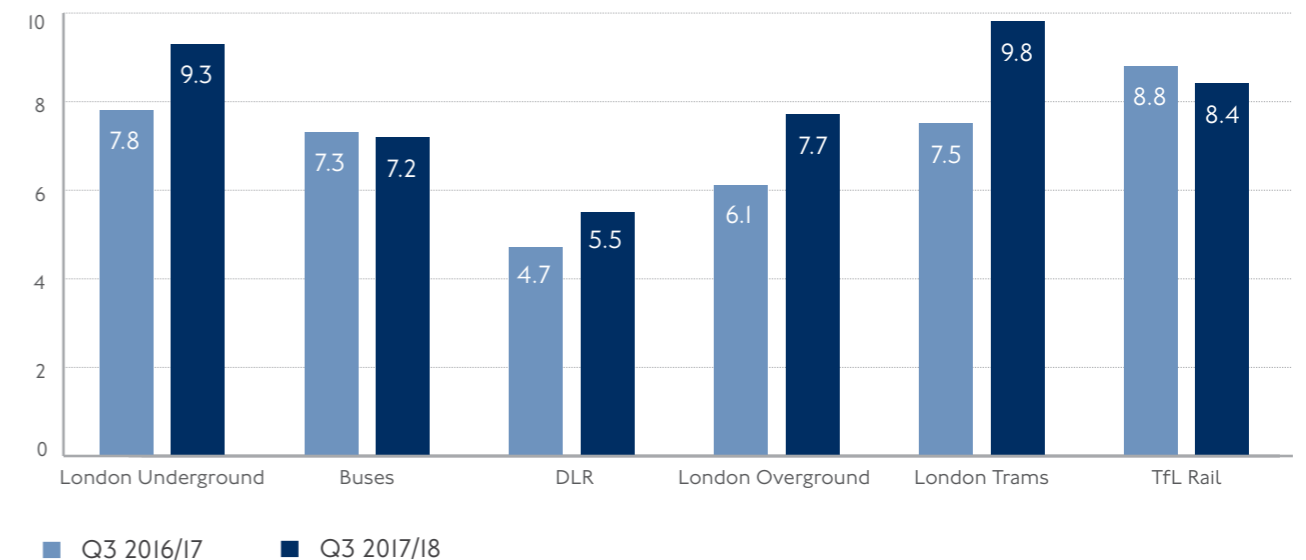
2▲
in customer satisfaction on the DLR since Q3 2013/14



3▲
in customer satisfaction on LO since Q3 2013/14



Recorded crime rate Number of recorded offences per million passenger journeys



Crime on TfL's public transport networks has risen by 6.8 per cent compared with the same period last year; an additional 1,359 offences over the eight-month period. The rate of crime per million passenger journeys across all modes was 7.9, compared with 7.3 for the same period last year. This overall rise is largely attributable to an increase in crime on LU.

There has been a notable and concerning increase in robberies by moped riders targeting bus passengers and other pedestrians. The Mayor's Office for Policing and Crime is leading on the strategic response, which includes measures such as targeted police activity, secure motorcycle parking and crime prevention advice.

High-visibility policing operations Enzyme (a joint operation involving British Transport Police (BTP), Metropolitan Police Service and TfL's revenue officers)

and Pegasus are ongoing. The BTP, at TfL's request, are reinstating local policing teams on the network, which should impact 2018 crime levels. For more details, see the Q3 customer services and operational performance report.

Number of recorded crimes

Year-to-date	Q3 2017/18	Q3 2016/17	Variance
London Underground	7,249	6,011	21%
Buses	9,374	9,711	-3%
DLR	396	331	20%
London Overground	858	679	26%
London Trams	178	130	37%
TfL Rail	233	251	-7%

Q3 crime figures are based upon data from April to November

Customer complaints

Complaints per 100,000 journeys year-to-date	Q3 2017/18	Q3 2016/17	Variance
London Underground	0.84	1.07	-21%
London Buses	2.75	3.00	-8%
DLR	0.69	1.12	-38%
London Overground	1.46	2.50	-42%
TfL Rail	1.98	2.78	-29%
London Trams	1.51	2.13	-29%
Emirates Air Line	2.37	1.59	49%
Congestion Charge	4.78	9.05	-47%
London Dial-a-Ride	92.79	95.31	-3%
London River Services	0.66	0.45	48%
Santander Cycles	4.56	3.34	37%
Taxis*	7.89	5.25	50%
Private Hire*	4.61	4.32	7%
Contactless	0.13	0.13	0%
Oyster	0.18	0.16	11%

*Journeys not recorded; figures based on survey

Reductions in complaints were seen in most areas, including buses, Tube and DLR. TfL Rail complaints reduced, including a reduction in service performance complaints – our main cause for contact.

London River Services complaints have increased compared to last year. A total of 28 complaints were received in this quarter. There were eight staff complaints, a small increase with no discernible reason for the cause.

On Santander Cycles, the two main areas of complaints are around understanding of pricing and when a customer's preferred location to return a bike is unavailable. Complaints about pricing are around customers' misunderstanding of the first half hour being free. Redistribution efforts continue to be refined as patterns change seasonally. Complaints towards the end of the quarter reduced substantially, with fewer than half received towards the end of the quarter.

Website and social media

Website visits (millions)



Customer services

Communications and correspondence

Year-to-date	Q3 2017/18	Q3 2016/17	Variance
Correspondence service level agreement	82.10%	81.6%	0.6%
Mystery shopper quality assessment scores	90.8%	90.5%	0.3%
Calls answered	89.1%	86.8%	2.6%

Correspondence performance is above target, with more than 98 per cent of ticketing enquiries and complaints being answered within three days.

Ticketing

Ticketing system availability

Year-to-date	Q3 2017/18	Q3 2016/17	Variance
London Underground – ticketing system overall availability	98.8%	98.6%	0.2%
London Buses – bus validation overall availability	99.7%	99.5%	0.2%

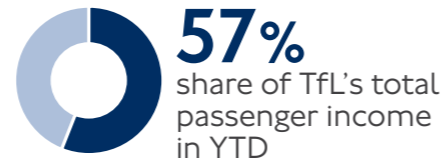
Year-to-date performance continues to be stronger and maintained during the introduction of Faster Universal Load, which enables customers to collect travel products or add pay as you go credit within 30 minutes at any bus, Tube, rail or river card reader. More details can be found in the Q3 customer services and operational performance report.

Underground

London Underground (LU)

Financial summary

The net operating surplus in London Underground reduces as lower direct costs are offset by higher indirect costs and reduced passenger income. The net cost of operations is broadly flat when compared to last year.



London Underground (£m)	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Passenger income	1,857	1,863	0%
Other operating income	18	22	-18%
Total operating income	1,875	1,885	-1%
Direct operating cost	(1,440)	(1,457)	-1%
Indirect operating cost	(287)	(277)	4%
Net operating surplus	148	151	-2%
Depreciation and amortisation	(469)	(471)	0%
Net cost of operations before financing	(321)	(320)	0%
Capital renewals	(229)	(365)	-37%
New capital investment	(491)	(390)	26%
Total capital expenditure	(720)	(755)	-5%

Passenger income has been broadly flat when compared to the same quarters last year.

Direct operating costs have fallen by £17m, which includes the transfer of £19m of staff costs to professional services. There is a slight catch-up of project works deferred from earlier in the year offsetting this. The stations modernisation programme and continued headcount resource management have more than offset inflationary pressures.

Capital expenditure is lower than last year owing to the completion of stations upgrade programmes, such as Vauxhall and Tottenham Court Road. In addition, there has been a lower volume of track upgrade work this year. This has been partly offset by additional expenditure on the Circle, District, Hammersmith & City and Metropolitan lines upgrade and Northern Line Extension, which are gaining momentum.



Passenger journey analysis

	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Number of passenger journeys (millions)	953	973	-2%
Average yield per passenger journey (£)	1.95	1.91	2%
Operating cost per journey (£)	(1.81)	(1.78)	2%
Total cost per journey before financing (£)	(2.30)	(2.27)	1%

Passenger journeys

Underlying demand is one per cent lower than the same period last year. Overall demand is down for rail travel in London and the South East including Network Rail.

Average yield per passenger journey

Passenger income per journey has improved compared with the equivalent period last year. This is partly because of the impact of the National Rail average fares increase in January 2017, which increases a proportion of TfL's tickets eg travelcards. In addition, our drive to encourage contactless usage has helped increase the yield.

Operating cost per journey

Operating cost per journey has increased slightly in the year-to-date largely owing to fewer passenger journey numbers.

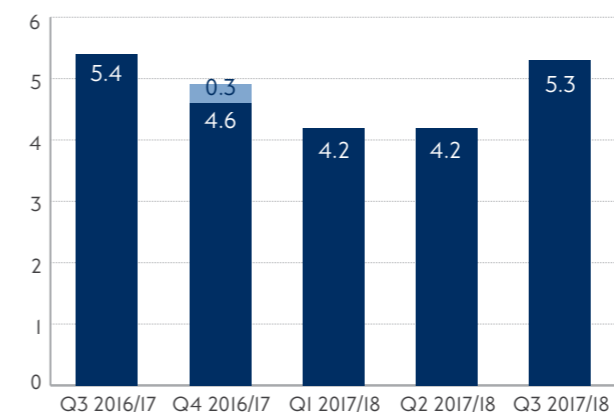
Underlying normalised passenger journeys year-on-year change (%)



Compares underlying year-to-date passenger journey numbers with those in the previous year. Not actuals – adjusted for one-off events (such as strike days), timing of public holidays and the number of days in each quarter.

Reliability

Excess journey time (minutes)

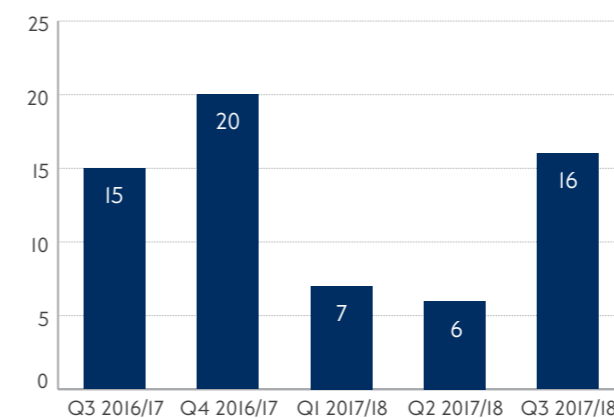


■ Industrial action

Network reliability continues to be affected by staff unavailability, signalling, customer incidents and fleet issues. However, our planning averted a repeat of last year's major seasonal problem with damaged wheels on the Piccadilly line.

Safety

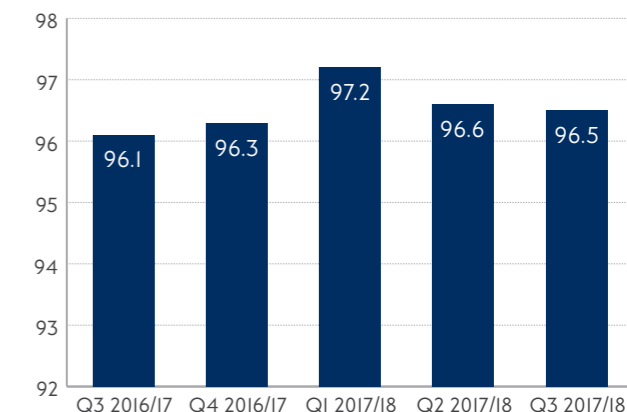
RIDDOR* reportable customer injuries



*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

Work to bring down customer injuries by 17 per cent continues. Escalator initiatives appear to have reduced the seriousness of injuries, but the number of minor injuries remains comparable to last year. All lines and key stations now have robust plans.

Scheduled kilometres operated (%)



Performance did not match the first two quarters of the year. As with LCH, the number of kilometres operated was affected by staff unavailability, customer incidents and fleet issues.

Customer

Customer satisfaction score (CSS)

	Q3 CSS
Bakerloo line	87
Central line	85
Circle line/Hammersmith & City line	84
District line	85
Jubilee line	86
Metropolitan line	86
Northern line	84
Piccadilly line	82
Victoria line	85
Overall score	85

The overall satisfaction score remained stable at 85. Satisfaction with safety, both in station and on platform, has dropped; this seems to have been caused by the usual seasonal increase in levels of crowding.



Buses

London Buses 🚌

Financial summary

Reduced passenger income and higher operating costs have contributed to the net operating deficit being eight per cent higher than last year.



Buses (£m)	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Passenger income	1,019	1,046	-3%
Other operating income	10	9	11%
Total operating income	1,029	1,055	-2%
Direct operating cost	(1,452)	(1,445)	0%
Indirect operating cost	(45)	(45)	0%
Net operating deficit	(468)	(435)	8%
Depreciation and amortisation	(33)	(29)	14%
Net cost of operations before financing	(501)	(464)	8%
Capital renewals	(7)	(13)	-46%
New capital investment	(16)	(46)	-65%
Total capital expenditure	(23)	(59)	-61%

Lower bus passenger income is primarily caused by fewer fare-paying passenger journeys owing to fewer days in Quarter 1 this year and the timing of Easter. Underlying year-on-year demand showed 0.5 per cent growth in the year-to-date. This is because of some improvement in bus speeds and the introduction of the Hopper which is a key part of making transport affordable and attractive.

Direct operating cost is higher owing to

the annual contracted price inflation (average of 2.5 per cent) within the bus operators' contracts, but we are working hard to offset the financial impact in order to keep operating costs broadly flat year-on-year.

Capital expenditure is lower; the programme to purchase New Routemaster buses, introduced by the previous Mayor, was completed in June 2017. There are no plans to expand this programme.

Passenger journey analysis

	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Number of passenger journeys (millions)	1,580	1,589	-1%
Average yield per passenger journey (£)	0.64	0.66	-3%
Operating cost per journey (£)	(0.95)	(0.94)	1%
Total cost per journey before financing (£)	(0.97)	(0.96)	1%

Passenger journeys

Total passenger journeys were one per cent lower than last year. The decrease is driven by Quarter I having one less day than last year and the timing of Easter. This is partly offset by some year-on-year improvement in bus speeds, particularly in central London, and also improved ticket machine reliability following software improvements. On a normalised basis, passenger journeys were 0.5 per cent higher.

Average yield per passenger journey

The average yield decreased by 2p, this is mainly a result of the Bus Hopper fare, which started in September 2016.

Operating cost per journey

Overall operating costs have increased year-on-year due to the annual contracted price increase within the bus operators' contracts. This, combined with the decrease in passenger journeys, means that the operating cost per journey has increased.

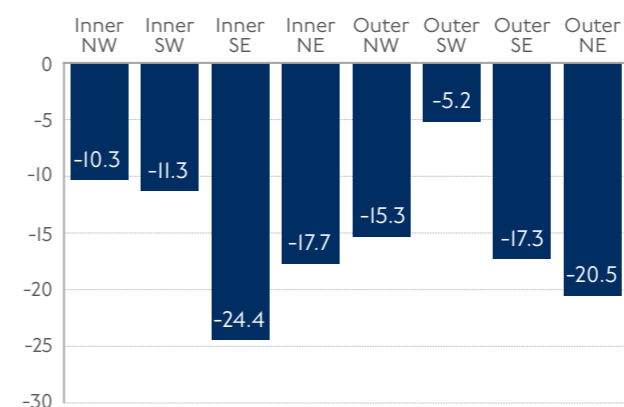
Underlying passenger journeys year-on-year change (%)



Compares underlying passenger journey numbers in the quarter with those in the corresponding quarter in the previous year. Not actuals – adjusted for one-off events (such as strike days), timing of public holidays and the number of days in each quarter.

Reliability

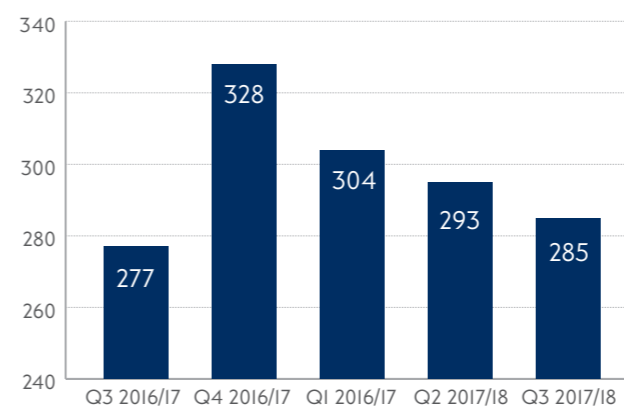
Analysis of year-on-year excess wait time (EWT) change by area (%)



Compared with a year ago, results for EWT improved in all sectors. The greatest improvement was in the Inner SE area which was adversely affected last year by the simultaneous closure of Tower Bridge and Tooley Street. The Outer SW area improved only slightly following deterioration in EWT for routes serving the Wimbledon area.

Safety

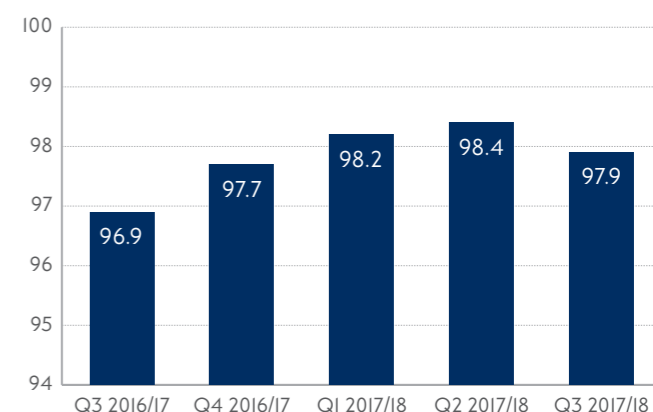
Customer injuries*



Two pedestrians were killed in collisions with buses in the quarter. There was a reduction in major injuries compared with Quarter 3 of 2016/17, with 66 per cent of injuries resulting from slips, trips and falls. We are trialling an on-board customer campaign to further reduce injuries.

* Customers taken to hospital

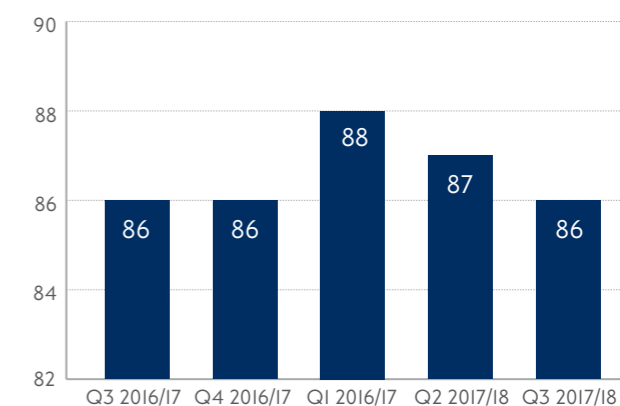
Scheduled services operated (%)



A deterioration compared with the previous quarter is normal in Q3 owing to the seasonal rise in traffic delays. Substantial improvement compared with the same quarter a year ago was due to kilometres lost to traffic delays falling to the lowest level for more than 20 years. Contributory factors include a relatively low level of roadworks and a range of initiatives to improve operating conditions for buses.

Customer

Customer satisfaction score



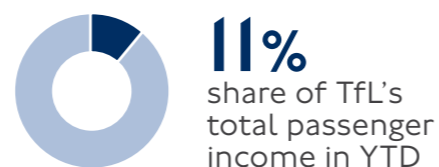
Several areas of the bus service have seen a decline in satisfaction, most notably bus condition and cleanliness. Customers are also less satisfied with the journey, which is associated with seasonal levels of crowding.

Rail

DLR, London Overground, London Trams, TfL Rail and Emirates Air Line (EAL) 

Financial summary

Passenger journeys remain broadly in line with last year and operating costs are reducing.



Rail (£m)	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Passenger income	356	358	-1%
Other operating income	10	14	-29%
Total operating income	366	372	-2%
Direct operating cost	(371)	(379)	-2%
Indirect operating cost	(22)	(22)	0%
Net operating deficit	(27)	(29)	-7%
Depreciation and amortisation	(94)	(90)	4%
Net cost of operations before financing	(121)	(119)	2%
Capital renewals	(18)	(43)	-58%
New capital investment	(247)	(140)	76%
Crossrail construction costs	(1,034)	(1,121)	-8%
Total capital expenditure	(1,299)	(1,304)	0%

Passenger income is in line with the previous year. A reduction in passenger journeys (owing to the number of days in the quarter and the timing of Easter) was offset by the impact of the annual Travelcard fare increase. The fall in other operating income relates to lower third party contributions for station works that are now complete.

Operating costs have reduced owing to one-off London Overground contractual savings, partly offset by bonus payments made

for improved performance on the DLR.

The decrease in capital renewals is mainly because of London Overground Capacity Improvement Programme (LOCIP) final contractor costs of £15m and Gospel Oak Barking (GOB) Network Rail electrification costs of £12m being incurred in 2016/17.

New capital investment has increased this year as we introduce the new Elizabeth line trains and build a new depot to provide train maintenance facilities.



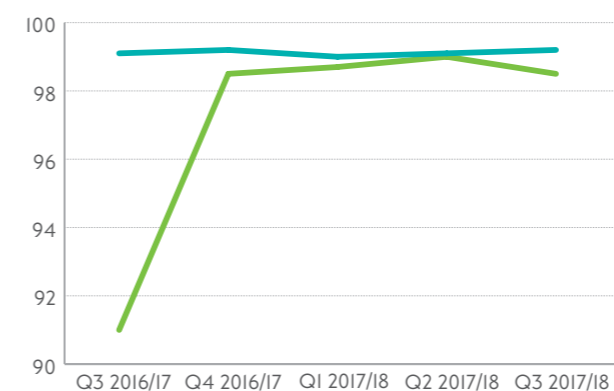
Passenger journey analysis

	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
London Overground			
Number of passenger journeys (millions)	128.9	132.3	-3%
Average yield per passenger journey (£)	1.22	1.20	2%
Operating cost per journey (£)	(1.43)	(1.49)	-4%
Total cost per journey before financing (£)	(1.54)	(1.62)	-5%
DLR			
Number of passenger journeys (millions)	85.5	86.0	-1%
Average yield per passenger journey (£)	1.40	1.35	4%
Operating cost per journey (£)	(1.12)	(1.05)	7%
Total cost per journey before financing (£)	(1.58)	(1.49)	6%
TfL Rail			
Number of passenger journeys (millions)	32.1	33.6	-4%
Average yield per passenger journey (£)	1.81	1.79	1%
Operating cost per journey (£)	(2.50)	(2.15)	16%
Total cost per journey before financing (£)	(3.36)	(2.92)	15%
London Trams			
Number of passenger journeys (millions)	20.5	20.4	0%
Average yield per passenger journey (£)	0.83	0.88	-6%
Operating cost per journey (£)	(1.22)	(1.29)	-6%
Total cost per journey before financing (£)	(1.72)	(1.60)	8%
Emirates Air Line			
Number of passenger journeys (thousands)	1,098.0	1,132.0	-3%
Average yield per passenger journey (£)	4.21	4.16	1%
Operating cost per journey* (£)	(1.92)	(2.22)	-14%
Total cost per journey before financing* (£)	(2.00)	(2.30)	-13%

*Costs of Emirates Air Line are shown net of sponsorship income

Reliability

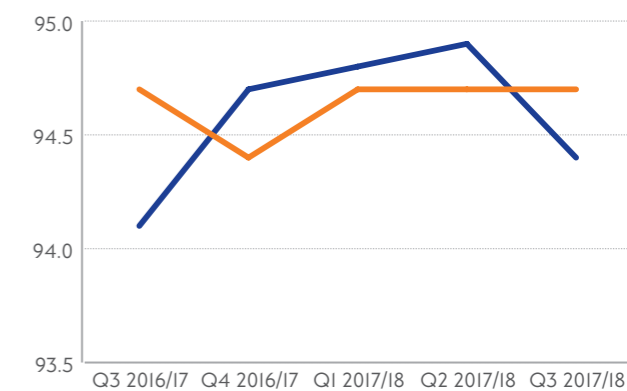
DLR and London Trams – scheduled services operated (%)



■ DLR ■ London Trams

London Trams reliability declined marginally compared to the previous quarter to just below target at 98.5 per cent. DLR reliability remains strong above 99 per cent in the quarter.

London Overground and TfL Rail – public performance measure (PPM) moving annual average (MAA)

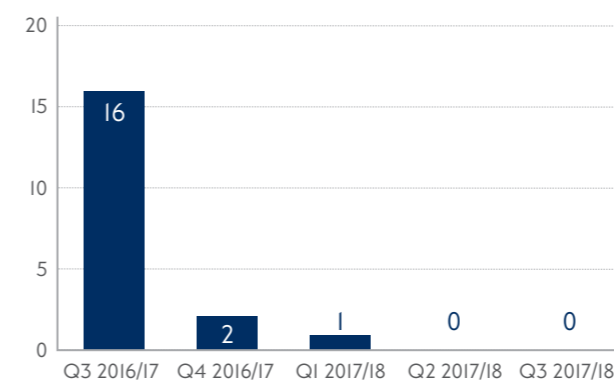


■ London Overground ■ TfL Rail

Rolling stock issues, autumn weather conditions and external events all affected TfL Rail performance this quarter. London Overground performance matched that of Q2, and it remains one of the most reliable networks in the country.

Safety

RIDDOR* reportable customer injuries

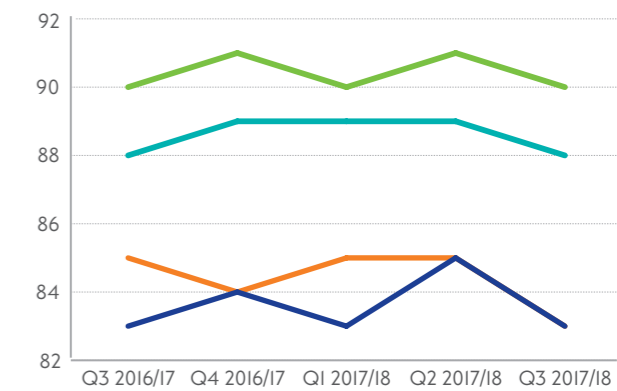


*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

There were no customer injuries meeting the criteria for reporting under the RIDDOR regulations this quarter.

Customer

Customer satisfaction score



■ DLR ■ London Trams ■ London Overground ■ TfL Rail

Q3 has seen a decline in customer satisfaction across all modes. In general, this seems to be a result of a decrease in satisfaction with the train service and the level of crowding.



Streets

Transport for London Road Network (TLRN)



Financial summary

Despite a fall in income, reduced costs have contributed to a 10 per cent reduction in the net operating deficit

Streets (£m)	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Passenger income	-	-	0%
Other operating income	219	226	-3%
Total operating income	219	226	-3%
Direct operating cost	(340)	(369)	-8%
Indirect operating cost	(56)	(54)	4%
Net operating deficit	(177)	(197)	-10%
Depreciation and amortisation	(98)	(88)	11%
Net cost of operations before financing	(275)	(285)	-4%
Capital renewals	(78)	(89)	-12%
New capital investment	(63)	(92)	-32%
Total capital expenditure	(141)	(181)	-22%

Streets operating income has reduced mainly as a result of lower volumes of chargeable vehicles entering the Congestion Charging zone. This reflects an underlying year-on-year decline in central London traffic flows, which have reduced on average by five per cent.

Streets operating costs have seen an eight per cent decrease year-on-year. The main contributors were lower staff costs, largely owing to headcount reductions, and reduced costs in Road User Charging

driven by lower volumes, plus the poor performance of the contractor, which has resulted in service credits.

Capital renewals are down this year compared with last, primarily because of reduced activity arising from more targeted investment to achieve value for money. New capital investment is also lower this year; 2016/17 saw major construction activity on the Cycle Superhighways programme, in particular the first phase of the East-West route.

Volume analysis

	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Congestion Charge volumes (thousands)	10,987	11,875	-7%
Congestion Charge and enforcement income (£m)	162.6	175.5	-7%
Average Congestion Charge including enforcement income (£)	14.80	14.78	0%
Other enforcement income (£m)	56.4	55.9	1%
Traffic volumes – all London (index)	95.9	95.8	0%
Cycling growth in CCZ (%)*	5.8%	3.3%	

*Cycling data is based on calendar quarters rather than financial quarters ie Q1 is January to March and is the latest available data. It is presented as a percentage change from the previous year.

Cycling

The latest central London Cycling metric shows that a daily average of 533,730 kilometres, or an estimated 174,000 journeys, was cycled in the Congestion Charging Zone during Q3 2017. This is 5.9 percentage points below the target for Q3 of 2017 (set at a 7.2 per cent increase from Q3 2014).

Traffic flow

The pan-London traffic flow index for the quarter stands at 96.1; this is 0.3 per cent above the same quarter last year. London-wide traffic speeds (07:00 to 19:00) increased by 0.2 mph to 16.4 mph, a 1.4% increase compared to Q3 2016/17. Overall, London-wide traffic speeds have seen a steady decrease compared with previous years.

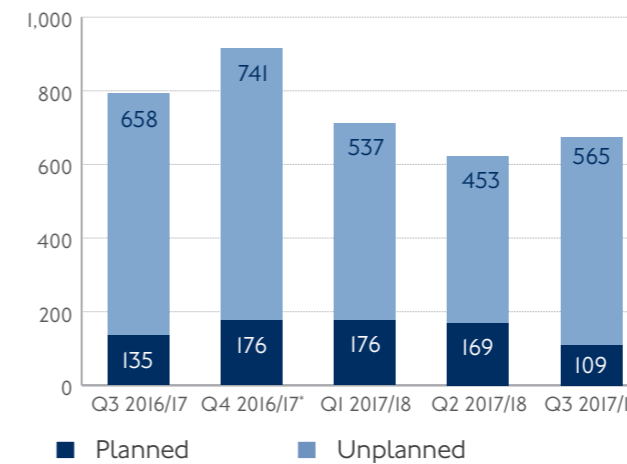
Traffic flow (volume) year-on-year change



Compares traffic flow volume for the year-to-date with the corresponding quarters in the previous year.

Reliability

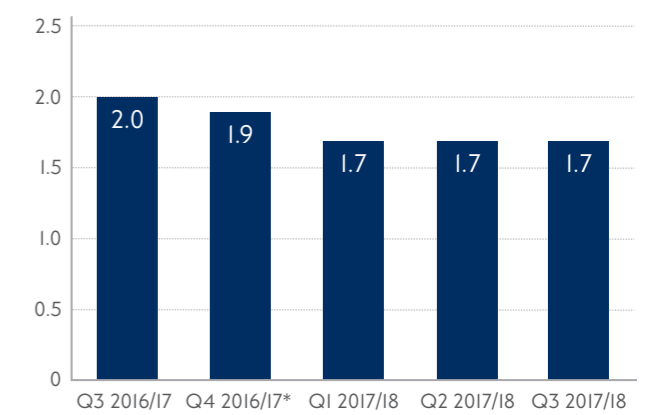
London wide: Serious and Severe disruption (hours)



There were 674 hours of Serious and Severe disruption resulting from unplanned and planned events, spread across 325 events. This represents a 15 per cent decrease in duration hours compared to the same quarter in the previous year.

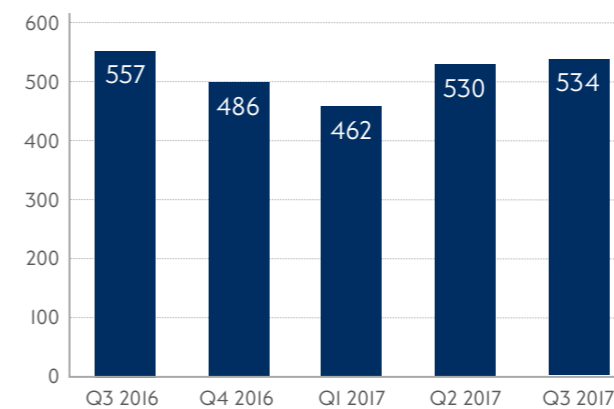
*Quarter 4 is longer than Quarters 1 to 3 (16 weeks v 12 weeks)

TLRN resolution time-disruption hours per event



Healthy Streets

Central London cycling growth (thousand kms)

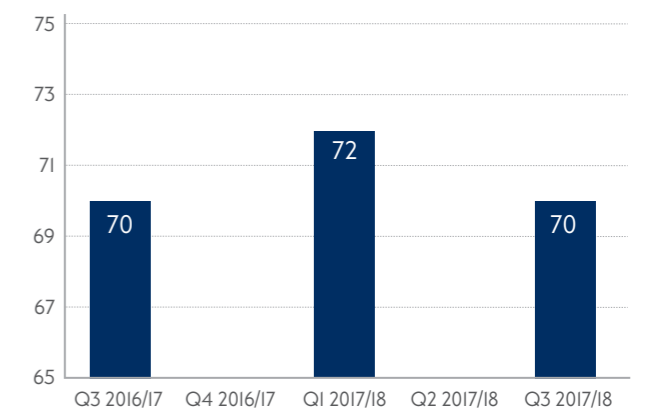


NB: The above data is based on calendar quarters

Substantial road works took place across central London which have affected levels of cycling this quarter.

Customer

TLRN user satisfaction score



Satisfaction has decreased across the whole journey experience, with the exception of the condition of road surfaces. The biggest decreases are around speed and journey length and the traffic-related aspects of the journey. Satisfaction with cycle lane availability and cycle lane condition have also both declined.

Other operations

London Dial-a-Ride, London River Services (LRS), Taxi & Private Hire (TPH), Santander Cycles, Victoria Coach Station (VCS) and others



Financial overview

As well as the operations named above, we include the costs of the Crossrail 2 project team and the Planning team, together with certain group items in this category.

Other (£m)	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Passenger income	37	36	3%
Other operating income	82	71	15%
Total operating income	119	107	11%
Direct operating cost	(140)	(136)	3%
Indirect operating cost	(14)	(8)	75%
Net operating deficit	(35)	(37)	-5%
Depreciation and amortisation	(60)	(66)	-9%
Net cost of operations before financing	(95)	(103)	-8%
Capital renewals	(45)	(28)	61%
New capital investment	(59)	(35)	69%
Total capital expenditure	(104)	(63)	65%

Direct operating costs are higher than this time last year reflecting increased staff costs within TPH following the recruitment of an additional 250 compliance officers to deal with higher volumes of private hire drivers and vehicles. This is partially offset by savings elsewhere.

Capital investment has increased due to the delivery of the Emission Surcharge project, which went live in October 2017 and work has started on the introduction of the Ultra Low Emission Zone in April 2019. These projects support enforcement against vehicles with non-compliant emissions with the aim of improving air quality. Work has also started this year on the construction of the two new replacement Woolwich Ferry vessels and the new roof canopy at Victoria Coach Station.



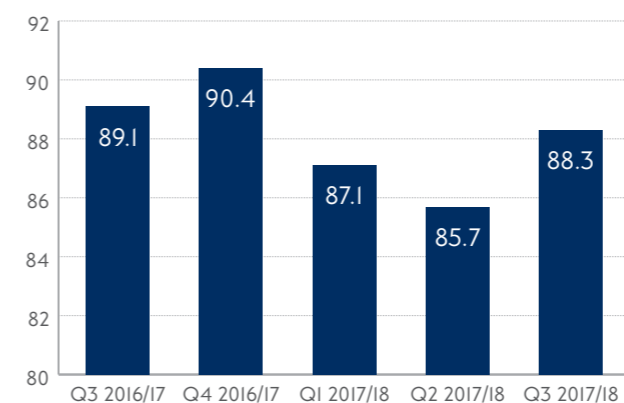
Volume analysis

	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Santander Cycles			
Number of hires (millions)	8.0	8.1	-1%
Average income per hire (£)	1.21	1.16	4%
Operating cost per hire* (£)	(1.60)	(1.48)	8%
Total cost per hire before financing* (£)	(2.45)	(2.30)	7%
Victoria Coach Station			
Number of coach departures (thousands)	167.1	168.3	-1%
Average income per departure (£)	36.28	41.79	-13%
Operating cost per departure (£)	(34.45)	(32.74)	5%
Total cost per departure before financing (£)	(35.54)	(33.73)	5%
London River Services			
Number of passenger journeys (millions)	7.9	8.4	-6%
Average income per journey (£)	0.27	0.28	-4%
Operating cost per journey (£)	(1.09)	(1.12)	-3%
Total cost per journey before financing (£)	(1.30)	(1.36)	-4%
London Dial-a-Ride			
Number of passenger journeys (thousands)	737.0	840.4	-12%
Total cost per trip before financing (£)	(33.51)	(30.43)	10%
Taxi & Private Hire			
Number of private hire vehicle drivers	115,070	116,592	-1%
Taxi drivers	24,055	24,617	-2%
Total income (£m)	18.00	18.67	-4%
Total costs (£m)	(17.20)	(16.20)	6%

*Costs of Santander Cycles are shown net of sponsorship income

Reliability

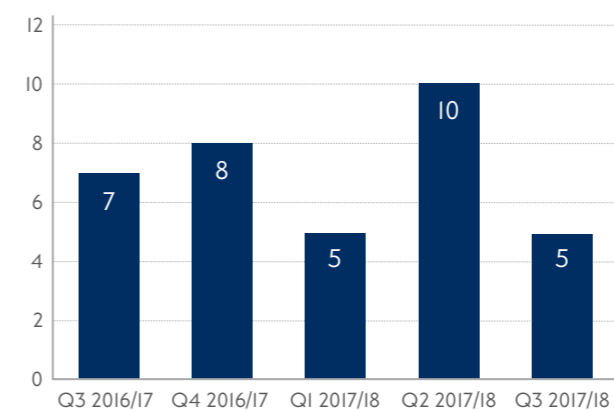
Dial-a-Ride schedule services operated (%)



The overall number of trip requests scheduled was below the 89 per cent target, partly because of a technological issue at the start of the quarter. The sustained level of trip requests met at the end of the quarter suggests process and technology enhancements are now embedded.

Safety

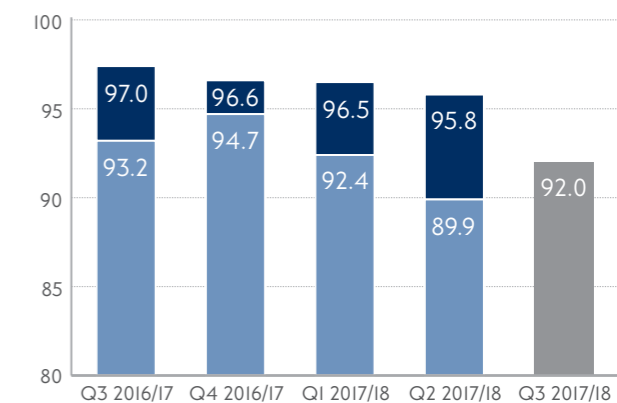
Customer injuries* (Dial-a-Ride, Santander Cycles, VCS and LRS)



*Customers taken to hospital during the quarter

There was a reduction in customer major injuries compared to the previous quarter and the corresponding quarter of 2016/17. Two of the injuries resulted from falls, and three of the customers were cycle hire users who were injured following a collision.

Santander Cycles availability to return or hire a bike (%)



- Percentage of time able to return bike
- Percentage of time able to hire bike
- Availability to return or hire a bike

Following the contract renewal, the availability KPIs were combined into a single measure, which encourages our bike management supplier to balance docking stations to ensure customers can both hire a bike and find an empty docking point.

Customer

Customer satisfaction

	Q3 CSS
Cycle Hire – Casuals	85
Cycle Hire – Members	80
TPH – Taxis	84
TPH – Private Hire	83
Victoria Coach Station	83
London River Services	91
Dial-a-Ride	92

Not all surveys are carried out every quarter. The most recent scores are shown in the table.

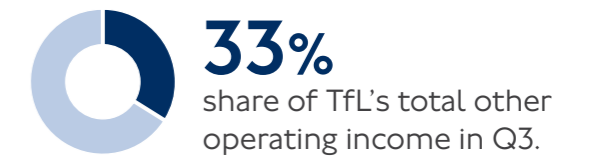


Commercial Development

Media, telecoms, property development and commercial property

Financial summary

Operating income is above last year reflecting the impact of a new media contract on the Underground.



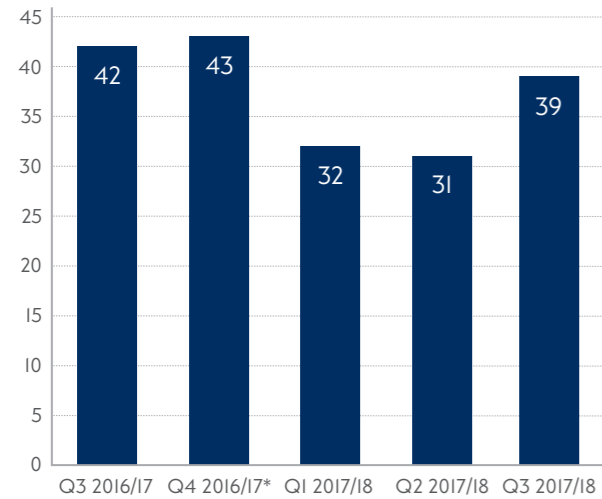
Commercial Development (£m)	Q3 YTD 2017/18	Q3 YTD 2016/17	Variance
Passenger income	-	-	0%
Other operating income	168	155	8%
Total operating income	168	155	8%
Direct operating cost	(25)	(29)	-14%
Indirect operating cost	-	-	
Net operating surplus	143	126	13%
Depreciation and amortisation	-	-	
Net cost of operations before financing	143	126	13%
Capital renewals	-	-	
New capital investment	(21)	(12)	75%
Capital receipts	20	4	400%
Total capital expenditure	(1)	(8)	-88%

The operating income is higher compared to the same period last year, primarily reflecting the change of the media contract from a minimum guarantee basis to a revenue share arrangement, combined with higher property income from the rental portfolio. Higher revenues from the property portfolio (£8m above the last year) reflect the collection of back-dated rents.

New capital investments are significantly above prior year levels, reflecting the fact that, as part of the new Hello London advertising contract, there is a drive to upgrade the media sites to new technology. This will in turn, generate higher revenues in future years.

Capital receipts in the year-to-date reflect disposals of property assets surplus to operational requirements.

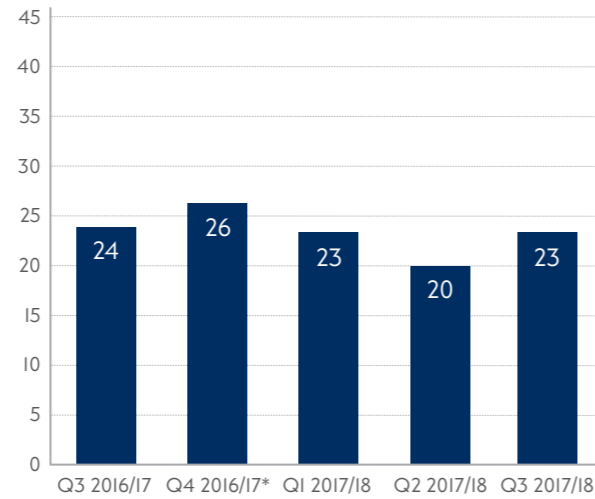
Media and telecoms income (£m) Quarterly



The bulk of the Media and Telecoms income is derived from advertising, principally on the rail and bus shelter estate. Revenues are up year-on-year but not at the level assumed in the Budget. This reflects both a challenging advertising market and delays in the deployment of new assets and data.

The increase in Q3 2017/18 reflects the strong pre-Christmas period. The prior year figures for 2016/17 included final overage income from the previous contract.

Property income (£m) Quarterly



Property rental income increased steadily over 2016/17 as new lettings were created and turnover and back-dated rents were collected. Progress has been maintained into 2017/18, leading to an increase of £8m in the year-to-date compared to last year.

Activity in the quarter

Property development

We are continuing at pace with our property development activities. At the end of 2017, we signed the Joint Venture agreement with Triangle London Developments to develop Landmark Court. Our former worksite, within walking distance of London Bridge station, Borough Market, the Tate Modern and the Globe Theatre, will be transformed into 130,000sq ft of new commercial, retail and workspace, as well as 80 new homes.

New lettings

So far this year we have completed 42 retail lettings with a combined gross rental value of £2.4m per annum and 13 industrial lettings with a combined gross rental value of £371k per annum. These include the first letting at the newly completed Abbey Wood Elizabeth line station, and a new retail unit at Tottenham Court Road.

Media activity

Our next generation cross-track projectors went live on 17 screens at five locations in November: Camden Town, Oxford Circus, Piccadilly Circus, Liverpool Street and Holborn. This will lead to increased revenues from the media contract Hello London. Our five launch partners were Tesco, Jaguar, LG, Gillette and EOS. By the end of February 2018, there will be 60 screens located across 15 different Tube stations within Zone 1 and Zone 2.

During this quarter, two of our advertising campaigns won awards. Our creative campaigns – Game of Thrones and Lucozade – were nominated across five different categories with Game of Thrones being ‘highly commended’ in the ‘Experiential’ category, and Lucozade winning the award for the ‘Traditional Transport’ category. Also at the DailyDOOH Awards, the Game of Thrones campaign at King’s Cross station won Best Experiential Campaign.

In December, we announced that the Elizabeth line will be launched with six advertising partners. We are offering the opportunity for 12 months of sector-exclusive advertising rights across the Elizabeth line’s premium environment as well as the chance to work with TfL on marketing integration across the new railway.

We continued to invest in our roadside advertising with two digital underpass screens being installed on the A40 as part of our London Landscape programme. Prior to commencement of revenue, the screens will be used as variable messaging screens providing advance notice to road users of planned works. In addition to this, new digital screens were commissioned at Talgarth Road, Barons Court and in Marylebone and at the Westminster Towers.

*Quarter 4 is longer than Quarters 1 to 3 (16 weeks vs 12 weeks)

Capital investment programme

New capital investment (£m)	Q3 2017/18	Q3 2016/17	Variance
Crossrail	1,034	1,121	-8%
Other LU including line upgrades	256	122	112%
Rail enhancements	247	140	76%
Northern line extension	123	121	2%
Station upgrades	111	148	-25%
Healthy Streets	56	88	-36%
Commercial Development	21	12	75%
Buses	16	46	-65%
Other capital investment	66	37	79%
Total new capital investment	1,931	1,834	5%

The Crossrail project is now 90 per cent complete. During the quarter, Abbey Wood station opened on schedule and a Class 345 train was brought into the central tunnel for the first time to undertake initial testing. Crucial signalling commissioning works were successfully completed by Network Rail over the Christmas period.

The Bond Street station upgrade was completed, increasing capacity by 30 per cent following the opening of the new entrance and ticket hall. New step-free access makes Bond Street the 72nd Tube station to become step-free, moving the Underground closer to the Mayor's target for 40 per cent of stations to be step-free by 2022/23.

The Northern line extension achieved a major milestone, completing the two 3.2km tunnel bores from Battersea

Power Station to Kennington via Nine Elms. A permanent link between the new extension and the existing Northern line was successfully completed during the planned Christmas closure of the Kennington loop.

As part of Healthy Streets, cyclists can now use the entire length of the East-West Cycle Superhighway (CS3) from Lancaster Gate to Tower Hill, passing through Hyde Park, St James's Park, Parliament Square and past the Tower of London.

On our Structure and Tunnels Investment Programme works the first half of the new bridge deck was installed at Power Road Bridge. In addition, the road approaches to the new section of Ardleigh Green Bridge were built and we finished re-building the bridge at Highbury Corner.

Capital renewals (£m)	Q3 2017/18	Q3 2016/17	Variance
Track renewals	100	127	-21%
Roads	78	89	-12%
Other LU	51	183	-72%
LU infrastructure renewals	48	41	17%
LU rolling stock renewals	30	14	114%
Rail infrastructure	18	43	-58%
Other capital renewals	52	41	27%
Total capital renewals	377	538	-30%

We have completed work on the Bakerloo line. This included the upgrade of two key junctions at Paddington and the replacement of more than 100 metres of track at Queen's Park. We also renewed three junctions at Earl's Court, which will allow trains to pass through more quickly.

We achieved a significant step forward in October with multiple test trains running on the new Four Lines Modernisation (4LM) signalling system, between Hammersmith and Latimer Road. In December, we successfully carried out the biggest test to date across the full extent of the first migration section between Hammersmith and Edgware Road, which will be the first to go live with the new signalling system. The new system will mean quicker, more frequent services on the Circle, District, Hammersmith & City and Metropolitan lines from 2021.

On our roads, more than 150,000 square metres of road resurfacing were completed and almost 8,000 square metres of pavement were replaced.

The refurbishment of floodgates at the Blackwell Tunnel was also completed.

Other works included the replacement of a further 130 bus shelters, 20 signalled junctions and over 100 conventional street lights with energy-efficient LEDs. We have also delivered 30 signalled crossings at locations including Acton High Street, A503 Seven Sisters and Camberwell New Road.

We launched the world's toughest emission standard, the £10 Toxicity Charge (T-Charge), on 23 October to help tackle London's air pollution by getting older, more polluting, cars off the roads.

On 3 November, the Mayor announced the early introduction of the Ultra-Low Emission Zone (ULEZ) in central London from 8 April 2019. This will be the next major stage of measures to help tackle London's air pollution and dramatically reduce emissions from up to 60,000 vehicles daily.



Appendices

I. TfL Group balance sheet

Balance sheet (£m)	9 December 2017	31 March 2017	Variance
Intangible assets	115	140	(25)
Property, plant and equipment	38,468	36,839	1,629
Investment properties	558	558	-
Investment in associate entities	362	368	(6)
Long term derivatives	15	18	(3)
Long-term finance lease receivables	21	4	17
Long term debtors	22	26	(4)
Non current assets	39,561	37,953	1,608
Stocks	69	72	(3)
Short term debtors	769	1,821	(1,052)
Short term derivatives	10	12	(2)
Assets held for sale	15	15	-
Short-term finance lease receivables	7	1	6
Cash and short term investments	2,137	1,961	176
Current assets	3,007	3,882	(875)
Short term creditors	(2,239)	(2,146)	(93)
Short term derivatives	(2)	(4)	2
Short term borrowings	(746)	(1,106)	360
Short term lease liabilities	(59)	(77)	18
Short term provisions	(186)	(194)	8
Current liabilities	(3,232)	(3,527)	295
Long term creditors	(61)	(56)	(5)
Long term borrowings	(9,349)	(8,690)	(659)
Long term lease liabilities	(448)	(488)	40
Long term derivatives	(60)	(79)	19
Other provisions	(58)	(44)	(14)
Pension provision	(5,361)	(5,364)	3
Long term liabilities	(15,337)	(14,721)	(616)
Total net assets	23,999	23,587	412
Capital and reserves			
Usable reserves	2,076	1,861	215
Unusable reserves	21,923	21,726	197
Total capital employed	23,999	23,587	412

2. Headcount

Full Time Equivalents (FTEs) including Non-Permanent Labour (NPL)

	31 March 2017 Actual	YTD Net (leavers)/joiners	End of Q3 Actual
Underground	20,121	(227)	19,894
Rail	465	84	548
Buses	786	(156)	630
Streets	1,860	(256)	1,604
Other operations	1,370	79	1,449
Professional services*	3,606	296	3,902
Commercial Development	179	22	200
Crossrail	803	(72)	731
Total	29,189	(230)	28,959

Headcount levels are down 230 in the year, a result of continued recruitment controls, the reduced use of non-permanent labour and the Transformation programme.

LU headcount has reduced by 227 since the end of last year following the transfer of 549 commercial and finance staff to central Professional Services. After adjusting for the transfer, headcount has increased by 322, the result of the recruitment of station staff following last year's station review.

The increase of 296 in Professional Services since the start of year is a result of 755 staff transferring in from other areas of the business. This is offset by 240 leavers across the Finance, Commercial and Technology and Data Transformation workstreams, 113 vacancies and 114 fewer graduates this year.

Headcount in other operations has increased by 79 this year, principally driven by the transfer of 101 staff from Streets into City Planning.

* Professional Services comprises functions within TfL including Legal, Finance, Human Resources, Ticketing, Procurement and Customers, and Communications & Technology where services are provided on a shared basis across all TfL divisions.

Non-Permanent Labour (NPL)

Following the small increase last quarter, the overall use of NPL across TfL has once again fallen. A number of positions need to be filled on a short-term basis while further recruitment under the new organisational structure takes place. We also need to make use of some specialist

temporary workers in highly competitive, scarce skills fields. These resources, recruited through specialist agencies, are essential to ensure that we have qualified people with the right skills to deliver our multibillion pound investment programme.

Total NPL

Date	Number of NPL	Weekly Cost (£)	Reduction since December 2015	
			Number of NPL	Weekly saving (£)
15 December 2015	3,092	5,249,002		
31 March 2017	1,742	2,544,009	(1,350)	2,704,993
24 June 2017	1,517	2,181,215	(1,575)	3,067,787
16 September 2017	1,548	2,174,087	(1,544)	3,074,915
9 December 2017	1,521	2,127,139	(1,571)	3,121,863

The above table shows the cost reduction made from actions taken to reduce NPL costs. The weekly cost assumes seven hours a day and five days a week worked.

NPL by length of service

Length of service	31 March 2017 Actual	YTD net (leavers)/joiners	End of Q3 Actual
0-6 months	356	112	468
6-12 months	191	59	250
1-2 years	563	(285)	278
2-3 years	248	(29)	219
3-5 years	238	(43)	195
5+ years	146	(35)	111
Total	1,742	(221)	1,521

There remains a large number of non-permanent contractors who have been working at TfL for more than two years. Many of these are working on large construction projects, but we continue to seek to reduce reliance on these resources to the extent that is possible.

Glossary

Measure	Unit	Description
Calls answered	%	The percentage of customer calls that are not answered. The target is to keep this below 15 per cent.
Capital renewals		Capital renewals are required to keep our capital assets – stations, track, buses, roads, trains – in a good state of repair. We need to maintain a level of capital renewals for business as usual. Our capital renewals programme replaces current assets with newer, more reliable ones, providing a better service to the customer and reducing maintenance costs.
Correspondence service level agreement	%	<p>The percentage of correspondence we close within agreed response rates from the date it is received from the customer.</p> <p>Agreed response rates differ between functions – three working days for fast resolution teams, five working days for the refunds team and 10 working days for the investigations teams. The target is 80 per cent.</p>
Customer satisfaction	Score	<p>One of our most important performance measures is customer satisfaction; this helps us understand what the people who use our services really think.</p> <p>An independent research company interviews around 10,000 customers every year, as they complete their trip. They are asked to make an 'overall evaluation' of their journey experience, by giving a score out of 10. We take the average of everybody's scores and multiply it by 10, to give a final result out of 100.</p>

Measure	Unit	Description
London Buses – bus validation overall availability	%	The percentage availability of readers (for validation 'touching in') on London Buses.
London Buses: excess wait time (EWT)	Minutes	<p>Excess wait time (EWT) represents the amount of time that a passenger has had to wait in excess of the time that they should expect to wait if buses ran as scheduled.</p> <p>EWT is the key measure of reliability of high-frequency bus services as experienced by passengers and is also used to calculate operator performance bonuses or penalties.</p>
London Overground and TfL Rail: public performance measure (PPM)	%	<p>The public performance measure (PPM) shows the percentage of trains which arrive at their destination on time.</p> <p>The PPM combines figures for punctuality and reliability into a single performance measure. It is the rail industry standard measurement of performance.</p> <p>PPM measures the performance of individual trains advertised as passenger services against their planned timetable as agreed between the operator and Network Rail at 22:00 the night before. PPM is therefore the percentage of trains 'on time' compared with the total number of trains planned.</p> <p>In London and the South East, a train is defined as on time if it arrives at the destination within five minutes (four minutes, 59 seconds or less) of the planned arrival time.</p> <p>Where a train fails to run its entire planned route, (not calling at all timetabled stations), it will count as a PPM failure.</p>

Measure	Unit	Description
London Underground and London Rail RIDDOR reportable customer injuries	Major injuries	<p>The number of serious injuries to customers, employees and contractors using or working on London Underground and London Rail.</p> <p>A major injury is one classified as 'major' under schedule 1 of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). Injuries arising from criminal acts, alleged suicide attempts, and medical conditions are excluded.</p>
London Underground: lost customer hours (LCH)	Hours	<p>The total extra journey time, measured in hours, experienced by Underground customers as a result of all service disruptions with durations of two minutes or more. A delay at a busy location or during peak hours results in more 'lost customer hours' because more customers are affected.</p> <p>For example, an incident at Oxford Circus during a Monday to Friday peak results in a much higher number of lost customer hours than an incident of the same length in Zone 6 on a Sunday morning.</p> <p>As we review incidents, we may need to change LCH figures retrospectively.</p>

Measure	Unit	Description
London Underground: excess journey time (EJT)	Perceived minutes	<p>Journey time is a way of measuring London Underground's service performance. We break down journeys into stages and give each one:</p> <ul style="list-style-type: none"> • A scheduled length of time, so we can say how long a given journey should take if everything goes as planned • A value of time (VOT) based on how customers feel about that bit of the journey, for example going up an escalator has a VOT of 1.5, whereas walking up stairs has a VOT of four, because it makes the perceived journey time longer <p>These are the stages of a journey:</p> <ul style="list-style-type: none"> • Time from station entrance to platform • Ticket queuing and purchase time • Platform wait time • On-train time • Platform to platform interchange • Time from platform to station exit <p>In each period, actual journey times are measured and then compared with the schedule. The difference between the two is the measure of lateness – referred to as excess journey time (EJT). EJT is therefore a measure of how efficiently LU is providing its scheduled or 'stated' service: the more reliable the service the lower the EJT. The calculation includes the impact of planned closures.</p>
London Underground – ticketing system overall availability	%	The percentage availability of revenue collection equipment on London Underground stations, London Overground stations (where gated) and TfL operated Visitor Centres.
Mystery Shopper quality assessment scores	%	The percentage quality score our agents receive for their customer service. This combines scores from correspondence and telephony. The target is 85 per cent.

Measure	Unit	Description
New capital investment	£	New capital investment provides an entirely new service, or provides a significant enhancement of existing services. This investment helps grow the business, providing more volume and capacity.
Passenger journeys	Number	A single journey by an individual (adult or child) on a particular mode of transport run by TfL.
Recorded crime rate	Per million passenger journeys	The number of recorded (or notifiable) crimes per million passenger journeys on the appropriate network.
Scheduled services operated	%	The number of services that TfL actually operated, compared with the scheduled plan – comparing peak and off-peak times. Peak times are 07.00 – 10.00 and 16.00 – 19.00 Monday – Friday. This helps us check whether the service we operate at the busiest times of day is as good as during quieter periods.
TLRN: journey time reliability (morning peak)	%	The key measure for monitoring traffic flow is journey time reliability (JTR). It is defined as the percentage of journeys completed within an allowable excess of five minutes for a standard 30-minute journey during the morning peak.
TLRN user satisfaction score	Score	<p>A score out of 100 of how satisfied customers are with their journey on the TLRN in the past month. Each customer rates their journey on a scale of 0-10, which is then multiplied by 10 to give a score out of 100. This includes journeys by car, walking between transport modes, cycling, bus, powered two-wheeler (P2W), and taxi and private hire vehicles.</p> <p>TLRN CSS is conducted online, it is estimated if it were conducted face-to-face (like other TfL CSSs) the score would be higher by between five and 10 points.</p> <p>From 2010 to Q4 2015 scores had been artificially inflated, as a follow-up question was used inappropriately. From Q1 2016 we removed this question.</p>

Measure	Unit	Description
TLRN: serious and severe disruption	Hours	The KPI measures the numbers of hours of serious and severe disruption on the Transport for London Road Network (TLRN) as a result of planned and unplanned interventions.

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Report title

Financial Position as at the end of December 2017

Meeting	Date
Resources Committee	16 March 2018

Report by	Document Number
Director of Finance and Contractual Services	

Public

Summary

This report presents the financial position as at the end of December 2017 (quarter 3). It provides information on financial performance against revenue and capital budgets.

Recommendation

That:

1. The report be noted; and
2. The Committee agree to settle the 2017/18 FRS pay claim on the basis of a pay increase of 1%, plus a non-consolidated one-off payment of £300 and a salary progression increase of 2.5%, as set out in paragraph 15.

Introduction

1. This report considers the financial position as at the end of December 2017, including a forecast of outturn at the financial year end.
2. All departments review their actual income and expenditure on a regular basis, and provide an updated forecast of outturn and explanation of variances, against all their budgets, to the Finance Department. These returns then form the basis of reporting to the Corporate Management Board and from there on to the Resources Committee and the Greater London Authority on a quarterly basis.

Background to 2017/18 Budget

3. The 2017/18 budget was approved by the Authority at its meeting on 30 March 2017 (FEP 2708). The Authority's net revenue budget is £390,708k, with a net payment of £4,062k into earmarked reserves, £12,342k funding from specific grants and savings of £7,665k.
4. This report sets out a summary position on both the revenue and capital budgets, and then provides more detailed explanations of variances.

Revenue

5. The forecast outturn position for 2017/18 on the revenue budget is an underspend of £4,730k (1.2%). This is largely due to variances previously reported to the Resources Committee in November (FEP 2792). At the end of Quarter 2, the forecast outturn variance reported was £5,285k which included £4,703k on operational staff budgets based on the expected operational staff numbers given forecasts for recruitment and leavers and a one-off budget of £830k that was created in 2017/18 to fund costs involved in offering inoculations to staff. This one off budget was based on co-responding being rolled out across the Brigade. It is now no longer forecast to be spent in this financial year and will be transferred to an earmarked reserve to cover the planned spend in 2018/19.
6. The forecast underspend of £4,730k has reduced by £555k since last reported to the Resources Committee in November (FEP 2792). The decrease in the forecast underspend includes the impact of increases in overtime costs (£542k) as a result of the high number of vacancies, and additional spend on operational equipment and other supplies and services (£776k). There is also an overspend (£231k) on compensation budgets due to a number of large value personal injury cases. There has been additional spend on premises budgets (£1,075k) following the decision to progress a backlog of works aimed at improving the overall condition of the whole estate including repairs, refurbishment and minor improvements to properties, and (£130k) on rent due to the short term renewal of the lease for the existing Brigade Distribution Centre lease following the update to the previous meeting of this Committee on the Integrated Equipment & Logistics Project (FEP2812).
7. The above overspends are offset by an additional underspend on property rates (£2,017k) due to a successful appeal that was lodged by the Estates Management consultant for the 2010 valuations. This had previously been included as a saving in 2018/19 but has now been achieved earlier than expected. There is also a £700k underspend on FRS staff due to vacancies.
8. The key variances are discussed in more detail from paragraph 12 below.

Capital

9. The approved capital programme for 2017/18 is £29,146k and the forecast capital spend is £20,334k, an underspend of £8,802k less than the approved capital budget. The forecast capital spend has increased by £2,349k since last reported to the Resources Committee in November (FEP 2792) due to payments being brought forward from 2018/19 for the stage payments in association with the purchase of the replacement pump appliances.

10. The key variances are discussed in more detail from paragraph 34 below.

Tables and Appendices to this report

11. A summary of the financial position for the revenue budget is provided in Table 1. The latest position on reserves is set out in Table 2. Appendix 1 contains additional detail on the current and forecast financial position. Appendix 2 reports on the forecast outturn on the capital programme. Appendix 3 discusses the risks to the revenue and capital position that have not been quantified. Appendix 4 meets the requirement to disclose all budget virements within the quarter under financial regulation 9 and Appendix 5 provides an analysis of outstanding debt relating to charges for Shut in Lift attendances.

Table 1. Summary Financial Position

	Current Budget	Current Spend	Current Variance	Revised Budget	Forecast Outturn	Forecast Outturn Variance	Previous Forecast Outturn Variance	Movement between variance figures
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Operational staff	174,954	170,678	(4,276)	236,033	231,872	(4,161)	(4,703)	542
Other staff	38,262	38,548	285	52,628	52,268	(360)	150	(510)
Employee related	24,129	21,597	(2,532)	26,365	25,859	(506)	(828)	321
Pensions	15,459	13,828	(1,631)	20,489	20,573	84	(210)	294
Premises	32,479	31,366	(1,113)	36,898	37,223	325	849	(523)
Transport	14,696	14,595	(101)	15,276	15,132	(143)	(91)	(53)
Supplies and services	24,649	26,811	2,162	28,457	28,732	275	(500)	776
Third party payments	1,970	1,906	(63)	2,651	2,930	279	186	93
Capital financing costs	1,824	1,474	(351)	9,508	9,508	0	0	0
Central contingency against inflation	0	0	0	271	271	0	0	0
Total revenue expenditure	328,422	320,802	(7,620)	428,576	424,369	(4,207)	(5,147)	940
Other income	(32,900)	(33,082)	(182)	(35,545)	(35,957)	(412)	(124)	(288)
Net revenue expenditure	295,522	287,719	(7,802)	393,031	388,412	(4,619)	(5,271)	652
Use of earmarked reserves	0	0	0	3,526	3,526	(0)	(0)	0
Financing Requirement	295,522	287,719	(7,802)	396,557	391,938	(4,619)	(5,271)	652
Financed by:								
Specific grants	(11,528)	(12,832)	(1,304)	(14,129)	(14,240)	(111)	(14)	(97)
GLA funding	0	0	0	(382,428)	(382,428)	0	0	0
Net Position	283,994	274,887	(9,106)	0	(4,730)	(4,730)	(5,285)	555

Reasons for the Revenue Position

Staff

12. The budget for operational staff is forecast to underspend by £4,161k, a decrease in the underspend of £542k from the position reported at Quarter 2. This is due to an increase in overtime costs due to the high number of vacancies. As previously reported, the forecast underspend also includes a pressure of £1,500k based on a pay award of 2% for operational staff. In December, the national Fire Brigades Union (FBU) ballot agreed to uplift salaries by 1% backdated to July 2017. The forecast 2% increase is still considered prudent whilst discussions around pay and the broadening of the role continues. The remainder of the underspend is due to the number of vacancies.
13. FRS staff budgets are now forecast to underspend by £510k, 1.1% of the total FRS staff budget. At the end of December, there are 127 vacancies and 77 agency staff. The forecast underspend is now being reported because recruitment to a number of key roles has taken longer than anticipated. The forecast also includes the one-off impact (£310k) of the proposed pay award as set out in the section below.
14. As previously reported, control staff budgets are forecast to overspend by £150k. Overtime levels have remained high but they are now reducing following the appointment of additional staff. Once the new staff are fully trained it is expected that overtime costs will continue to reduce.

2017/18 FRS Pay Settlement

15. Following several months of negotiations between the FRS trade unions and officers, the trade unions have advised they will agree a pay settlement of 1% (backdated to 1 April 2017), plus a non-consolidated one-off payment of £300 for all eligible FRS staff, and for the Salary Progression Increase (SPI) to be 2.5% (backdated to 1 July 2017).
16. This improved pay offer followed the trade union's rejection of the initial offer of a 1% pay rise, and 2.5% for the SPI, which was in line with the original budgetary provision. The pay settlement was then discussed at a meeting of the LFEP Joint Council on 12 January 2018, at which an additional one-off payment of £300 was offered for FRSB and FRSC staff. This was also subsequently rejected by the trade unions, leading to the improved offer under which all FRS staff would receive the non-consolidated one-off payment of £300 (pro-rata-ed by hours and time served during the year) in addition to the 1% pay increase and 2.5% for the SPI, and this has now been agreed by the trade unions.
17. This settlement has been costed as adding a one-off budgetary pressure of £310k in 2017/18, which can be contained within the forecast underspend for FRS staff this year. Given that this will not have an ongoing budgetary impact, it is recommended that the Committee agree this pay settlement.

Employee Related

18. Employee related budgets are forecast to underspend by £506k. This has reduced by £321k from the position reported at Quarter 2 largely due to the inclusion of a forecast overspend of £231k on compensation budgets due to a number of large value personal injury cases. As previously reported, the forecast includes an overspend on the training contract (£150k) based on the current level of spend and expected number of training courses that will be run in 2017/18, offset by a forecast underspend on the apprenticeship levy (£50k). The remainder of the underspend is due to a forecast underspend on the inoculations budget within the medical and welfare expenses budget now transferred to an EMR reserve to cover the planned spend in future years.

Firefighter Injury and Ill Health Pensions

19. Firefighter pensions budgets are forecast to overspend by £84k in 2017/18, an increase in forecast spend of £294k from the underspend position reported at Quarter 2. This increase is due to a higher number of ill health retirements than budgeted and lower levels of leavers from the injury pension scheme than expected at Quarter 2.

Premises

20. Premises budgets are forecast to overspend by £325k, a decrease of £523k from the previously reported overspend. The decrease in spend from the previous forecast includes a reduction on property rates of £2,017k. A saving had been included in the 2018/19 Budget based on an appeal lodged by the Estates Management consultant for the 2010 valuations of £500k. This additional underspend is due to this saving being achieved earlier than expected, and with a much higher value. This is offset by an increase in the forecast spend on building maintenance budgets of £1,075k following the decision to progress a backlog of works aimed at improving the overall condition of the whole estate including repairs, refurbishment and minor improvements to properties. This is in addition to a £650k overspend that was included in the Quarter 2 report.
21. There are also additional overspends on rent (£181k) due to the short term renewal of the lease for the existing Brigade Distribution Centre as set out in the report on the Integrated Equipment & Logistics Project (FEP 2812), fixtures and fittings to replace dilapidated gym equipment at fire stations (£101k) and premises security as rental income from letting space at the Rear Block at Albert Embankment is unlikely to cover the costs of security (£97k). The forecast also includes previously reported overspends on the cost of security at three sites that were expected to be sold in 2017/18 (£113k) and a forecast overspend on option appraisal fees for major capital projects (£70k).

Transport

22. Transport budgets are forecast to underspend by £143k, a reduction in spend of £53k from the position reported at Quarter 2. This is largely due to a reduction in the forecast charges for lease cars. The previously reported position includes forecast underspends of £151k on vehicle passthroughs due to spend for the ultra low emission zone that has been reallocated to the 2018/19 financial year, on transport budgets and fuel costs at Fire Stations of £65k and £37k respectively and abatements on the vehicle and equipment contract of £91k. These underspends are offset by a forecast overspend on insurance budgets of £284k following changes to the discount rates within personal injury markets and a higher forecast cost of insurance claims.

Supplies and Services

23. There is a forecast overspend of £275k on supplies and services budgets. This includes an increase in spend of £776k since last reported. The movement is due to additional spend on operational equipment budgets due to spend on new firefighter technology (£203k), the cost of replacement equipment for the Grenfell incident (£121k), higher levels of repair and maintenance for breathing apparatus (£87k), and on hardware and software due to additional spend on equipment at the London Operations Centre (£90k). There is also additional spend on the LFB website (£57k), on professional services budgets due to an increase in forecast legal costs (£63k), on first aid training costs being paid to the Emergency Fire Crew contractor (£56k) and a reduction in the forecast underspend on operational staff clothing budgets based on the current spend to date (£92k).
24. These variances are in addition to the previously reported underspend on hydrants maintenance (£187k), the control and mobilising contract (£180k) and hardware and software budgets (£184k), offset by a forecast overspend on legal professional fees (£135k).

Third Party Payments

25. There is a forecast overspend on third party payments of £279k. This has increased by £124k from the position reported at Quarter 2 due to an increase in the spend on the provision of Mutual Assistance from neighbouring brigades.

Income

26. There is a forecast over recovery of £412k on income. This is an increase in the amount of income forecast to be received of £288k since last reported in Quarter 2. This includes additional income of £185k in respect of the Metropolitan Fire Brigade (MFB) Act. This is in addition to the over recovery forecast reported in September (FEP2792) at Quarter 2. The remainder of the movement from the forecast at Quarter 2 is due to additional telecom rental income following a review of leases in 2017/18.
27. These variances are in addition to the previously reported reduction in forecast interest receipts (£195k), a forecast reduction in the amount of community safety contributions that will be applied in this financial year with any income received being carried forward to support activities in future years (£175k), a reduction in the number of charges raised to attend shut in lift incidents due to a reduction in call outs (£78k) and a reduction in costs recovered from LFB enterprises because of the resignation of a full time member of staff (£70k). The remainder of the forecast over recovery is due to expected increased income from the GLA for additional space at Union Street (£262k).

2018/19 Budget Update

28. The January Budget Update report (FEP2809 and 2809A) set out a balanced budget for 2018/19 and a total budget gap of £12.0m over the next four years. The 2018/19 Budget Report (FEPXXXX), which is also on today's agenda provides an update to that position with detailed proposals for a balanced budget in 2018/19.

Position on Reserves

29. The forecast position on reserves is set out in Table 2 below. Following a review of reserves as part of the budget process, the Property PFI reserve has now been closed and transferred to the general reserve. This leaves a balance on the general reserve at the year end of £15,120k, this is £1,364k above the stated minimum level of £13,756k which is 3.5% of the net revenue expenditure budget.
30. The Budget Flexibility reserve was set up in the 2017/18 Budget (FEP2708) report with funds of £6.2m, to help mitigate the budget deficit anticipated over the next four years. This reserve also includes the approved transfer of an additional £5.3m from the general reserve to the Budget Flexibility reserve (FEP 2792).

Table 2. LFEPA Reserves for the 2017/18 Financial Year

£000s	Opening Balance at 01/04/17	Approved Movements	Underspend/ (Overspend) in 2017/18	Use of Reserves in 2017/18	New Payments/ Transfers	Anticipated Balance at 31/03/18
Additional Resilience Requirements	0	6,757		(2,396)		4,361
Community Safety Investment Fund	602			(602)		0
Compensation	1,000					1,000
Emergency Services Mobile Communication Programme	356			(200)		155
Emergency Medical Response	0	830				830
Firefighters' Pension	1,172					1,172
Fire Safety and Youth Engagement	338			(20)		318
Hazardous Material Protection	203			(203)		0
Hydrants	462					462
ICT Development Reserve	668			642		1,310
London Resilience	1,281			834		2,115
LSP2017 Implementation	5,000			(439)		4,561
New Governance Arrangements	100	200				300
Pension Early Release Costs	400					400
Property PFI	1,912				(1,912)	0
Recruitment/ Outreach	600			(250)		350
Review of Property Services	85	(85)				0
Sustainability	235					235
Vehicle & Equipment Reserve	1,163					1,163
Budget Flexibility	0	5,309		6,160		11,469
General	21,489	(13,011)	4,730		1,912	15,120
Total	37,065	0	4,730	3,526	0	45,321

31. The reserves table above includes the establishment of an Additional Resilience reserve to meet forecast costs in 2017/18 arising from an initial assessment of the LFB resources requirement following recent events (FEP 2763). The reserve has been funded by a transfer from the general reserve of £6,757k. This report includes a use of £870k for funding of the investigation team, £848k for legal costs, £371k to fund additional overtime costs, £239k to fund an increase in officer levels and £70k to fund the cost of staff counsellors in this financial year. The above table also includes the establishment of a reserve for Emergency Medical Response of £830k to fund the potential cost of staff inoculations in 2018/19 and an additional payment into the New Governance Arrangements reserve to meet the costs associated with the abolition of the Authority expected to happen at the end of March 2018, as reported previously.
32. This report also includes payments of £834k into the London resilience reserve from underspends on the Mass Casualty Response, Flood Response and Smoke Filled Environment projects and £850k into the ICT Development reserve from the underspend on the National Operational Guidance Integration programme to allow for the funds to be accessed by these projects in future years.

33. Other drawings from earmarked reserves in 2017/18 include:

- £602k for the Community Safety Investment Fund,
- £439k for implementation of LSP2017,
- £250k to fund the recruitment and outreach team,
- £208k to fund ICT developments,
- £203k from the hazmat reserve to fund new gas tight suits,
- £200k to fund fire safety and youth engagement work,
- £200k to fund the Emergency Services Mobile Communication Programme, and
- £20k to fund Fire Safety and Youth Engagement works.

Capital

34. The capital programme for 2017/18 was agreed by the Resources Committee in July 2017 (FEP2750) with a budget of £29,146k. The forecast capital spend for 2017/18 is £20,344k, which is £8,802k less than the capital budget. The last reported forecast was £17,995k (FEP2792), an increase in spend of £2,349k due to the following:

Budget new requirements - £177k

- Fleet equipment - £74k
- Replacement Laptops £103k

Budget re-phasing from 2018/19 - £3,617k

- (Fleet) Pump Appliances Replacement Programme - £3,522k
- New Training Centre - £95k

Budget re-phasing to 2018/19 - (£1,208k)

- Fleet Light Vehicles Replacement - (£547k)
- Appliance Bay Doors (Shoreditch & Wimbledon FS - (£275k)
- Minor works – Eltham FS Shower Refurbishment – (£108k)
- Minor works – Fulham FS Yard Gates – (£60k)
- Fire Safety Works – (£47k)
- ICT - Mobile Data Terminals - (£71k)
- ICT – CAMS (£100k)

Budget Savings – (£237k)

- Estates – Development Costs – (£77k)
- Mobile Data Terminals - (£160k)
- Wireless LAN Controllers (£78k)
- Adjustment to ICT over programming £78k

35. Fleet equipment - the budget requirement for 2017/18 has increased by £74k following the review of the equipment replacement programme. The previous estimated budget for 2018/19 of £1,000k will increase by £1,139k to an estimated £2,139k. This is mainly due to replacement of the equipment for Fire Rescue Units (FRUs) needing to coincide with the design phase of the FRU vehicle replacement project. The funding has been brought forward to allow this to happen.

36. Replacement Laptops – A budget of £450k was approved in July 2015 (FEP2462) to replace the laptops across LFB. The scheme has been rolled out in stages and the current forecast spend is £403k. This is an increase of £103k against the previous forecast spend. The current phase covers laptops for Disability Discrimination Act (DDA) users, and laptops resulting from initiatives to have

access to systems when away from the office for senior operational staff, particularly ACs, DACs and Group Managers.

37. The stage payments for the 2nd batch of pumping appliances have been re-phased following changes in the programme rollout. This has resulted in £3,522k being brought forward from 2018/19 as it is now projected that the 1st stage of the 2nd batch of appliances will be completed by 31st March 2018. The budgets for 2018/19 and 2019/20 have also been adjusted for the new revised timetable.
38. The budget for the new training centre has been re-phased in light of the timings in the current programme. This has resulted in £95k being brought forward from 2018/19 to cover the design fees for the new facility.
39. The light vehicle work-streams have all slipped and are now forecast to be delivered early in 2018/19 instead of 2017/18 as previously planned. There are a combination of reasons for the slippage involving LFB changes in user requirements and extended supplier lead times due to the demand for ultra low emission vehicles. This has resulted in £547k being deferred to 2018/19.
40. Appliance Bay Door Replacements - A delay in obtaining local authority planning permission for Shoreditch FS has affected the project programme. Although planning permission has now been approved (4th December 2017), the lengthy lead time for the manufacture of the doors has meant it will not be possible to deliver and install the new bay doors at Shoreditch by the end of this financial year. £217k has therefore been deferred to 2018/19. At Wimbledon FS, the contractor has now indicated that delivery of the doors to the site is anticipated at the end of March, with installation to be completed early in the new financial year. Accordingly, £58k has been deferred to 2018/19.
41. Minor works (Eltham FS Shower refurbishment) - A number of design/engineering queries have been raised which need to be addressed following the issue of the draft tender documentation by the consultant. This has impacted on the project programme and delayed the estimated commencement of works into 2018/19. £108k has been deferred to 2018/19 for this project.
42. Minor works (Fulham FS Automated gates and fire safety works) – Delays in obtaining planning consent required due to the building being listed, have resulted in a delay in commencing the heating replacement project at this site. In order to minimise additional disruption at the site, the works to replace the automated gates (£60k) and the fire safety works (£47k) have been deferred to 2018/19.
43. Mobile Data Terminals (MDT's) – A budget of £2,100k for the replacement of MDT's was approved in September 2014 (FEP2314). As previously reported in September (FEP2792), 130 of the units purchased were stolen. An insurance claim has been submitted for these items. The project has now re-started and the roll out of the new MDT terminals (an upgraded version) is planned to complete by August 2018. £71k is being carried forward to 2018/19 to cover vehicle installations. In addition, the final project cost of the project is now £2,100k, a reduction of £160k against the previous forecast. This amendment is as a result of the accounting adjustments required for the stolen equipment.
44. Control and Mobilising Systems (CAMS) – the additional developments planned to be undertaken during 2017/18 have now been deferred to 2018/19, whilst the current issues with the system are resolved. £100k has been deferred to 2018/19.
45. Wireless LAN Controllers - the initial cost estimates have been revised to £120k following the successful tendering of this project. The original budget was £198k calculated using published list

prices. The tender process has resulted in a 40% discount being achieved, a saving of £78k which has been offset against the ICT over programming provision.

46. The development budget is a 'revolving fund' of £250k which is used for feasibility studies for potential future works. Costs have been charged to the relevant capital project budgets and abortive costs are recharged to the revenue budget for projects which have not resulted in capital works being undertaken. It is now projected that there will be an underspend of £77k for this generic budget in 2017/18.

Future Years

47. Capital funding of £3,450k was approved for the PG/BDC Development project in July 2017 (FEP2757). The project is now progressing with an identified site. The project budget has increased due to a greater level of required mechanical and electrical services (such as plant and equipment for heating, ventilation, electrical supply, and specialist gas and air systems) than previously anticipated. In addition, the proposed site requires greater external works than previously anticipated, as it has two yards requiring two new vehicle gates. The capital requirement is now £4,000k an increase of £550k, as approved at the Resources Committee meeting in January 2018 (FEP2812).
48. At its last meeting in January (FEP 2813) the Resources Committee approved funding to procure a combination of standard range and extended range aerial appliances giving a total of 15 aerial appliances estimated at a total capital cost not exceeding £14,800k.
49. The cost of the Physical Servers Environment project is £300k against the original budget estimate of £500k. The original budget estimate was based on a like for like basis using the existing storage solution as a baseline for the assessment. Advances in virtual server technology have changed the way in which data is stored and as such whilst the base requirement to have storage in our data centre continues, changes in technology as resulted in the same storage capacity with enhanced capabilities being provided at a lower overall cost. Accordingly, there is a saving of £200k to the 2018/19 budget.
50. The table in appendix 2 below shows a summary of the movements since last reported in September (FEP2792) and the impact on the capital budget in future years.

Debtors

51. An analysis of debtors relating to Shut in Lift is provided in Appendix 5. This includes a chart that shows the continued decrease in the amount of Shut in Lift debts outstanding over the past 18 months, with £132k outstanding at the end of December 2017. The continued joint effort by Authority staff has resulted in the positive progress made to date on shut in lift debts recovery.

Head of Legal and Democratic Services comments

52. The Head of Legal and Democratic Services has reviewed this report and has no comments.

Director of Finance and Contractual Services comments

53. This report is presented by the Director of Finance and Contractual Services and there are no further comments.

Sustainable Development Implications

54. This report has no sustainability implications.

Staff Side Consultations Undertaken

55. No staff-side consultations have been undertaken on this report.

Equalities Implications

56. This report has no equality implications.

List of Appendices to this report:

1. Financial Position, 2017/18 Forecast Outturn
2. Capital Programme 2017/18
3. Risks to the Revenue and Capital Position
4. Financial Regulation 9: Budget Virements
5. Outstanding LIFT debtors

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
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List of background documents

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|---|
| <ol style="list-style-type: none">1. FEP2708 2017/18 Budget2. FEP2750 Review of Financial Outturn for 2016/173. FEP2772 Financial Position as at the end of June 20174. FEP2792 Financial Position as at the end of September 2017 |
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Proper officer	Director of Finance and Contractual Services
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Financial Position, 2017/18 Forecast Outturn

Appendix 1

	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance		Previous Forecast Outturn Variance (Q2)	Movement between variance figures
	£	£	£	%	£	£	£	£	%	£	£
Operational Staff	174,292,842	169,881,432	(4,411,410)	(2.5%)	233,410,405	234,796,970	230,636,432	(4,160,538)	(1.8%)	(4,702,969)	542,431
Trainee Firefighters	661,290	796,601	135,311	20.5%	1,235,886	1,235,884	1,235,884	0	0.0%	0	0
Total Operational Staff	174,954,132	170,678,033	(4,276,099)	(2.4%)	234,646,291	236,032,854	231,872,316	(4,160,538)	(1.8%)	(4,702,969)	542,431
FRS Staff	34,316,580	34,496,265	179,686	0.5%	45,520,950	47,318,737	46,808,843	(509,894)	(1.1%)	0	(509,894)
Control Staff	3,945,892	4,051,684	105,793	2.7%	5,442,449	5,309,096	5,459,193	150,097	2.8%	150,097	0
Total Other Staff	38,262,471	38,547,950	285,478	0.7%	50,963,400	52,627,833	52,268,036	(359,797)	(0.7%)	150,097	(509,894)
Other Pension Payments	660,000	656,359	(3,641)	(0.6%)	990,000	990,000	990,000	0	0.0%	0	0
Severance	0	47,246	47,246	0.0%	0	33,681	47,246	13,566	40.3%	13,565	0
Professional Development	21,368,764	19,082,067	(2,286,698)	(10.7%)	20,911,224	21,988,267	22,096,667	108,400	0.5%	98,361	10,039
Recruitment	214,981	223,570	8,589	4.0%	162,100	267,100	253,503	(13,597)	(5.1%)	(33,478)	19,881
Employee Related Insurance	190,000	205,165	15,165	8.0%	190,000	190,000	205,165	15,165	8.0%	0	15,165
Compensation	416,860	200,925	(215,935)	(51.8%)	555,813	555,813	786,349	230,535	41.5%	0	230,535
Medical and Welfare Expenses	1,439,289	1,326,423	(112,866)	(7.8%)	2,782,076	2,713,071	1,852,600	(860,471)	(31.7%)	(898,501)	38,030
Employee Capitalised Costs	(161,274)	(144,782)	16,491	(10.2%)	(245,400)	(372,500)	(372,500)	(0)	0.0%	(7,712)	7,711
Total Employee Related	24,128,620	21,596,973	(2,531,647)	(10.5%)	25,345,813	26,365,432	25,859,030	(506,402)	(1.9%)	(827,764)	321,362
Firefighter Pension Scheme	15,459,250	13,828,155	(1,631,095)	(10.6%)	20,489,000	20,489,000	20,573,009	84,009	0.4%	(210,000)	294,009
Building Maintenance	6,363,530	7,436,201	1,072,671	16.9%	7,241,163	6,813,688	8,538,928	1,725,240	25.3%	650,000	1,075,240
Grounds Maintenance	88,948	57,157	(31,792)	(35.7%)	118,382	146,396	146,396	0	0.0%	0	0
Premises Security	425,752	596,328	170,576	40.1%	397,752	425,752	635,752	210,000	49.3%	113,000	97,000
Energy Costs	1,307,722	1,295,971	(11,751)	(0.9%)	2,031,205	2,031,205	2,091,205	60,000	3.0%	0	60,000
Rents	7,684,599	5,943,352	(1,741,246)	(22.7%)	7,801,412	7,903,952	8,085,278	181,326	2.3%	51,684	129,642
Property PFI Contract	5,545,202	5,541,577	(3,625)	(0.1%)	5,545,202	5,545,202	5,485,202	(60,000)	(1.1%)	(60,000)	0

Financial Position, 2017/18 Forecast Outturn

Appendix 1

	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance		Previous Forecast Outturn Variance (Q2)	Movement between variance figures
Property Rates	7,177,817	6,690,660	(487,157)	(6.8%)	9,291,368	9,291,368	7,274,368	(2,017,000)	(21.7%)	0	(2,017,000)
Water & Sewerage Rates	175,579	200,268	24,689	14.1%	255,515	255,515	295,515	40,000	15.7%	0	40,000
Fixtures & Fittings	65,648	178,282	112,634	171.6%	332,861	97,969	198,537	100,568	102.7%	0	100,568
Cleaning and Domestic Supplies	1,354,299	1,079,940	(274,359)	(20.3%)	2,032,753	2,020,097	2,020,347	250	0.0%	0	250
Premises Insurance	290,000	304,281	14,281	4.9%	372,000	372,000	340,000	(32,000)	(8.6%)	0	(32,000)
Other Property Services	1,999,596	2,041,550	41,954	2.1%	1,526,726	1,994,524	2,111,524	117,000	5.9%	94,000	23,000
Total Premises	32,478,693	31,365,567	(1,113,126)	(3.4%)	36,946,338	36,897,667	37,223,051	325,384	0.9%	848,684	(523,300)
Running Costs	1,679,519	1,790,657	111,138	6.6%	2,092,597	1,717,474	1,946,717	229,243	13.3%	229,839	(596)
Vehicle and Equipment Contracts	10,783,624	10,716,116	(67,509)	(0.6%)	10,783,624	10,783,624	10,692,744	(90,880)	(0.8%)	(90,880)	0
Vehicle Passthroughs	395,835	311,867	(83,968)	(21.2%)	645,172	605,465	453,804	(151,661)	(25.0%)	(151,661)	0
Maintenance and Repairs	0	0	0	0.0%	905,000	0	0	0	0.0%	0	0
Contract Hire & Operating Leases	1,140,509	1,065,403	(75,106)	(6.6%)	1,189,900	1,228,300	1,139,602	(88,698)	(7.2%)	(29,358)	(59,340)
Travel	696,144	710,504	14,360	2.1%	1,122,627	941,046	899,622	(41,424)	(4.4%)	(48,746)	7,322
Total Transport	14,695,632	14,594,546	(101,086)	(0.7%)	16,738,920	15,275,909	15,132,489	(143,420)	(0.9%)	(90,806)	(52,614)
Hydrants	570,824	581,534	10,710	1.9%	600,900	581,492	400,037	(181,455)	(31.2%)	(187,444)	5,989
Operational Equipment	1,879,831	1,346,157	(533,674)	(28.4%)	2,123,414	1,747,382	2,124,716	377,334	21.6%	(15,753)	393,087
Smoke Alarms	595,000	673,267	78,267	13.2%	700,000	700,000	711,418	11,418	1.6%	0	11,418
Equipment Furniture and Materials	192,319	287,044	94,726	49.3%	534,188	273,658	290,852	17,194	6.3%	(2,120)	19,314
Lost & NFWT Operational Equipment	100,082	85,679	(14,403)	(14.4%)	107,387	107,387	107,390	3	0.0%	0	3
Catering	245,537	243,555	(1,982)	(0.8%)	120,104	312,259	282,417	(29,842)	(9.6%)	(10,853)	(18,989)
Clothing & Laundry	2,591,951	2,963,649	371,699	14.3%	2,790,337	2,795,935	2,775,465	(20,470)	(0.7%)	(112,913)	92,443
General Office Expenses	548,919	576,066	27,147	4.9%	378,869	720,790	795,424	74,634	10.4%	54,338	20,296
Professional Services	8,400,998	8,566,731	165,733	2.0%	8,550,475	9,160,786	9,187,711	26,925	0.3%	(95,538)	122,463
Postal Services	55,487	58,805	3,317	6.0%	61,255	61,255	61,215	(40)	(0.1%)	0	(40)

Financial Position, 2017/18 Forecast Outturn

Appendix 1

	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance		Previous Forecast Outturn Variance (Q2)	Movement between variance figures
Communications	3,603,585	2,848,302	(755,283)	(21.0%)	3,567,294	3,800,345	3,814,387	14,042	0.4%	16,115	(2,073)
Hardware and Software	5,051,576	7,787,102	2,735,526	54.2%	6,121,843	7,188,305	7,169,054	(19,251)	(0.3%)	(183,583)	164,332
Staff Reimbursements	239,504	257,511	18,007	7.5%	450,565	316,205	345,620	29,415	9.3%	33,261	(3,846)
Grants and Subscriptions	222,490	137,474	(85,017)	(38.2%)	225,724	235,313	237,133	1,820	0.8%	(1,978)	3,798
Other Insurance	225,000	186,614	(38,386)	(17.1%)	225,000	225,000	185,667	(39,333)	(17.5%)	0	(39,333)
Advertising	73,693	160,312	86,619	117.5%	112,450	161,282	170,629	9,347	5.8%	4,205	5,142
Other Supplies and Services	52,482	51,045	(1,437)	(2.7%)	212,476	69,737	73,154	3,417	4.9%	1,834	1,583
Total Supplies and Services	24,649,278	26,810,847	2,161,569	8.8%	26,882,280	28,457,130	28,732,289	275,160	1.0%	(500,429)	775,588
Other Agencies	688,047	551,717	(136,330)	(19.8%)	315,700	917,396	886,696	(30,700)	(3.3%)	0	(30,700)
Other Local Authorities	1,195,800	1,276,117	80,317	6.7%	1,325,102	1,644,838	1,954,395	309,557	18.8%	186,000	123,557
Audit & Bank Charges	85,750	78,330	(7,420)	(8.7%)	88,600	88,600	88,600	0	0.0%	0	0
Total Third Party Payments	1,969,597	1,906,165	(63,432)	(3.2%)	1,729,402	2,650,834	2,929,691	278,857	10.5%	186,000	92,857
Debt Repayment	0	0	0	0.0%	5,882,000	5,882,000	5,882,000	0	0.0%	0	0
External Interest	1,824,164	1,473,539	(350,625)	(19.2%)	3,626,000	3,626,000	3,626,000	0	0.0%	0	0
Total Capital Financing Costs	1,824,164	1,473,539	(350,625)	(19.2%)	9,508,000	9,508,000	9,508,000	0	0.0%	0	0
Central Contingency	0	0	0	0.0%	2,198,900	270,910	270,911	2	0.0%	0	2
Total revenue expenditure	328,421,838	320,801,775	(7,620,063)	(2.3%)	425,448,344	428,575,569	424,368,823	(4,206,746)	(1.0%)	(5,147,187)	940,442
MFB Act Income	(25,595,000)	(26,355,822)	(760,822)	3.0%	(25,595,000)	(25,595,000)	(26,384,899)	(789,899)	3.1%	(605,000)	(184,899)
Customer and Client Receipts	(7,025,194)	(6,493,547)	531,647	(7.6%)	(8,381,538)	(9,354,774)	(9,172,303)	182,471	(2.0%)	285,802	(103,331)
Interest Receivable	(280,000)	(230,574)	49,426	(17.7%)	(595,000)	(595,000)	(400,000)	195,000	(32.8%)	195,000	0
Bad Debts	0	(2,441)	(2,441)	0.0%	0	0	0	0	0.0%	0	0
Total Other Income	(32,900,194)	(33,082,383)	(182,189)	0.6%	(34,571,538)	(35,544,774)	(35,957,202)	(412,428)	1.2%	(124,198)	(288,230)
Net revenue expenditure	295,521,644	287,719,392	(7,802,252)	(2.6%)	390,876,806	393,030,794	388,411,621	(4,619,174)	(1.2%)	(5,271,385)	652,212

Financial Position, 2017/18 Forecast Outturn

Appendix 1

	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance		Previous Forecast Outturn Variance (Q2)	Movement between variance figures
			2))	
Use of Earmarked Reserves	0	0	0	0.0%	3,748,957	3,526,028	3,526,028	(0)	(0.0%)	(0)	0
Financing Requirement	295,521,644	287,719,392	(7,802,252)	(2.6%)	394,625,763	396,556,823	391,937,649	(4,619,174)	(1.2%)	(5,271,385)	652,212
Financed by:											
Specific grants	(11,527,849)	(12,831,926)	(1,304,077)	11.3%	(12,225,763)	(14,128,887)	(14,239,604)	(110,717)	0.8%	(13,575)	(97,143)
GLA Grant	0	0	0	0.0%	(382,400,000)	(382,427,936)	(382,427,936)	0	0.0%	0	0
Net Financial Position	283,993,794	274,887,465	(9,106,329)	(3.2%)	0	0	(4,729,891)	(4,729,891)	0.0%	(5,284,960)	555,069

The table below shows a summary of the movements since the quarter two budget report (FEP2792) and the impact on the capital budget in future years.

Budget Year	2017-18	2018-19	2019-20	2020-21	2021-22	Notes
Qtr 2 FEP 2792 Resources Com	17,995	41,674	41,232	22,530	21,410	
New Training Centre	95	(486)	(141)	532		Budget re-phasing
Fire Safety Works	(47)	47				Budget re-phasing
Appliance Bay Doors – Shoreditch FS	(217)	217				Budget re-phasing
Appliance Bay Doors – Wimbledon FS	(58)	58				Budget re-phasing
Fulham FS Automated Yard Gates	(60)	60				Budget re-phasing
Eltham FS – Shower Refurbishment	(108)	108				Budget re-phasing
Development Costs	(77)					Budget saving
Replacement of Laptops	103					New requirements
ICT - CAMS	(100)	100				Budget re-phasing
ICT - Mobile Data Terminals	(71)	71				Budget re-phasing
ICT - Mobile Data Terminals	(160)					Budget saving
ICT - Wireless LAN Controllers	(78)					Budget saving
ICT - Physical Server Environment		(200)				Budget saving
ICT Over-programming adjustment	78	200				Re LAN & Physical Servers
Replacement Programme Equip	74	1,139				New requirements
Replacement Programme Fleet				(1,680)	1,680	Budget re-phasing
Fleet - Pumping Appliances	3,522	(4,987)	1,465			Budget re-phasing
Fleet – Light Vehicles Replacement	(547)	547				Budget re-phasing
Fleet – Aerial Appliances			4,450			Budget Increase FEP2813
IELP – PEG/BDC Development		550				Budget increase FEP2812
Capital Programme Qtr 3 2017	20,344	39,098	47,006	21,382	23,090	
Change	2,349	(2,576)	5,774	(1,148)	1,680	

	2017-18 Capital Budget July 2017	Current Forecast 2017/18 Qtr 3	Variance	Last reported position 2017/18 Qtr 2 FEP2792	Variance	Notes
APPENDIX 1 – 2017/18 CAPITAL PROGRAMME						
ICT Projects	£'000s	£'000s	£'000s	£'000s	£'000s	
Upgrade Operating System	98	0	(98)	0	0	To 2018/19
Business Intelligent Solution	900	250	(650)	250	0	To later years
Control & Mobilisation System (CAMS)	470	0	(470)	100	(100)	To 2018/19
Mobile Data Terminals Replacement	288	57	(231)	288	(231)	£71k to 2018/19
Home Fire Safety Database	130	0	(130)	0	0	To 2018/19
Replacement of laptops (FEP2462)	131	334	203	231	103	Within existing approval
Public Services Network	707	0	(707)	0	0	To 2018/19
Accident (event) reporting solution	70	130	60	130	0	Add budget reqmt
Online Payment Facility	70	0	(70)	0	0	To 2018/19
Audio visual equip for Union Street	130	150	20	150	0	Add budget reqmt

	2017-18 Capital Budget July 2017	Current Forecast 2017/18 Qtr 3	Variance	Last reported position 2017/18 Qtr 2 FEP2792	Variance	Notes
APPENDIX 1 – 2017/18 CAPITAL PROGRAMME						
Blade Farm/ Hyperconverged	300	0	(300)	0	0	Budget saving
Virtual Desktop Technology	250	0	(250)	0	0	To 2018/19
Tlephone system equipment	157	157	0	157	0	
New computer terminals	69	69	0	69	0	
Core Switch Modules	300	0	(300)	0	0	To 2018/19
Wireless LAN Controllers	198	120	(78)	198	(78)	Budget saving
Station Network Rewires	100	0	(100)	0	0	To 2018/19
Physical Server Environment	500	300	(200)	300	0	To 2018/19
ICT Projects Over programming	(1,098)	(420)	678	(498)	78	To 2018/19
ICT PROJECTS	3,770	1,147	(2,623)	1,375	(228)	
ESTATE PROJECTS						
Fire Station Refurb (Middx)	100	0	(100)	0	0	To 2018/19
Alteration works to Union St HQ	75	42	(33)	42	0	Budget savings
Workplace Plan (WIP) Union St	240	240	0	240	0	
Re-develop Plumstead F.S.	2,500	0	(2,500)	0	0	To 2018/19
Bromley FS works	214	240	26	240	0	Add budget reqmt
LFB Museum – Fitout	0	18	18	18	0	Trf from 2018/19
Refurbishment of Edmonton F.S.	50	0	(50)	0	0	To 2018/19
Heating at various fire stations	1,575	1,575	0	1,575	0	
Window replacement at F.S.	300	140	(160)	140	0	£160k to Appliance Bay Doors
Rewiring at various fire stations	592	789	197	789	0	£197k from Appliance bay floors
Building Energy Efficiency (BEEP2)	789	764	(25)	764	0	Budget Savings
Minor Improvement Programme	1,681	1,002	(679)	1,170	(168)	£251k budget savings & £260k to Appliance Bay Doors £168k to 2018/19
Corporate Property Project	50	0	(50)	0	0	Budget savings
Appliance Bay Doors (Phase 3)	220	365	165	640	(275)	£160k from Windows Budget & £260k from Minor Imp & £275k to 2018/19
Appliance Bay Floors	250	0	(250)	0	0	£53k to Fire Safety Projects & £197k to FS rewiring
Asbestos Removal	50	50	0	50	0	
Fire Safety Works at Fire Stations	54	60	6	107	(47)	£53k from Appliance bay floors & £47k to 2018/19
Forecourts/Rear yards refurb	450	450	0	450	0	

	2017-18 Capital Budget July 2017	Current Forecast 2017/18 Qtr 3	Variance	Last reported position 2017/18 Qtr 2 FEP2792	Variance	Notes
APPENDIX 1 – 2017/18 CAPITAL PROGRAMME						
Development costs	250	156	(94)	233	(77)	Budget Savings
ESTATE PROJECTS	9,440	5,891	(3,549)	6,458	(567)	
OTHER						
Replacement of Fleet & Equipment	11,884	15,490	3,606	12,441	3,049	From 2018/19
Establishing a London Co-ordination Centre at HQ	111	111	0	111	0	
Data transfer system for Joint Emergency Services Interoperability Programme	266	266	0	266	0	
Fire Initial Response Equipment (F.I.R.E.)	24	24	0	24	0	
OTHER	12,285	15,891	3,606	12,842	3,049	
New Proposed Projects						
Early Replacement of ALP & HP*	1,800	0	(1,800)	0	0	To 2018/19
CCTV on Pumping Appliances *	405	405	0	405	0	
Asset Management Plan	200	0	(200)	0	0	Savings £200k
West Hampstead Cottages Refurbishment	0	20	20	20	0	FEP2776
Farynor Replacement	425	50	(375)	50	0	To 2018/19
Security at Fire Stations, Offices & HQ	200	0	(200)	0	0	To 2018/19
Performance Management System (PMF)	190	0	(190)	0	0	To 2018/19
New Training Centre *	478	397	(82)	302	95	From 2018/19
PEG/BDC Development	3,750	340	(3,410)	340	0	Budget Saving
22mm Water Hose and Reel for Appliances *	1,500	1,500	0	1,500	0	
Vehicle Security *	1,389	1,389	0	1,389	0	
New Projects TOTAL	10,337	4,101	(6,236)	4,006	95	
Projected Underspend	(6,686)	(6,686)	0	(6,686)	0	
CAPITAL EXPENDITURE TOTAL	29,146	20,344	(8,802)	17,995	2,349	

1. Pay and Inflation

1.1. The 2017/18 Budget includes a provision for a 1% pay award for all staff for 2017/18. This report includes a £1.5m pressure based on the latest offer to operational and control staff. An initial award of 1% has now been paid for operational and control and any additional award above the 2% already offered would further reduce the underspend. The FRS Pay claim has now been agreed and the financial impact reflected in this report.

2. Changes to Income

2.1. Both the cost recovery and expenditure budgets related to mutual assistance charges have been reviewed to ensure that they are as accurate as possible and a net forecast overspend of £180k has been included in this report and a budget pressure of £205k has been included in the 2018/19 budget report. This forecast is based on the cost and number of incidents in 2016/17, and based on the number of incidents that have been attended in London by neighbouring brigades to the end of December this cost may increase further.

3. Property Services

3.1. The 2017/18 budget includes £630k of savings from the implementation of the Property Services Integrator, which includes an estimate of savings that can be achieved on LFEPA's supply chain. This saving will be updated once the supply chain has been fully costed which is now anticipated to be in September 2018. The savings target is based on an average saving each year to meet the overall savings target agreed over the contract life. It should be noted that a number of the supply chain contracts have already returned higher and the mechanical, electrical, plumbing and fabric contracts which are being tendered in January 2018 are not expected to deliver any savings. There is therefore a real risk that the estimated savings on the supply chain will not be achieved but this cannot be fully determined until all contracts are in place.

3.2. The saving proposals for 2017/18 included material savings for energy budgets. This budget has underspent in recent years, in part because of the prudent assumptions used when calculating the budget requirement. These additional savings will therefore set the budget at a less cautious level, and as a result this will increase the risk of overspends in subsequent years, for example because of a colder than average winter.

4. MDT Theft

4.1. As previously reported, spend on the stolen MDTs will be charged to revenue and would be offset by the insurance income. There is a risk that the claim would not meet the full cost and any difference resulting in additional overspend.

5. Capital Expenditure and Financing

5.1. The capital budget is subject to change during the year. Initial project specification is key as it is important to keep variations to projects to a minimum. However even a well managed project can be subject to re-phasing or deferral due to a number of unforeseen issues, such as failure or default on the part of the contractor or exceptionally adverse weather conditions. This can also impact on funding requirements which in turn may have a debt charge (cost of borrowing) revenue impact.

5.2. All capital projects will require third party collaboration to varying degrees over the project life. The programme depends heavily on external factors and therefore can be subject to variation with the potential for delays in project delivery and revised cash flow requirements. The capital programme is managed on a monthly basis and is reported quarterly to the CAPS group (Capital, Approval, Planning and Strategy Group, chaired by the Director of Finance and Contractual Services) where all changes to the programme are reviewed and substitution projects or re-financing proposals are assessed and agreed.

- 5.3. Discussions are continuing regarding the sale of the two former fire stations, Clerkenwell and Southwark, and as a result the forecast capital receipts for these sites have been deferred by a year to 2018/19. The capital financing costs have been updated to reflect the re-phasing of the capital receipts, although if these sales are delayed any further, the level of external capital financing will increase together with the associated debt charges. This situation will continued to be monitored.
- 5.4. The design, specification and build of the replacement vehicles and equipment is now underway following the commencement of the new contract in November 2014. Key risks relate to the contractor sourcing appropriate vehicle build options within a timeframe that meets fleet replacement requirements and which may in turn impact the Authority's cash flow. The forecast cash expenditure for 2017/18 and future years is based on the current assessment of the stage payment requirements for the pump replacement programme which represents about half the forecast Vehicles and Equipment expenditure in that period and the delivery timings for the balance of the fleet replacement programme.
- 5.5. The Brigade successfully cutover to the Replacement Mobilising Solution (VISION4 mobilising system & DS3000 ICCS) as planned on 17 November 2015. The legacy systems were decommissioned in January 2016 and there are a number of other work streams within the project that are still to be delivered. Update releases have been scheduled through 2017 and 2018 for this outstanding functionality. The status of this project is Blue as reported in FEP2782
- 5.6. The Asset Management Plan (2017) was approved in March 2017 (FEP2714), which has identified new priorities for investment over the next 5 years across the LFB estate, which includes fire station replacement, redevelopment and refurbishments which will enable the property portfolio to meet the needs of a 21st century fire service. It is difficult to source suitable new sites for purchase to replace those stations where investment to improve their condition or functionality is uneconomic, as the Authority has to compete with other sectors, in particular residential development. Initially a budget of £10m per annum was set aside to fund new developments as and when these opportunities arise. Following a review of the programme, it was decided that the budgets for the works resulting from the asset management plan would be requested once the requirements for each project have been specified. Therefore £200k, has been identified as a saving for 2017/18 and the future capital budgets of £10m per annum have been removed from the capital programme.
- 5.7. As the new site for Plumstead fire station is yet to be purchased or a leased agreed, there is a risk that the project programme will be substantively delayed. The LFB Training Centre project has a dependency on PEG moving out of Croydon, any delay to the PEG/BDC development may have a knock on effect on the delivery of the Training Centre programme. The lease agreement for the new combined PEG/BDC facility (Integrated and Equipment Logistics Project – IELP) has been recently signed and the fit-out/adaptation works are to commence shortly. Should these risks in respect of site acquisition/programme delays materialise, this could result in reduced expenditure in future years compared to the current forecast budgets for these major capital projects.
- 5.8. Delays could occur in the delivery of the Farynor and Home Fire Safety Database projects as it has been considered prudent to await the outcome of the independent Review of Building Regulations and Fire Safety being led by Dame Judith Hackitt. The review will make recommendations that will ensure that there is sufficient robust regulatory system for the future. The report scheduled for Spring 2018 and due consideration will be given to the findings which will result in the final specification of these two projects. Accordingly, the exact time frame for these projects are uncertain at present
- 5.9. The Public Services Network budget for 2018/19 of £707k is held as a contingency concerning ensuring the readiness of the ICT systems environment to meet the standards dictated by the Emergency Services Network. Currently, this work is funded through a Home Office grant.

However, as this grant maybe withdrawn in the future, it is prudent to include a capital budget for the potential financial impact. If the grant funding continues, this budget will not be required and accordingly would be a saving to the capital programme.

- 5.10. The debt charges arising from the capital programme have been calculated using the current forecast Public Works Loans Board (PWLB) rates. No allowance has been made in the capital programme for potential future capital grants or contributions and LFEPA will bid for any available capital resources as and when such opportunities arise.

Financial Regulation 9:

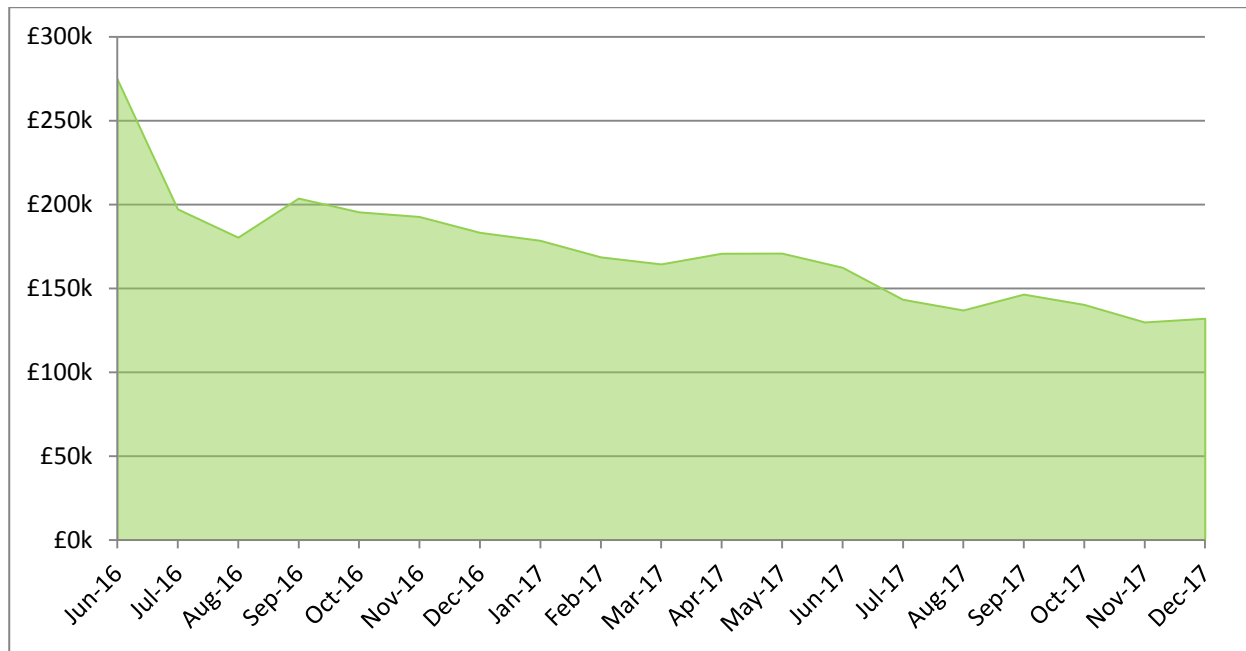
"(f) With the agreement of the Director of Finance and Contractual Services, a head of department may transfer up to £50,000 from a budget head within that department's approved budget to a budget head within another department's approved budget, but if those budget heads are in different Directorates the agreement of the appropriate Directors is also required.

(g) With the agreement of the Director of Finance and Contractual Services, the Commissioner, the Directors and the Head of Legal and Democratic Services may transfer up to £125,000 from a budget head within that department's approved budget to a budget head within another department's approved budget.

(h) The Director of Finance and Contractual Services shall report all transfers under (f) and (g) to the relevant committee as part of the quarterly monitoring reports."

No transfers were processed in Quarter 3 that requires reporting.

The chart below shows the amount of outstanding Shut-in-Lift (SIL) debts over the last 18 months. Note the below graph shows a decrease of £14k in outstanding debt since last the report at the end of Quarter 2 and that the trend over the financial shows a nearly continuous decrease.



The chart below shows the top 5 (worst) outstanding debtors for SIL income.

	Amount outstanding (£)	Average Age of Invoices in days	No of invoices
London Borough of Lambeth	15,338	150	39
London Borough of Croydon	7,306	719	20
Sainsbury's Supermarkets PLC	5,742	883	16
Tesco Stores Ltd	5,642	967	16
Royal Borough of Greenwich	4,716	195	12
Total	38,744	507	103

The top five (worst) debtors has continued to decrease over the past years. This reached a peak of £105k at the end of September 2015, but has now reduced to £39k as at the end of December 2017. The continued joint effort by Authority staff has resulted in the positive progress made to date.

London Borough of Lambeth:

Legal Services have been in correspondence with Lambeth and this debt has now been settled.

London Borough of Croydon:

Legal Services have been in correspondence with Croydon and this debt has now been settled.

Sainsbury's Supermarkets PLC:

There are currently difficulties experienced with regards to outstanding payments by Sainsbury as a whole. Although Sainsbury's is the named debtor, invoices are raised against the individual store where the shut in life releases occurred, which has made it more challenging to secure payment. The

Sainsbury's invoices also present further challenges as they cover the London-wide area and do not come under the responsibility of any one area.

Legal have received instructions to recover the sum of £5,742 and have been informed by Sainsbury's that a cheque in settlement of the full amount has been raised. Payment is therefore expected.

Tesco Stores Ltd:

As with Sainsbury's, although Tesco Ltd is the named debtor, there are five stores with outstanding debts across two Areas, which is making debt recovery more challenging. Letters have been sent to all stores. Two have responded promising to pay but payment has not been forthcoming. Further contact will be made with stores who have promised to pay to confirm status. If payment is not received, this will be referred to Finance for debt recovery by NW/SE jointly.

Royal Borough of Greenwich:

Greenwich have paid 22 invoices since last reported in September. The majority of the invoices outstanding were issued in the last quarter and LFB will continue to work with RB Greenwich to clear their outstanding balance.

OPDC
OLD OAK AND
PARK ROYAL
 DEVELOPMENT
 CORPORATION

2017-18
Finance and Performance Monitoring Report
Quarter 3

1. Introduction

- 1.1 This report sets out the budget monitoring position for the Corporation as at the end of quarter three.
- 1.2 A summary of the forecast Outturn position is provided at Appendix A and projects that the budget will have a net under spend at year end (£0.384m), after taking into account the budget being held to cover the sponsorship underwrite for the Great Place Scheme (£0.275m)
- 1.3 As part of the 2016/17 closure of accounts process, OPDC formally requested a budget carry forward of £0.8m, relating to projects that had slipped. This was approved by the GLA and the forecast is inclusive of this budget and expenditure.
- 1.4 Furthermore, £0.8m of the contingency budget, as detailed in MD2159 for the Old Oak North business plan. was released by the GLA, was released to OPDC in Period 6.

Table 1 - Financial Performance Summary

Directorate	Budget £m's	Actuals* £m's	Forecast £m's	Variance £m's
Chief Executive's Office	0.897	0.444	0.710	(0.187)
Corporate Operations	2.369	1.146	2.007	(0.422)
Technical	3.140	1.049	3.528	0.388
Planning (net of income receivable)	2.110	0.725	1.947	(0.163)
Total	8.516	3.364	8.132	(0.384)

*This is inclusive of expenditure that has not been recorded on SAP.

2. Summary of Progress to Q3

Chief Executive's Office

- 2.1 All projects and activities within the Directorate work towards meeting the objectives outlined in the OPDC Communications Strategy, approved by OPDC Board and championed by local resident and business Board Members. Key objectives include creating and building relationships, gathering intelligence from all stakeholders and conducting audience mapping work; connecting the corporate brand with different audience groups, using suitable channels at the right time, to build profile and reputation and to set a benchmark for evaluation; and supporting communities and the corporation's statutory planning and consultation processes, including setting benchmarks for levels and quality of public involvement.
- 2.2 Work commissioned in the first three quarters and currently underway includes events such as MIPIM UK, which is the world's leading property market and real estate exhibition; strategic corporate projects like the quantitative baseline tracking research project; the Old Oak and Park Royal films project; community events like the OPDC Tea Dance and the Old Oak Common 111 years big event in September; local area youth and older people services mapping studies and, annual event partnerships like the West London Business Awards.
- 2.3 In addition to fulfilling the aforementioned objectives, an element of communications and engagement activities are led by demand and driven by the needs of the business. Whilst certain events and activities are still in scope, to be defined and delivered throughout the financial year, there will be an underspend within the Communications and Engagement budget at year end; As at quarter 3, this is forecast at £187k. This also comprises of savings made in the following areas;
- MIPIM UK and MIPIM (Cannes) now being a GLA Group event where exhibition costs are shared (previously, OPDC had fully funded the OPDC-only stand).
 - London Real Estate Forum permitted OPDC to showcase the OPDC 3D model at the June 2017 event for free.
 - Media planning & buying costs were built into the budget but not used fully as part of the marketing activities for the Local Plan Reg 19 public consultation project.
 - Sponsorship agreements secured via development partners for Community Events
- 2.4 Plans for the remaining quarter of the year include further strategic corporate activities like transporting and showcasing OPDC's physical 3D model at industry events (e.g. MIPIM 2018, London Property Summit, London Housing Summit) and stakeholder offices (e.g. local councils, TfL); and the use of digital, e-communications and social media channels to continue effective communications and engagement with the public and stakeholders alike (e.g. for the OPDC Local Plan public consultation). Design, production and printing of corporate publications such as business/delivery plan/Financial reports and project promotional material as required. Production of a corporate Chairman and CEO videos to welcome new staff. Hosting of further community events before the year-end. There may also be costs associated with Co-Club having to relocate and the acquiring of a new local area base.

Corporate Operations

2.5 Corporate Operations supports the organisation with financial planning, governance, programme assurance, HR&OD, IT, FM, legal, procurement and internal audit either directly or through shared service arrangements across the GLA Group. There is a forecast underspend within the Directorate in a number of areas including vacancies being held whilst the staffing restructure exercise was taking place with a knock-on effect on the staff support budget, vacancies within the OPDC Board and on various Committees during the year along with the Members opting to receive nil allowance and an underspend within the insurance budget due to assumptions made during the budget setting process for a step-change in insurance requirements as activity within the Corporation accelerates (ie Land transfers which did not take place).

2.5.1 Commercial

Work continued on developing the business plan / delivery plan to bring forward development across Old Oak, and spend over the last quarter will focus on development options to progress OPDC's land strategy, with a slight underspend forecast at the end of the year.

Technical

2.6 The Technical directorate is forecasting to overspend at the year-end by £0.388m, due to accelerated delivery of Infrastructure projects following the completion of the Old Oak North business plan.

2.7 Within the programme budgets the total masterplan budget (comprising of activities including urban design, architectural and landscape design) for 2017/18 is £2.05m, made up of two specific work streams.

Workstream 1

2.8 The activity in connection with a budget of £1.5m for the masterplan is forecast to spend to budget.

2.9 During the second quarter of the year, OPDC signed a 5-year £3.0m Masterplanning contract with the consortium which successfully bid for the contract through the OJEU process, and agreed the scope for stage 1 of the project. During this period OPDC continued the process of briefing the team on existing work/work to date, and providing background information and data for their consolidation.

2.10 Activities incurred over the third quarter for the masterplan project included:

- The development of a Project Execution Plan, an Electronic Document Management System (EDMS) and a GIS based project platform (based upon a centralised project database which will contain both GIS data and data converted from CAD and Revit models)

- An assessment framework tool with report templates for evaluation of masterplan options
- The identification of key infrastructure required to unlock development to inform early drafts of the business plan, the development of early design options for strategic infrastructure and costing of strategic infrastructure elements required to unlock development, as inputs to financial modelling and early drafts of the business plan
- Initial testing of development scenarios and phasing of development with focus on delivery/first phase to 2026
- Design input into bids for grant funding for early activation
- Review of and input into HS2 design briefs for Old Oak Common station procurement
- The development and illustration of alternative approaches to development and infrastructure phasing and delivery
- The preparation and presentation to the board and key stakeholders of the recommended MP Strategy to achieve the early development objectives
- Socialisation of the recommendations arising from the Stage 1 MP Strategy Report
- Exploration of the physical and spatial implications of the Local Plan development capacity study and development trajectory assumptions for the priority sites in Old Oak North
- Development of a detailed scope and specific issues to be explored through “Stage 2b” of the Masterplan development
- Design oversight and masterplan input to transport infrastructure studies to ensure integration with the masterplan objectives

2.11 Activities planned for the remainder of the year include;

- Development of options in lines with the MP Strategy presented to the Board
- Testing and refinement of the masterplan options through an iterative process of options evaluation to reduce from a long list to a single option;
- Provision of detailed technical material in support of the early delivery agenda for Western Wedge sites that can support potential future planning applications, SPD’s and/ or negotiations with developers and land owners;
- Provision of design direction to the technical detail of key elements of transport infrastructure including bridges;
- Creation of a strategic framework masterplan that considers how the other sites, including those owned by Cargiant, are integrated and incorporated into site-wide strategies;
- Articulation of “what kind of place” Old Oak will become over the next 15 years- and beyond- in light of the delivery framework established during previous stages of work though an engaging, compelling and accessible prospectus.

Workstream 2

2.12 The balance of the budget is being utilised to provide masterplanning viability support. This work will provide the Masterplanning team with information about the Old Oak area and set out the commercial parameters the design teams should work to. Advice will be provided to the Masterplanning team during the various design stages. The viability workstream is forecast to underspend at the end of the year due

to the late commencement of the workstream (resources were diverted to complete the Business Plan in the early part of the year).

Infrastructure

2.13 The Infrastructure workstream is forecast to overspend by the end of the year due to additional Infrastructure work to support the Masterplan and the HiF submission. Key activities include:

- Technical Advisors for the development of Stage 3 Energy, Electricity and Telecommunications strategies. This work revisited the Electrical Power and Energy Strategies undertaken in Stage 2 and updated them in line with the newly issued London Plan and London Environmental Strategy as well as aligning them with the emerging Masterplan focusing on early development in the North. The Telecoms work developed a strategy in line with the emerging Masterplan Strategy. This work also involved extensive market engagement with IDNO's, DNO's, ESCO's and Telecoms providers.
- Highways and Bridges support to the Masterplan. This work involved Highway alignment work to support the emerging Masterplan; Structures feasibility, schematic design and costing work.
- General IA support to the Masterplan Team. This covered Infrastructure advice and general technical queries during Masterplan design development.
- Hybrid Bridge Feasibility Study. This work was required to inform the Undertakings and Assurance for the Eastern Bridge from Old Oak North to the HS2 Old Oak Common Station. This was required due to the change in bridge orientation and form to suit the emerging masterplan. This was required before HS2 Ltd commenced RIBA 3 design of the Station and box.
- Electrical Power Tunnel Ventilation Assessment at Willesden – Taylors Lane by UK Power Networks.

We are in the process of agreeing the final scope and preparing a PID for Stage 4 Technical Advice and Masterplanning Support. In addition to this, we forecast the following pieces coming forward in Q4:

- Works relating to Willesden Junction (Development opportunities, Station study, relocation of depot and pedestrian connections)
- Works relating to Social Infrastructure to update the studies undertaken in Stage 2 to align the plans with the emerging Masterplan.
- CRT hydraulic modelling study of the Grand Union Canal to see if it is possible to discharge surface water runoff from the development area in to the Canal rather than overloading the existing combined sewers in the area.
- Thames Water 4 week flow and temperature survey to support our emerging strategy to take heat from the Sewers to input into a low temperature district heating solution for Old Oak North in line with London Environmental Strategy aspirations.
- Progressing the feasibility and outline design together with consents for the Genesis bridge as well as some work assessing the feasibility of providing access to the land South of North Pole East site. We are currently scoping this work and requesting proposals from our advisors.
- initial contribution to UKPN to upgrade the capacity of cables supplying HS2 Electrical Power allowing it to be upgraded from 45MVA to 60MVA allowing OPDC to reserve capacity for future development.

Planning

Summary of Q3

- 2.14 The following is a summary of the key achievements and highlights of the activities in the Planning directorate over the third quarter of this financial year. The Directorate is forecast overall to underspend by £115k, of which the most significant underspend is within the Transport budget. There is a significant volume of transport work to progress across both the Planning and Technical Directorates but with the current level of resource, it has been challenging to progress all of the work. The intention had been to second a member of staff from TfL to support the Transport Officer, however following discussions with TfL this has not been possible due to the commencement of their Transformational Change programme and the uncertainty for staff to join OPDC for 6 months. Various pieces of work have been progressed by non-transport staff where possible, but in the longer term additional resource is required to meet all of the demands in this area.

2.14.1 Policy:

- Local Plan — the second stage of public consultation on the local plan completed and a total of 119 responses received raising approximately 2,900 issues. The team have been analysing these responses and considering how best to address these in a revised Local Plan.
- Neighbourhood Plan — A revised boundary for the Old Oak Neighbourhood Area was agreed by OPDC Board, and public consultation a revised submitted Forum membership commenced, a decision on the final forum is expected early in 2018
- Local List – OPDC Planning Committee agreed to start public consultation a Local List of heritage assets and this consultation will now start in early 2018.
- Supported preparation of the Old Oak Masterplan and Infrastructure Plan.

2.14.2 Development Management:

- Four major planning applications – First Central, 2 Scrubs Lane, Kensington Aldridge Academy and Land East of the Victoria Centre - were reported to Planning Committee. Committee resolved to approve all four.
- Issued planning permission for Kensington Aldridge Academy.
- Issued planning permission and completed the Section 106 Agreement for First Central.
- Continued negotiation on Section 106 agreements relating to three schemes – North Kensington Gate North and South and Mitre Yard.
- Discharged several pre-commencement conditions for Oaklands.
- Held pre-application discussions in relation to a proposed 166-bed hotel at 19 Abbey Road.

2.14.3 Transport:

- OPDC met with TfL commissioner and agreed a transport work programme for Old Oak and Park Royal.
- OPDC met with Paul Maynard Minister of State for Railways to promote the opportunity for regeneration around the new HS2 station at Old Oak.

- Work closely with TfL to secure Approval in Principle from Network Rail for the proposed viaduct and proposed London Overground station at Hythe Road and to finalise a business case for both stations, as requested by the Mayor through his strategic review.
- Completed Rail Freight analysis and options for release.
- Completed a public consultation on the proposed new London Overground stations at Hythe Road and Old Oak Common Lane.
- Agreed a position with TfL, GLA, DfT and HS2 with regards the number and location of new links to the High Speed 2 station from Old Oak North.
- Commenced a feasibility study in delivering Step Free Access at North Acton station.
- Completed a Construction and Logistics strategy.
- Supported preparation of the Old Oak Masterplan and Infrastructure Plan.

2.14.5 Park Royal:

- Funded Festive Lights in local town centres surrounding Old Oak in LBHF, LBB and LBE.
- Attended Skills London event for 2 days to promote the future opportunity.
- Procurement of a masterplan team to progress a masterplan for Park Royal Centre.
- Confirmation that Open Reach will progress a Broadband Pilot project in the area of Old Park Royal, which currently has limited broadband access.
- Working with UCL on a research project on the measures to attract and retain the creative sectors businesses within Park Royal.

2.14.6 CIL and s106:

- Continued work on the draft Planning Obligations SPD.
- Issued the Mayoral CIL Liability and Demand Notices and granted social housing relief for First Central.
- Supported S106 negotiations on submitted planning applications.
- Received OPDC's first S106 payments for Oaklands.

2.14.7 Design:

- Appointed FRAME through a open procurement exercise to run OPDC's PLACE review group, with the scope to set up a Community Review Group.
- Secured approval for OPDC's Expression of Interest from the GLA Good Growth Fund for Scrubs Lane and a strategy for the Canal and work on the detailed application has progressed ready for submission in early January 2018.
- Took part in an (all female) panel on 'good growth' at the RTPI's London conference.
- Agreed to develop a 'water space strategy' with Canals and River Trust for the Grand Union Canal, to inform project opportunities in OPDCs area and beyond, in 2018.
- Supported preparation of the Old Oak Masterplan.

2.14.8 Great Place Scheme:

- Secured 'permission to start' from the funders.
- Secured agreement on the programme objectives and outcomes.

- Create London have been appointed to support the preparation of the detailed work programme and to support OPDC over the life of the programme, including scoping and identifying projects and activities by meeting a large number of local businesses, institutions and residents.

Remainder of year

2.15 The programme budget forecast to be fully spent at the end of the year is based on the following planned activities taking place and being completed.

2.15.1 Policy:

- There is a projected increased spend for preparing the Local Plan this financial year. This has arisen off the back of the public consultation. Based on consultation responses received, there is now a need to carry out additional evidence base work to ensure the Local Plan can best respond to comments received.

2.15.2 Development Management:

- There is a projected underspend forecast. The number of planning applications submitted to OPDC has been lower than forecast and subsequently the level of 'independent review' of applications required has been less than expected.

2.15.3 Transport:

- There is a projected underspend, which has arisen because:
 - a) the forecast spend on two TfL feasibility studies ('Old Oak Links Prioritisation' and 'Strategic Modelling') was considerably less than originally forecast at the start of the financial year.
 - b) In addition, the next stage of feasibility work on Willesden Junction station was originally forecast to take place this financial year, however, this work has now been put on hold to align with other feasibility work in this area and a newly established Willesden Junction steering group that has been set up to guide planning work in this area.

2.15.4 Park Royal:

- There is a forecast underspend in Park Royal. A new programme manager and support officer were only appointed into their roles half through the year. Once appointed the new programme manager has been progressing work on a new work programme and securing buy-in and approval for this. Due to the delay in appointing the programme manager, and the subsequent impact on finalising the work programme, the forecast spend is less than expected. Nonetheless work has been underway and progress is being made, as set out above.

2.15.5 CIL and s106:

- An underspend is forecast. This was caused by a significant delay in the Government's planned changes to the CIL regulations following its CIL review in early 2018. Implementing the review changes was further delayed as a result of the pre and post general election periods. During this time OPDC did not progress work on its own CIL to avoid the risk of abortive work. This has caused a delay the programme of preparing and adopting the CIL. However, further clarity on the

proposed changes to CIL has now been provided and as such OPDC has now restarted work on its own CIL.

2.15.6 Design:

- An increased spend on design work is forecast. This reflects the fact that the design team have progressed a successful Eol for Good Growth and are now progressing a detailed application to secure capital funding to deliver physical projects and improvements along Scrubs Lane and at Willesden Junction. This additional work and associated cost was not forecast at the start of the year.

2.15.7 Great Place Scheme:

- Work on the programme has been progressing and OPDC will spend a significant proportion of its required revenue match on activities this financial year.

2.16 The Planning Directorate budget also comprises of an income budget of £0.4m, which is forecast to be received in full by the end of the financial year.

2.16.1 Pre-application fees:

- It is anticipated that the OPDC will receive income from a number of pre-applications as set out in the budget table.

2.16.2 Statutory fees (planning applications):

- It is anticipated that OPDC will retain fee income from a number of submitted planning applications as set out in the budget table.

2.16.3 MCIL admin retained income:

- Mayoral CIL is a CIL generated by development in the OPDC area that is passed to the GLA. OPDC retains 4% of the total MCIL amount to use as an administration fee.
- In October 2017 circa £1.3m was received and is expected to be paid over to TfL by January end 2018, less 4% retained for administrative costs.

2.16.4 Cost Recovery:

- During the course of assessing planning applications, from time to time, OPDC will be required to appoint independent consultants to assess technical information submitted as part of a planning application. The need for this will be determined on a case by case basis. If considered necessary, the applicant will be required to cover the cost of this appointment and assessment work.

3. Corporate Performance Dashboard (Appendix B)

- 3.1 The OPDC has in place a corporate performance dashboard. This is reviewed monthly by the senior management team and focuses on key indicators of corporate health. Over time it will developed to include additional indicators.

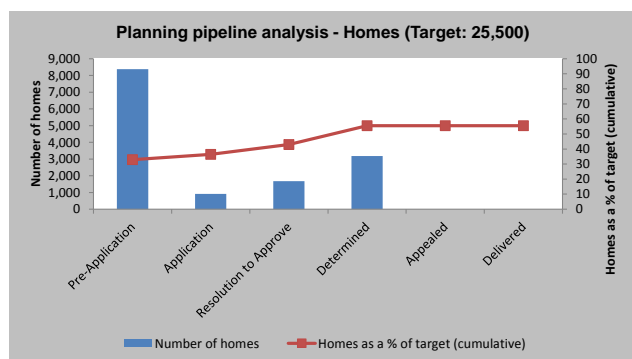
Corporate Performance Dashboard

Quarter 3



1. Q2 Revenue summary by directorate (£000)			
Directorate	Revised Budget	Outturn Forecast	Variance
Chief Executive's Office	0.897	0.822	-0.075
Corporate Operations	2.369	2.322	-0.047
Development	3.140	3.140	0.000
Planning	2.110	1.823	-0.287
Total	8.516	8.107	-0.409

2. Planning pipeline analysis - Homes (Target: 25,500)			
Status	Sep-17	Oct-17	Nov-17
Pre-Application	8,880	8,380	8,380
Application	1,423	911	911
Resolution to Approve	1,587	2,479	1,672
Determined	2,371	2,371	3,178
Appealed	0	0	0
Delivered	0	0	0
Total	14,261	14,141	14,141



3. % of SME payments made within 10 working days (Target: 90%)				
Period 8	Period 9	Trend	YTD Performance	YTD
94.4%	55.6%	↓	R	88.6%

4. Risks

Park Royal Programme: There is a risk that relationships between PRBG, WLB and OPDC will be impacted over the coming months with lack of clarity about the role of the different bodies and how OPDC will support both.

Influencing the delivery of Old Oak Common Station: There is a risk that the Mayoral Family will be asked to contribute funding to ensure adequate passive provision is included within the station to allow future capacity enhancements to be made in the future.

Old Oak Masterplan Delivery: There is a risk that the fee proposal for stage 2 will exceed existing Masterplan budget.

Infrastructure Utilities - Stage 3: There is a risk that there will not be sufficient electrical supply for the first 10 years of development without intervention as the HS2 provision is now 45MVA not the anticipated 60MVA.

Great Place Scheme: OPDC need to underwrite £275K of match funding (75K public funding i.e. section 106 plus 200K corporate sponsorship) until it is secured. There is potential to discuss reducing budget (and grant amount) with funders in Dec 2017 as an alternative.

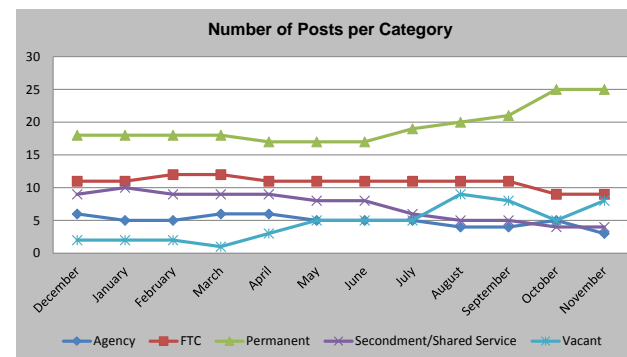
Influencing the design and delivery of TfL Overground stations: Currently there is no agreement about how the next stages of design of the two overground stations would be taken forward nor how or who the delivery of these stations and associated infrastructure would be funded.

Influencing the delivery of the Eastern Hybrid Bridge: Design of the eastern bridge is progressing well with agreement expected in Dec 17. However, there is currently not a clear programme for how TfL will secure powers as per the current U&A to ensure delivery of the bridge.

Funding Strategy: There is a risk that the OPDC will not be in a position to fund early development as access to business rates will be limited due to the local borough's stance on business rates retention.

5. Average working days per employee lost to sickness absence				
Sep-17	Oct-17	Nov-17	2016/17 outturn	Dec 2016 - Nov 2017
0.51	0.49	0.00	1.81	2.86

6. Number of posts per category			
Category	Sep-17	Oct-17	Nov-17
Agency	4	5	3
FTC	11	9	9
Permanent	21	25	25
Secondment/Shared Service	5	4	4
Vacant	8	5	8
Total	49	48	49



7. WriteOn enquiries received				
Jul-17	Aug-17	Sep-17	Oct-17	YTD
4	4	4	3	31

8. Enquiries responded to within 20 working days (Target: 90%)				
Sep-17	Oct-17	Trend	Current Performance	YTD
100%	100%	↔	G	92.9%

Comments:

- Q2 Revenue summary provided by Finance
- 14,141 units in planning. This represents 55.5% of the overall target of 25,500 homes (please note that this no longer includes those sites that have not progressed through pre-application stage and beyond initial conversations with the landowner)
- SME payments out of target for P9 and year to date
- Risks as per Programme Dashboard
- Average working days per employee lost to sickness absence for a rolling 12 month period of December 2016 to November 2017 was 2.86 days
- Total establishment now 49, compared to 48 previously
- WriteOn enquiries responded to within 20 working days is in target for October and year to date.

Key	
Performance	
In Target	G
Out of Target	R
Trend	
Improving	↑
No Change	↔
Getting Worse	↓

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Subject: Mayor's Decision Lists: 3 November 2017 – 7 February 2018

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 21 March 2018

This report will be considered in public

1. Summary

- 1.1 The report sets out the Mayor's Decision Lists published since the last meeting of Sub-Committee, and asks, following any discussion, that the Sub-Committee decide if there are any issues with the lists that should be referred to the Budget and Performance Committee for detailed consideration.

2. Recommendation

- 2.1 **That the Sub-Committee discusses any issues arising from the Mayor's Decision Lists for the period 3 November 2017 to 7 February 2018 (previously made available as background papers to the relevant Mayor's Reports to the Assembly), and decides whether to refer any issues to the Budget and Performance Committee for detailed consideration.**

3. Background

- 3.1 The Mayor's Decision Lists record both the decisions taken by the Mayor and the Directors of the Authority, through the Authority's formal approval processes. These lists, which relate to a specified period, are made available as background papers to each Mayor's Report to the London Assembly.

- 3.2 The Sub-Committee's Term of Reference state that the Sub-Committee is:

To consider the quarterly monitoring reports provided by the GLA and its functional bodies as referred to it by the Budget and Performance Committee, and any other reports falling within the terms of reference of the Budget and Performance Committee which that Committee considers appropriate, and to report back its findings to the Budget and Performance Committee as necessary.

- 3.3 At its meeting on 13 June 2017, the Budget and Performance Committee agreed to refer the Mayor's Decision Lists to the Sub-Committee for consideration as a matter of course for the remainder of the Assembly year.

4. Issues for Consideration

4.1 The Mayor's Decision Lists, as previously published on London Assembly (Mayor's Question Time) agendas are attached as follows:

- Mayor's Decision List for 3 November 2017 to 30 November 2017, attached at **Appendix 1**;
- Mayor's Decision List for 1 December 2017 to 4 January 2018, attached at **Appendix 2**; and
- Mayor's Decision List for 5 January 2018 to 7 February 2018, attached at **Appendix 3**.

5. Legal Implications

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

6. Financial Implications

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

List of appendices to this report:

Appendix 1 – Mayor's Decision List for 3 November 2017 to 30 November 2017

Appendix 2 – Mayor's Decision List for 1 December 2017 to 4 January 2018

Appendix 3 – Mayor's Decision List for 5 January 2018 to 7 February 2018

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Laura Francis, Committee Assistant
Telephone: 020 7983 4383
E-mail: Laura.francis@london.gov.uk

Mayor's Report to the Assembly

Background Document – List of decisions between 3 November 2017 and 30 November

The Part 1 of Mayoral Decisions (from 6 April 2009), Executive Director Decisions (from 1 November 2010), Assistant Director Decisions (from 18 April 2013) and the non-confidential facts and advice supporting those decisions, are published on the GLA website [here](#) within one working day of approval, unless deferred. * = previously deferred publication.

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Ref	Decision	Date Signed	Approved by/ Mayoral Advisor	Financial Implications (summarised where long)
MD2189	<p>January 2018 Fare Changes</p> <p>Approved:</p> <p>1. The proposed revisions to fares to be implemented from 2 January 2018 as set out below.</p> <p>2. The Direction to TfL, pursuant to the power in section 155 (1)(c) of the Greater London Authority Act 1999, to implement these fares on 2 January 2018.</p>	06/11/17	Sadiq Khan/ Valerie Shawcross	There are no direct financial implications for the GLA from these proposals and TfL will manage the income from fares.
MD2188	<p>Team London Ambassador Programme (Visitor Welcome)</p> <p>Approved:</p> <p>1. Expenditure of up to £705,000 towards planning, delivery and management of the Team London Ambassador programme (and events which fall within the Team London Major Events Programme) over 2018/19, 2019/20 and 2020/21.</p>	23/11/17	Sadiq Khan/ Matthew Ryder	The 2017-18 costs will be funded from income received against the Events Programme, with the balance to be funded from the Visitor Welcome Programme budget, as approved by MD2124.
MD2186	<p>Commencement of the Central London Ultra Low Emission Zone in April 2019</p> <p>Approved:</p>	02/11/17	Sadiq Khan/ Shirley Rodrigues	There are no direct financial consequences for the GLA arising from this report.

Appendix 1

	<p>1. Having considered the responses to the consultation proposals, including in particular those relating to the contents of the Variation Order (at Appendix A) and having regard to and taking into account the following: the Integrated Impact Assessment prepared in relation to the consultation proposals (contained within the Consultation & Information Document and Appendices, attached as part of Appendix B), the Variation Order; and TfL's Report to the Mayor on the consultation, contained at Appendix B, which includes TfL's consideration of the responses made, and the recommendations as to modifications to the Variation Order and responses (if any) that were received after TfL completed its report, and which have been provided to the Mayor.</p> <p>2. Having considered the content of, and advice given in, this Form in particular, regarding the various matters for decision, including whether further information is required before making a decision and whether further consultation, or the holding of any inquiry, public or otherwise, is necessary or appropriate before making a decision; and being satisfied regarding these and other relevant matters.</p> <p>3. Confirms the Greater London Low Emission Zone Charging (Variation and Transitional Provisions) Order 2017 with the modifications recommended by TfL in response to the consultation.</p>			<p>There will be direct financial consequences for TfL. The implementation of the ULEZ will be funded through the TfL investment programme. The TfL Business Plan includes £875m for investment in action to improve the quality of the Capital's air through to 2021/22. This package of funding supports the Stage 3a consultation proposals and the TfL bus replacement/ retrofit programme to strengthen the standard of TfL buses to Euro VI.</p>
MD2185	<p>Legal Agreements for the Development of Land at Gallions 3B, Royal Albert Basin, Royal Docks</p> <p>Approved:</p> <p>1. The selection of Notting Hill Housing Trust as preferred development partner for the scheme.</p> <p>2. GLA Land and Property Limited's (GLAP) entry into the</p>	06/11/17	Sadiq Khan/ James Murray	<p>The Decision is seeking approval to appoint Notting Hill Housing Trust as the successful bidder and development partner, for the development of Gallions 3B, Royal Albert Basin in the Royal Docks, following a competitive procurement process.</p> <p>Approval is also required for additional</p>

Appendix 1

	<p>Development Agreement with Notting Hill Housing Trust which will result in closure of the procurement process.</p> <p>3. Once the conditions in the Development Agreement have been satisfied, GLAP's entry into the ancillary legal documents with Notting Hill Housing Trust.</p> <p>4. Revenue expenditure on the legal fees associated with the work.</p> <p><i>Facts and advice that are confidential at this time are set out in a part 2.</i></p>			<p>budget to cover the cost of legal fees for drafting the Development Agreement as well as the ancillary documentation, which will be expended from the dedicated budget for this project in Land and Property Programme.</p>
MD2181	<p>Safestats crime and community safety data portal</p> <p>Approved:</p> <p>1. Receipt of £376,000 from TfL, LFEPA and MOPAC (of which £134,000 has already been received as income in advance). TfL and LFEPA contributions for data processing and hosting are received via service level agreements.</p> <p>2. The payment of £80,000 (of the £376,000) in the form a revenue grant from MOPAC to the GLA under section 121 of the Greater London Authority Act 1999; and</p> <p>3. The expenditure of £376,000, as per the profile at paragraph 5.3, to continue providing existing Safestats services and to fund the rebuilding of the system to facilitate an improved analytical capability.</p>	14/11/17	Sadiq Khan/ David Bellamy	<p>There are no costs to the GLA for Safestats except minimal ongoing TG support to make sure systems are hosted and backed up within existing IT operations. Any significant work required from TG is paid for from the Safestats budget.</p>
MD2166*	<p>The Mayor's rough sleeping 'night transport outreach team'</p> <p>Approved:</p> <p>1. Expenditure of up to £300,000 to enhance the pan-London</p>	24/08/17	Sadiq Khan/ James Murray	<p>£225,000 of the proposed expenditure will be funded by the Rough Sleeping budget (MD1532), which has been allocated a four-year indicative budget of up-to £33.8m (£8.450m per/year). The remaining £75,000 will be funded by</p>

Appendix 1

	<p>outreach service, London Street Rescue (LSR), by forming a new 'night transport outreach team'.</p> <p>2. Receipt of up to £75,000 from Transport for London towards that £300,000 expenditure.</p> <p>3. A consent to TfL making a revenue grant of the same to the GLA under section 121 of the GLA Act.</p>			<p>the TfL. It is envisaged that £162,500 (£112,500 from GLA & £50,000 from TfL) will be expended in 2017/18 financial year and the remaining amount of £137,500 will incur in 2018/19 financial year. The confirmation of the future years funding is subject to the finalization and sign-off of the 2018/19 budget by the Mayor.</p> <p>It is to be noted that the original contract value with Thames Reach is £1,966,045 for three years (plus an option to extend for an additional two years). This decision increases the three-year contract value by an additional £300,000 (to £2,266,045), which still falls within the legal OJEU threshold. The original contract was competitively tendered within OJEU regulations.</p>
MD2163	<p>Good Growth Fund</p> <p>Approved:</p> <p>1. Receipt of £60.88m of funding from Government awarded to the London Economic Action Partnership (LEAP) as part of the Growth Deal 3 allocation.</p> <p>2. Spend of £67.183m from the Good Growth Fund, including:</p> <p>(i) £61.095m as a contribution to the costs of delivery of projects that apply successfully to the Good Growth Fund,</p> <p>(ii) up to £6.088m revenue expenditure for costs to support applicants in the development of their project proposals and to provide for associated operational expenditure and programme</p>	06/11/17	Sadiq Khan/ Jules Pipe	<p>The total estimated cost of the Good Growth Fund is up to £67.183m, which includes the receipt of £60.88m of funding from Government awarded to the London Economic Action Partnership (LEAP) as part of the Growth Deal 3 allocation. It should be noted that the full £60.88m Growth Deal 3 allocation will remain indicative until the final confirmation and receipt and if there are changes to this allocation, the programme will be scaled accordingly. The balance of £6.303m will be funded from existing unallocated budgets from the London Regeneration Fund (£2.766m) and the Growing Places Fund</p>

Appendix 1

	<p>support costs to enable the delivery of the programme.</p> <p>3. The expenditure of up to £5.89m of the GLA Co-Financing Organisation's European Social Fund allocation to support Good Growth Fund projects and the associated receipt from external organisations and expenditure of up to £5.89m match funding.</p> <p>4. A delegation to the GLA's Executive Director of Development, Enterprise and Environment to approve detailed allocations of the funding proposed above, in consultation with LEAP.</p>			<p>(£3.537m) previously approved by MD1596 and MD940 respectively.</p> <p>The entire funding package of £67.183m is entirely capital funding. However, to support the programme, the revenue requirement of £6.088m will be subject to a capital-revenue swap resourced via the Capital Programme Reserve.</p>
MD2141*	<p>National Park City Programme</p> <p>Approved:</p> <p>1. Expenditure of:</p> <p>(a) £9,000,000 on National Park City Delivery Programme; and (b) £238,000 on National Park City Policy and Advocacy Programme.</p> <p>2. A delegation to the Executive Director of Development, Enterprise & Environment authority to approve all further arrangements for the delivery of the National Park City Programme.</p>	06/07/17	Sadiq Khan/ Shirley Rodrigues	<p>Mayoral approval is being sought to approve the funding of up to £9,000,000 to support the increase of London's tree canopy and to improve London's green spaces.</p> <p>It is proposed that the National Park City Delivery Programme will be profiled over four financial years. The expenditure will be apportioned as follows from the Trees Environment Programme Budget; Capital £2,940,000 and Revenue £6,060,000.</p> <p>Approval is also being sought for expenditure of up to £238,000 on Policy and Advocacy for the National Park City Programme. This comprises of £66,000 for Grade 10 Policy and Programme Post, £63,000 for indirect costs and £110,000 for direct costs. The programme will be funded from Urban Greening 2017-2018 Programme Budget.</p>

Appendix 1

MD2119*	<p>Notting Hill Carnival 2017</p> <p>Approved:</p> <p>1. Expenditure of £405,000, including £50,000 from the Mayor's Office for Policing and Crime (MOPAC), by way of the award of grant funding as a contribution to the:</p> <p>(a) London Notting Hill Carnival Enterprises Trust's (LNH CET) costs of stewarding provision at the 2017 event (£290,000); and</p> <p>(b) Royal Borough of Kensington and Chelsea (RBKC) costs of providing support to LNH CET in its engagement of a professional Event Management Company for the 2017 event (£115,000).</p> <p>2. Consents to MOPAC's proposed award of revenue funding of £50,000 to the GLA and the GLA's receipt of and use the same for the project.</p>	02/05/17	Sadiq Khan/ Leah Kreitzman	<p>The total gross contribution towards Notting Hill Carnival 2017 will be £405,000 and the net cost to the GLA will be £355,000. MOPAC will be making a contribution to the GLA of £50,000 towards the carnival, specifically for Event Management. The GLA net contribution of £355,000 will be funded from the Events for London Programme budget for 2017-18.</p> <p>The total cost of £405,000 will be administered by way of grant agreement to the London Notting Hill Carnival Enterprises Trust (LNH CET) to support the cost of stewarding provision and to the Royal Borough of Kensington & Chelsea (RBKC) to support the engagement of a professional Event Management Company for the 2017 event.</p>
MD2114	<p>Investing in London's Tech: Innovation Showcasing Programme</p> <p>Approved:</p> <p>1. Expenditure of £280,000 (via the award of grant funding) as a contribution to the UK Business Angels Association's (UKBAA) cost of developing a programme to showcase London's technology industry innovations to promote investment in that sector.</p>	31/10/17	Sadiq Khan/ Rajesh Agrawal	<p>The proposed grant of £280,000 to the UK Business Angels Association will span four financial- years from 2017-18 for which the grant payable will be earmarked to be funded from the Development, Enterprise & Environment 'Minor Programme budget' each financial year. It should be noted, that the budget for 2018-19 onwards is indicative at this stage and in the event that the budget is not approved or reduced, costs will have to be contained within the Development, Enterprise & Environment directorate's existing budget provision.</p>

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MD2112*	<p>Liberty Festival 2017</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. A core GLA budget of £200,000 to develop and deliver Liberty Festival 2017. 2. A consent to the London Legacy Development Corporation's provision of up to £200,000 to the GLA and the GLA's use of those monies for event production and marketing costs, to which end the Mayor is requested to sign the attached letter of consent addressed to the LLDC. 3. The intention to enter into a funding agreement with Arts Council England and to use the funding for enhanced programming of Liberty Festival 2017, and research and development of future new commissions. 4. The seeking of additional sponsorship for Liberty, to be used to further enhance the event if forthcoming. 	24/04/17	Sadiq Khan/ Leah Kreitzman	As part of the 2017-18 GLA budget process, an allocation of £200,000 has been earmarked from within the Events for London Programme budget to part fund the 2017 Liberty Festival. In addition to the GLA contribution of £200,000, LLDC will also be contributing a further £200,000 towards marketing and production costs, specifically towards the procurement of the event production company that is to be jointly procured by the GLA and LLDC via the TfL/ GLA Events Framework Agreement.
MD2072*	<p>Disposal of part of the King George V Dock to London City Airport</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. The freehold disposal of the land identified in Appendix 1 (attached to the MD) in accordance with the specified terms 2. A payment to Royal Docks Management Association arising from the required surrender of land interest. <p><i>Facts and advice that are confidential at this time are set out in a part 2.</i></p>	10/02/17	Sadiq Khan/ James Murray	See Part 2 for Finance comments.

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DD2178	<p>Pontoon Dock, Royal Docks, London Borough of Newham</p> <p>Approved:</p> <p>1. Additional expenditure of up to £25K to support the delivery and disposal of the Pontoon Dock Site.</p>	09/11/17	David Lunts	The expenditure is available from the dedicated project budget in Land & Property Programme within Housing and Land department and have been profiled to be spent between 2017/18 to 2019/20 financial years.
DD2105*	<p>Good Growth by Design: Mayor's Design Advocates</p> <p>Approved:</p> <p>1. GLA expenditure of up to £90,000 on services required for the operation of the proposed Mayor's Design Advocates panel over 3 year period until March 2020.</p>	04/04/17	Fiona Fletcher-Smith	With regards to funding, an annual budget provision of £120,000 has been earmarked for this project within the GLA's Regeneration Unit (as part of the budget setting process for 2017-18) and it is from within this budget provision that this specific proposal will be funded.
DD2037*	<p>High Speed Rail (London to West Midlands) Bill – Mayor's Petition</p> <p>Approved:</p> <p>1. The form of the additional assurances to be given to the GLA by the Secretary of State for Transport and consequently the basis on which the GLA appears before the High Speed Rail 2 Select Committee.</p>	19/08/16	Fiona Fletcher-Smith	The cost of preparation for the next stage of the HS2 petitioning process is to be funded from the budget allocated for HS2 petitioning approved under MD1392. Of the original budget of £190,000 allocated to the planning team for this (from the Contingency budget) there now remains £57,000 to be spent on HS2 legal and consultant costs in 2016-2017.
ADD2173	<p>Reallocation of LBCS capital underspend to Better Boilers</p> <p>Approved:</p> <p>1. Expenditure of a further £25k of capital funding on the Better Boiler scheme to complete the remaining boiler replacements and repairs, with the funding being reallocated from the London Boiler Cashback Scheme budget.</p>	06/11/17	Patrick Feehily	A budget of £1m was originally approved in MD2057 for this scheme. Energy Saving Trust, the organisation that managed the London Boilers Cashback scheme, has an unspent balance of £122k, which will be returned to the GLA. The additional spending of £25k on the Better Boilers scheme will be funded from this £122k.

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ADD2171	<p>Delivery of the Social Action Element of HeadStart Plus Pilot Project</p> <p>Approved:</p> <p>1. Expenditure of up to £25,000 to fund a delivery partner to lead the complementary social action and engagement element of the HeadStart Plus Pilot, as approved in DD2174.</p>	06/11/17	Laura Brown	This expenditure will be funded from the 2017-18 Youth (Community) programme budget within the Team London and Sports unit.
ADD2168	<p>London Office of Data Analytics – consultancy support</p> <p>Approved:</p> <p>1. Expenditure of up to £50,000 on consultancy support as part of developing a London Office of Data Analytics.</p>	13/11/17	Andrew Collinge	The expenditure of up to £50,000 will be funded from the Executive Director of Communities and Intelligence Minor Programmes budget for 2017-18, held within the Communities and Intelligence Directorate.
ADD2149*	<p>Strategic Environmental Assessment of the Safeguarded Wharves Review</p> <p>Approved:</p> <p>1. Expenditure of up to £40,000 to procure by competitive tender external consultants to undertake a Strategic Environmental Assessment of the network of safeguarded wharves.</p>	22/08/17	Juliemma McLoughlin	The cost will be funded from the 2017-18 London Plan Programme budget.

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Mayor's Report to the Assembly

Background Document – List of decisions between 1 December 2017 and 4 January 2018

The Part 1 of Mayoral Decisions (from 6 April 2009), Executive Director Decisions (from 1 November 2010), Assistant Director Decisions (from 18 April 2013) and the non-confidential facts and advice supporting those decisions, are published on the GLA website [here](#) within one working day of approval, unless deferred. * = previously deferred publication.

Ref	Decision	Date Signed	Approved by/ Mayoral Advisor	Financial Implications (summarised where long)
MD2217	<p>100% London Business Rates Retention Pilot</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Accepted the designation by the Secretary of State of the Greater London Authority as an authority within the London Business Rates Pilot Pool pursuant to 34(7)(1) of Schedule 7B Local Government Finance Act 1988 in line with the Memorandum of Understanding at Annex A which has been signed with the Government. 2. The Greater London Authority shall participate in the London Business Rates Pilot Pool for the 2018-19 financial year and enter into a Memorandum of Understanding with the 32 London Boroughs and the City of London Corporation which specifies the governance and distribution arrangements for the pool as out at Annex B. 3. To delegate the GLA's administrative functions as a major precepting authority pursuant to s39(1)(aa) of the Local Government Finance Act 1992 to the City of London Corporation which will act as the Lead Authority for the pool. 4. Authorises the Executive Director Resources to enter into an 	18/12/17	Sadiq Khan/ David Bellamy	<p>The GLA currently receives around £3 billion in business rates revenues under the existing 67 per cent retention system of which around £2.2 billion is applied to fund GLA services. The proposed business rates pool guarantees through the no detriment guarantee that the GLA can be no worse off as a result of participating in the pool and therefore there can only be upside or a net neutral financial impact.</p> <p>The net financial benefit to participating in the pool in 2018-19 was estimated at the date the MOU with Government was signed to be in region of £240 million, based on modelling using borough forecasts of which around £74 million would be allocated to the GLA directly and £36 million to the London wide strategic investment pot in line with the methodology set out in the MOU at Annex B.</p>

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	agreement with the Lead Authority for the GLA to undertake certain ancillary administrative functions regarding the financial transactions and treasury management arrangements for the pool.			The actual level of growth will not however be known until the summer of 2019 once the business rates outturn for 2018-19 is confirmed and as a result it would not be prudent to apply all of the estimated growth prior to that date. The distribution of the GLA's share will be addressed in the Mayor's 2018-19 budget with final decisions on its use being made during the course of that financial year.
MD2211	<p>London Borough of Enfield proposal to change the penalty charge notice levels for parking contraventions</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. The proposed change to the penalty charge banding in the London Borough of Enfield from Band B to Band A. 2. Notes that the Secretary of State will be notified of the approved penalty charge banding for the London Borough of Enfield. 	15/12/17	Sadiq Khan/ Valerie Shawcross	There are no direct financial consequences for the Greater London Authority arising from this report.
MD2208	<p>Independent Investment Programme Advisory Group</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. The proposed change to the remit of Transport for London's Investment Programme Advisory Group and its governance. 2. A Direction to Transport for London under section 155(1)(c) of the Greater London Authority Act 1999 in the terms of the Direction (Appendix 1). 	18/12/17	Sadiq Khan/ Valerie Shawcross	The costs of IIPAG will be met by TfL and are provided for in TfL's business plan and budget. Transport for London shall prepare each year a budget for approval by the Audit and Assurance Committee so as to ensure that the Group has adequate resources and appropriate support to enable it to carry out effectively its role as described in this Mayoral Direction. This will include any cost associated with a pool of experts.

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				There will be no specific financial implications for the GLA arising from this decision.
MD2207	<p>Homes for Londoners Land Fund</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. The establishment of an investment fund for buying and preparing land for new and affordable housing, comprising £250m funded from housing and land resources and receipts from the GLA and Greater London Land & Property (GLAP). 2. A delegation to the Executive Director of Housing and Land to approve, via a director decision form and subject to approval from a new Investment Committee, the fund's investments – both the outgoing GLA investment and the receipt of income from those investments to recycle into the fund. 3. Separate expenditure, funded by GLAP's revenue account, of up to two per cent of the value of the fund (i.e. up to a maximum of £5m) for due diligence, professional support for the fund's investment opportunities and estate management. 	15/12/17	Sadiq Khan/ James Murray	The funding source for the initial £250m cash injection is GLAP's current and forecast receipts, with any cash flow needs financed in the short term from the GLA's treasury management working capital. Any growth in the Fund would be recycled as investments mature. However, if the cash injection was not returned and the fund suffered capital losses, other housing resources would be top-sliced to secure sufficient budgetary provision. Revenue costs of up to £5m would be contained within GLAP's account.
MD2205	<p>Publication of the draft Economic Development Strategy and the draft Integrated Impact Assessment for consultation</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Publication of the draft Economic Development Strategy, and the Integrated Impact Assessment, for a three-month consultation period. 	12/12/17	Sadiq Khan/ Rajesh Agrawal	There are no are no direct financial implications for the GLA arising from this proposal as the draft strategy will be published on the GLA website. It should be noted that the associated research, development, consultation and delivery of the strategy and impact assessment was previously approved by DD2146 and was supported with a budget provision of £133,500.

MD2202	<p>Penalty charges issued by Transport for London for the Congestion Charge scheme and for contraventions committed on the Transport for London Road Network</p> <p>Having considered this decision form and the documents attached in the appendices including:</p> <ul style="list-style-type: none"> • whether further information is required before making a decision; and • whether further consultation or the holding of any inquiry, public or otherwise, is necessary or appropriate before making a decision; <p>The Mayor:</p> <ol style="list-style-type: none"> 1. Confirms the Variation Order as made by Transport for London (with modifications to facilitate an implementation date of 2 January 2018) by signing and dating this Decision Form and the Instrument of Confirmation. 2. Approves TfL increasing the penalty charge level which applies to parking regulation contraventions, bus lane contraventions and moving traffic contraventions on the TLRN from £130 to £160; with a 50% discount if the penalty charge is paid within 14 days and a 50% increase if the penalty charge is not paid after 28 days. 3. Determines that if the Secretary of State does not object to the level of penalty charge applicable to contraventions committed on the TLRN, TfL shall publish the new level by a notice appearing in the London Gazette and The Evening Standard newspaper and providing information on TfL's website. 	12/12/17	Sadiq Khan/ Valerie Shawcross	<p>There are no direct financial consequences for the Greater London Authority arising from this report.</p> <p>The cost of implementing the PCN increase is around £40,000, which has been budgeted for by TfL. The increase in both the TLRN and Congestion Charge penalty charge would result in c. £80m extra net income over the TfL Business Plan period 2016/17 to 2021/22. Net income may only be used for relevant transport purposes as per current PCN income.</p>

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MD2201*	<p>Future ownership and funding of E20 Stadium LLP</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. A consent to the change in ownership of E20 LLP, including consent to LLDC entering into any necessary agreements relating to NLI's retirement from E20 LLP. 2. The GLA guaranteeing to the London Borough of Newham the obligations of E20 LLP and London Legacy Development Corporation (LLDC) under the Community Benefits Agreement. 3. A consent, under section 212(2) of the Localism Act 2011, to LLDC establishing a subsidiary company that will become a member of E20 LLP following NLI's retirement from the partnership. 4. A consent to the LLDC expenditure to fund the stadium business, which is a 'regulated commitment' under the LLDC Governance Direction 2013 because it is more than five per cent above that budgeted in LLDC's budget. <p><i>Facts and advice that are confidential at this time are set out in a part 2.</i></p>	27/11/17	Sadiq Khan/ David Bellamy	E20 Stadium LLP is a partnership between LLDC and NLI. The interests held in the partnership are split 65/35 between LLDC and NLI. MD2149 gave approval for additional funding for LLDC for 100 per cent of E20's working capital requirements in 2017-18, when it became apparent that the London Borough of Newham was unable to commit further funds in the circumstances. This decision will commit the GLA to standing behind LLDC to fund 100 per cent of the Stadium's operations going forward. Further comments on the financial implications and risks for the GLA are set out in part 2 of this decision.
MD2199	<p>Mayoral Community Infrastructure Levy 2 (MCIL2) Draft Charging Schedule – approval for second round of public consultation</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Notes the findings of the public consultation on the MCIL 2 - Preliminary Draft Charging Schedule (PDCS) and agrees to amend proposed boundary charging areas as set out on Maps A 	12/12/17	Sadiq Khan/ Jules Pipe	The estimated income that will be raised from MCIL2 to assist the financing of Crossrail 2 is some £8.6bn in nominal terms from 2019-20 to 2042-43. There are no direct costs to the GLA arising from the recommendations. TfL will cover the cost of MCIL2 consultation, publicity, legal advice and public examination from the 1% administration charge allowed under the CIL

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	<p>and B.</p> <p>2. Notes the findings and conclusions of the updated MCIL2 Viability Evidence Base, prepared by Jones Lang LaSalle, for second round public consultation (Annex B).</p> <p>3. Approves the MCIL2 Draft Charging Schedule for second round public consultation (Annex C).</p> <p>4. Approves the MCIL 2 Draft Charging Schedule Supporting Information for second round consultation (Annex D).</p> <p>5. Agrees to publish the responses to the public consultation on the MCIL2 PDCS on the website, and publish for public consultation the updated MCIL2 Viability Evidence (Annex B), the DCS Charging Schedule (Annex C) and the DCS Supporting Information (Annex D).</p> <p>6. Delegates authority to the Deputy Mayor for Planning, Regeneration and Skills to agree the timing of public consultation on the MCIL2 DCS and associated documents.</p>			<p>regulations. The GLA's costs will also be met from this admin charge.</p>
MD2195*	<p>In year (2017/18) asks for London & Partners programmes</p> <p>Approved:</p> <p>1. The extension of the pre-existing GLA grant to L&P, via the current funding agreement, by £452,000:</p> <ul style="list-style-type: none"> • to address the need for additional resources overseas in key markets including mainland Europe, in response to Brexit – £352,000 to be funded from the GLA's corporate budget; and 	14/11/17	Sadiq Khan/ David Bellamy	<p>The proposed increase of funding under the 2017-18 London & Partners grant agreement (previously approved by MD2090) for up to the value of £452,000 will be funded from the GLA's Corporate Contingency budget (£352,000) and the existing London & Partners budget for 2017-18 (£100,000), specifically via the 3 per cent budget provision retained by the GLA for short-term L&P related international promotional projects arising during the 2017-18 financial-year.</p>

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	<ul style="list-style-type: none"> towards the Mayor's International Business Programme - £100,000 to be funded from the GLA's L&P three per cent contingency budget. 			
MD2193	<p>No Second Night Out leases</p> <p>Approved:</p> <ol style="list-style-type: none"> The GLA entering into two leases with St Mungo's, each of 14 years and 11 months, for two No Second Night Out (NSNO) permanent hubs. Pending the completion of the development of the two permanent hubs, the GLA entering into two 'agreements to enter into a lease' for these hubs. Annual expenditure towards running costs of £13,500 per hub (at 2017 prices), increasing by RPI each year, from 1 April 2019 to the end of each lease. 	12/12/17	Sadiq Khan/ James Murray	Leases will be agreed on a cost neutral basis. However, the GLA will be expected to make an annual contribution of £13,500 per/year (increasing by RPI each year) towards the running costs of the buildings for the duration of two leases. The running costs expenditure approval is sought from 1 April 2019 as there is already an approval in place through MD2031 covering the period between 1 April 2017 to 31 March 2019. The proposed funds will be expended from the Rough Sleeping Commissioning budget (MD1532), which has been allocated a four-year indicative budget of up to £33.8m (£8.45m per year).
MD2190	<p>Wembley (Brent) Housing Zone – Wembley Parade</p> <p>Approved:</p> <ol style="list-style-type: none"> The allocation of £34.5m of Financial Transaction funding to be made available for the purposes of accelerating and/or unlocking housing delivery within the Wembley (Brent) Housing Zone. Contractually commits this Financial Transaction funding to Anthology Wembley Parade Limited to accelerate housing delivery within the Wembley (Brent) Housing Zone, noting that legal and financial due diligence has been satisfactorily completed as described in the report below. 	12/12/17	Sadiq Khan/ James Murray	This decision requests approval for the allocation and commitment of £34.5m Financial Transaction funding to Anthology Wembley Parade Limited (AWP) – a wholly-owned subsidiary of Anthology Group Limited – to accelerate housing delivery within the Wembley (Brent) Housing Zone. This funding is in addition to the indicative allocation of £8m grant funding made available under MD1545. The commitment will be made as loan funding, and is repayable by March 2020 based upon conditions listed in Part 2 of the decision.

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	<i>Facts and advice that are confidential at this time are set out in a part 2</i>			
MD2155*	<p>#LondonIsOpen for summer campaign</p> <p>Approved:</p> <p>1. £200,000 to be spent on marketing, events and associated production costs for the Summer in London Marketing & Events Campaign.</p>	11/07/17	Sadiq Khan/ Leah Kreitzman	The £200,000 estimated cost of this proposed marketing campaign will be funded from the Events for London Programme budget in the first instance. Any shortfall in budget provision will then be sourced from the Authority's Contingency Budget for 2017-18.
MD2149*	<p>Additional 2017/18 expenditure for E20 Stadium LLP and consent for a loan</p> <p>Approved:</p> <p>1. An increase of £4m in the existing loan funding facility between the GLA and London Legacy Development Corporation (LLDC) so that LLDC may provide a loan to E20 Stadium LLP to fund 100 per cent of the partnership's working capital requirement for quarter two 2017-18.</p> <p>2. In principle, an increase in loan funding of £5.5m from the GLA to LLDC under those same arrangements and for the same purpose for quarters three and four, subject to later confirmation by the Chief of Staff.</p> <p>3. A consent for the purposes of section 213 of the Localism Act 2011 and the LLDC Governance Direction to the giving of a loan from LLDC to E20 Stadium LLP, estimated at £11.7m, for quarter two 2017-18.</p> <p>4. A consent (as above) to the giving of a loan for the same purpose from LLDC to E20 Stadium LLP, estimated at £5.5m, for quarters three and four, subject to later confirmation from the Chief of Staff.</p>	06/07/17	Sadiq Khan/ David Bellamy	<p>LLDC has a shortfall in approved funding of £4.0 million to provide 100 per cent of E20's working capital requirement for the second quarter of 2017-18. In addition, further funding of £5.5 million is also required to maintain this level of support for the partnership for the remainder of 2017-18. There is a risk that further funding is required beyond the £9.5 million loan funding from GLA to LLDC requested in this decision given the considerable risks in relation to the E20 forecast.</p> <p>LLDC will provide the second quarter funding and the additional funding for the remainder of the financial year as a loan to the partnership. It would have priority over all and any sums payable to the members should the partnership return to profit and above Newham Legacy Investment Ltd's £40 million capital contribution towards the stadium transformation. For the loan funding to be repaid there will have to be a</p>

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	<p><i>Facts and advice that are confidential at this time are set out in a part 2.</i></p>			<p>significant change to the partnership's prospects such that it generates a profit.</p> <p>The GLA will provide £9.5m loan funding to LLDC: an additional £4.0 million loan funding for the second quarter and a further £5.5 million of loans for quarters three and four (if confirmed by the Chief of Staff) from its overall existing capital resources. This will be under the existing loan facility that governs the provision of capital funding to LLDC, and the loan drawdown for 2017/18 would be increased by this amount. If this funding cannot be recovered by LLDC from the partnership it means this will ultimately need to be repaid to GLA over the long-term from capital receipts generated by LLDC.</p>
<p>MD2146*</p>	<p>Acquisition of SME Wholesale Finance London Limited (SMEWFL)</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. The appointment of the Assistant Director of Intelligence (or nominated substitute) to represent the Mayor and to exercise any functions of the GLA in its capacity as the sole member of SME Wholesale Finance London Limited in its general meetings or otherwise under company law ("GLA's Member Representative"). 2. The appointment of the Assistant Director of Intelligence (or nominated substitute) to represent the Mayor on the Company's Board of Directors as the GLA's nominated director. 	<p>05/09/17</p>	<p>Sadiq Khan/ Rajesh Agrawal</p>	<p>The GLA has approved funding of £25 million for the London Co Investment Fund (LCIF) following recommendation from the former London Enterprise Panel on the expectation that this was fully repaid and re-invested on its (now LEAP) priorities. To date a total of £14.8 million has been drawn down by SMEWFL for LCIF and the fund is not expected to be fully invested until after 2018. Returns are not anticipated to be fully repaid until the early 2020s. There is no direct control by the GLA over the investments made by LCIF or the timing of exits for repayment, but the performance of the Fund will continue to</p>

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	<p>3. The proposed amended articles of association at Appendix 1 and a delegation to the Executive Director of Development, Enterprise and Environment to allow her to agree any further non-material changes to the text necessary to finalise the acquisition of SMEWFL, subject to the approval of the existing Company Board of Directors.</p> <p>4. The continued appointment of the persons listed in Appendix 2 as Directors of the Company subject to them agreeing the terms and conditions of appointment (to be sent separately).</p> <p>5. The exclusion of SMEWFL from “Mayoral Decision Making in the GLA” (“MDM”), including Part F and the definition of GLA Subsidiary Company in that document, except as required to implement decision 6 below.</p> <p>6. The addition of the matters listed as “Type 1 decisions” in section 11 of the Company’s articles of association as Category 2 decisions listed in Part 2 of Appendix 1 (Mayoral Reserved Matters) to the MDM (ie. in the normal course of events requiring Mayoral approval through a Mayoral Decision); and the application of the General Delegation and General Staff Authorisation, as set out in MDM, to “Type 2 decisions”.</p>			<p>be closely monitored through the oversight arrangements which are underpinned by a funding agreement with SMEWFL and which would not be affected by the recommendations in this decision.</p> <p>The GLA has also approved funding of £32 million of ERDF funding to SMEWFL for loans and equity investments and the drawdowns from the Communities and Local Government Department and investment performance will similarly be underpinned by a funding agreement and part of the GLA’s oversight arrangements. The proposed application of the £32 million ERDF funding is to create a new £100 million ‘fund of funds’ to provide loan and equity investments. This would involve a £50 million loan from the European Investment Bank (EIB). The loan and its terms will be subject to a separate GLA decision. SMEWFL and any subsidiaries would be consolidated in the GLA’s group statement of accounts and this will include any EIB borrowing by those entities.</p>
MD2083*	<p>New rough sleeper services and projects</p> <p>Approved:</p> <p>1. The receipt of grant funding of £4.215m from the Department for Communities and Local Government (DCLG) for the development and delivery of pan-London rough sleeper services and projects.</p>	28/02/17	Sadiq Khan/ James Murray	<p>This decision requests an approval for the receipt of grant funding of £4.215m from the Department for Communities and Local Government (DCLG), as well as an expenditure of £5.215m to develop and deliver a pan-London Rough Sleeping Services and projects. The programme is set to continue until</p>

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	<p>2. Expenditure of £3m from 1 April 2017 to 31 March 2021 for the development and delivery of a pan-London Social Impact Bond for entrenched rough sleepers - £2m from the above DCLG grant and £1m from approved GLA budget for rough sleeping services.</p> <p>3. Expenditure of £1.875m from 1 March 2017 to 31 March 2020 for the development and delivery of a Safe Connections service, wholly funded from the above DCLG grant.</p> <p>4. Expenditure of £340,000 from 1 March 2017 to 31 March 2020 for the development and delivery of a Hostels Clearing House, wholly funded from the above DCLG grant.</p>			<p>March 2021.</p> <p>Funding gap of £1m is proposed to be assigned from GLA's Rough Sleeping Commissioning budget (MD1532), which has been allocated a four year indicative budget of up-to £33.8m (£8.45m a year).</p>
MD2027*	<p>Media Monitoring Service</p> <p>Approved:</p> <p>1. Receipt of £140k per annum from TfL, Crossrail, LLDC, LFEPA and the MPS towards the cost of the GLA media monitoring service.</p> <p>2. Expenditure of £160k per annum on the GLA media monitoring service for an initial two-year term commencing on 1 November 2017 with the option to extend for a further two years.</p>	24/07/17	Sadiq Khan/ David Bellamy	<p>The Media Monitoring contract will be procured for a maximum duration of four years from 1 November 2017. The annual contract costs are based upon usage and each member of the group will meet the cost of their usage directly during the duration of the contract. The proposed contract will have a break clause to allow any member of the group to terminate their use of the contract should the service be no longer required or the funding ceases.</p> <p>The cost per annum of the Media Monitoring Service is estimated to be in the region of £160,000 and split across each member as follows:</p> <p>GLA £20,000; TfL £30,000; Crossrail £50,000; Met Police £20,000; LLDC £20,000;</p>

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				London Fire £20,000; TOTAL £160,000
MD2021*	<p>Voluntary Right to Buy – Scheme Administration</p> <p>Approved:</p> <p>That the Mayor:</p> <ol style="list-style-type: none"> 1. Approves the GLA administering the pilot Voluntary Right to Buy scheme in London and the receipt and expenditure of up to £16.1m from central Government to meet the full cost of the pilot scheme in London, by making discount and administration grant payments to London & Quadrant Housing Trust in respect of dwellings sold to their tenants in the pilot boroughs. 2. Agrees to the GLA managing the payment and monitoring of the purchase discount grants for the main Voluntary Right to Buy scheme in London and the receipt and expenditure from central government to meet the full costs of the scheme (subject to the receipt of sufficient funding from central Government to fund the same, and agreement of appropriate terms and conditions with government). 3. Delegates authority to the Executive Director of Housing and Land in consultation with the Deputy Mayor for Housing & Residential Development to, in accordance with this MD, agree the appropriate terms and conditions to administer and monitor the pilot and main Right to Buy scheme in London, and agree with government the annual funding required for the main scheme. 	24/10/16	Sadiq Khan/ James Murray	<p>This decision requests approval to administer the Voluntary Right to Buy scheme in London by making purchase discount grant payments. The pilot scheme requires the receipt of circa £16.1m revenue funding from Department for Communities and Local Government (DCLG) and paying London and Quadrant Housing Trust (L&Q) for offering the pilot scheme to their tenants.</p> <p>The revenue funds will be administered and monitored through the current investment management system (IMS) that the GLA uses to fund the majority of the affordable housing programme</p>
DD2197	<p>Brandwatch social media listening tool</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Expenditure of up to £72,000, from 30 December 2017 to 30 December 2020 (£24,000 per year), on social media 	20/12/17	Tom Middleton	The total cost of up to £72,000 for this 3-year contract (£24,000 per year) will be funded from the existing Marketing Programme budget held within the External Affairs Directorate. As the contract duration is from the 30

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	listening tool, Brandwatch, to assist in the effective management of the GLA's suite of social media channels.			December 2017 to 30 December 2020, costs will span 4 financial-years from 2017-18 to 2020-21.
DD2190	<p>London Legacy Development Corporation grant assistance to deliver 3D Printing and Virtual Reality Training</p> <p>Consented:</p> <p>1. On behalf of the Mayor and under Paragraph 3.2 of the LLDC Governance Direction 2013, to LLDC providing a grant of up to £490,000 to Hobs Studio for post-education training provision, subject to the grant not contravening any EU state aid rules.</p>	12/12/17	Martin Clarke	<p>The activities proposed are contained within the existing budget lines for the socio-economic budget that has been approved as part of the LLDCs 10-year business plan, and forms part of the Legacy Communities Scheme s106 agreement that has been approved by LLDC's Planning Policy and Decision Team and the four neighbouring boroughs.</p> <p>This has no net impact on the GLA's financial support for LLDC.</p>
DD2183	<p>Active Citizenship</p> <p>Approved:</p> <p>1. Expenditure of up to £80,000 to deliver activities related to the Citizenship and Integration Initiative (CII).</p>	07/12/17	Jeff Jacobs	The cost of up to £80,000 for this proposal will be funded from the 2017-18 Social Integration budget held within the Communities & Social Policy Unit.
DD2182	<p>Wembley Housing Zone</p> <p>Approved:</p> <p>1. In light of the due diligence detailed in the decision form, the contractual commitment of non-recoverable grant funding to the London Borough of Brent (LBB) of up to £8m to deliver the interventions within the Wembley Housing Zone outlined in this paper.</p> <p><i>Facts and advice that are confidential at this time are set out in a part 2.</i></p>	14/12/17	David Lunts/ Martin Clarke	<p>There are defined exit points for the GLA at the end of each stage of the development. In addition, the guarantees from LB Brent will be obtained in relation to the delivery of 215 affordable units or a repayment of the invested grant pro-rated at £37,209 per unit. The GLA will also enter into an overage agreement with the Borough for a possible distribution of any super profits made at the end of the development.</p> <p>The total indicative allocation for the</p>

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				Wembley Housing Zone is £8m and this commitment will utilise the allocation in full.
DD2177	<p>2018 Table Tennis World Team Cup</p> <p>Approved:</p> <p>1. Grant funding of £75,000 to Table Tennis England towards the cost of staging the 2018 Table Tennis World Team Cup.</p>	04/12/17	Jeff Jacobs	This expenditure will be funded from the 2017-18 Major Events budget within the Team London and Sports unit.
DD2172*	<p>Support for the Economic Development Strategy</p> <p>Approved:</p> <p>1. Expenditure of up to £90,000 on consultants to support the written consultations for the Economic Development Strategy and the London Skills and Adult Education Strategy; and also to facilitate ten engagement events to help shape the development of the London Skills and Adult Education Strategy.</p>	05/10/17	Fiona Fletcher-Smith	The estimated cost of this proposal is £90,000 and will be funded from the Skills Strategy (£50,000) and the LEAP Strategies budget for 2017-18 (£40,000).
DD2122	<p>Africa on the Square Festival 2017</p> <p>Approved:</p> <p>1. Expenditure of up to £75,000 to develop and deliver the Africa on the Square Festival.</p> <p>2. The seeking of additional sponsorship for Africa on the Square, to be used to further enhance the event if forthcoming.</p>	15/05/17	Martin Clarke	As part of the 2017-18 GLA budget process, an allocation of £75,000 has been earmarked from within the Events for London Programme budget to fund Africa on the Square 2017.
DD2092*	<p>Scoping Study For a London Office Of Technology and Innovation (LOTI)</p> <p>Approved:</p>	28/03/17	Jeff Jacobs	Approval is being sought for expenditure of up to £100,000 comprised of £25,000 from London Councils, £25,000 to be contributed from London Boroughs and

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	<p>1. Expenditure of up to £100,000 for the period from 1 April 2017 to 31 March 2018, comprising £25,000 from London Councils, £25,000 from London boroughs and £50,000 from the GLA's Intelligence Unit budget, to be used for the procurement and commissioning of consultancy services to run a scoping exercise arising from the proposal to establish a London Office of Technology and Innovation.</p>			<p>£50,000 to be met from the GLA's Intelligence Unit's 2017-18 budget.</p>
DD2045*	<p>London Music Board and Music Tourism Campaign</p> <p>Approved:</p> <p>1. Expenditure of up to £125,000 including £75,000 GLA funding and up to £50,000 income to deliver the London Music Board, support for live music venues, an awareness raising campaign and research.</p> <p>2. An exemption from the GLA's Contracts and Funding Code for the GLA to further contract with Sound Diplomacy to the value of £13,700 to provide expertise and project management services.</p>	11/11/16	Jeff Jacobs	<p>Approval is being sought for expenditure of up to £125,000 to deliver the London Music Board Programme and to receipt £50,000 of external income which will partly fund this programme.</p> <p>This programme will be funded partly from the Minor Programme Budget (£75,000) and partly from external income (£50,000). If external income is not forthcoming the activity costs will be reduced accordingly.</p>
DD2011*	<p>Development of a new school at Greenwich Peninsula</p> <p>Approved:</p> <p>1. GLA Land and Property Limited (GLAP) granting a Lease to Royal Borough of Greenwich as Tenant for the construction and eventual use as a permanent school under the terms indicated in the attached Heads of Terms document; with Knight Dragon entering into the Lease as Services Provider, providing services in respect of the common parts of the Peninsula.</p> <p>2. GLAP granting an over-riding lease to Knight Dragon.</p>	08/06/17	David Lunts	<p>The sites known as Plots M0318, M0319 and M0320 are to be disposed of via a 250 year leasehold agreement to Royal Borough of Greenwich, whereupon an overriding lease will be granted to Knight Dragon.</p> <p>The Land Disposal Agreement 2002 included the requirement for a site transfer to be made at less than the Minimum Land Value in order to provide a school. The particular plot has been agreed as it is the size demanded by the design standards for schools and will</p>

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				<p>maximise receipts for Knight Dragon, and therefore the GLA, across the Peninsula.</p> <p>The sites are to be sold for a peppercorn rent with a lease premium of £100 on the basis that it will be used as a new school site as agreed in the terms of the Land Disposal Agreement 2002.</p>
ADD2187	<p>Solar PV collective purchasing pilot project</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. An exemption from the GLA's Contracts and Funding Code so that the Authority may without a competitive procurement exercise enter into an agreement with iChoosr (at no cost to the GLA), which will manage a solar PV collective purchasing scheme. 2. Expenditure of up to £50,000 – from the RE:NEW budget (approved by the Mayor under cover of MD1289) for marketing and promoting the scheme. 	21/12/17	Patrick Feehily	<p>This will be funded from the 2017-18 RE:NEW budget agreed under MD1289 that is 90% ELENA (European Local Energy Assistant)/ European Investment Bank funded and 10% GLA funded. The marketing of this scheme will be completed in 2017-18.</p>
ADD2183	<p>London Sustainable Development Commission's Quality of Life Indicators Report 2017</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Expenditure of up to £4,000 to further engage the consultants undertaking research for and producing the LSDC's fifth Quality of Life Indicators report 2017. 2. Expenditure of up to £9,000 for design of the report, copywriting of the report and estimated print costs. 	21/12/17	Patrick Feehily	<p>Assistant Director's approval is sought for expenditure up to £13,000 for additional work done by CAG consultants on the London Sustainable Development Commission's Quality of Life Indicators report. ADD2143 approved expenditure of up to £15,000 to engage a consultant to undertake research for and produce the LSDC's fifth Quality of Life Indicators report 2017. This means the total cost of producing this report will be £28,000.</p>

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				All costs in producing the LSDC's fifth Quality of Life Indicators report 2017, including the additional £13,000 to be approved under this ADD is to be funded from the Environment 2017-18 Sustainable Development budget.
ADD2182	<p>Reward and incentivisation for volunteering – market research</p> <p>Approved:</p> <p>1. Expenditure of up to £40,000 on market research to test branding options for the 10 to 20 year-old reward and recognition programme and testing to explore attitudes and behaviours towards social action and volunteering activity in the 20+ age group. In particular, research will focus on groups who have not previously had high levels of volunteering and social action activity.</p>	14/12/17	Laura Cordingley	This expenditure will be funded from the 2017-18 Reward and Recognition programme budget within the Team London and Sports unit.
ADD2181	<p>London Healthy Workplace Charter</p> <p>Approved:</p> <p>1. £20,000 of expenditure on consultancy services to:</p> <ul style="list-style-type: none"> • Conduct a systematic review of the London Healthy Workplace Charter standards; and • Develop and deliver a programme to increase engagement from employers in low paid sectors with the Charter. 	19/12/17	Amanda Coyle	Approval is being sought for expenditure up to £20,000 for consultancy services which will be funded from the 2017-18 C&I Minor Programmes Budget.
ADD2180	<p>Climate KIC membership</p> <p>Approved:</p>	11/12/17	Mark Kleinman	The £12,500 cost of the Climate KIC membership will be funded from the 2017-18 LEAP Strategies budget.

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	1. Spend of £12,500 from LEAP funds for London to become an affiliate partner of Climate KIC.			
ADD2178	<p>Residents' experience of high-density London housing</p> <p>Approved:</p> <p>1. Expenditure of up to £40,000 on research services (from the London School of Economics) to support the GLA's work to develop guidance on high-density residential development.</p> <p>2. A related exemption from the requirement of the GLA's Contracts and Funding Code to procure such services competitively.</p>	20/12/17	Jamie Ratcliff	The expenditure will be split equally between H&L Management & Consultancy budget and Planning London Plan budget and will be spent in 2017/18 financial year.
ADD2176	<p>Renewal of Retail Database from The Local Data Company</p> <p>Approved:</p> <p>1. The purchase of 2017 Retail Database from the Local Data Company for up to £15,000 to be met by the existing GIS & Infrastructure team budget for 2017-18.</p>	05/12/17	Andrew Collinge	The expenditure of up to £15,000 will be funded from the GIS & Infrastructure team budget for 2017-18, held within the Intelligence Unit.
ADD2175	<p>Workspace Provider Accreditation Scheme Study</p> <p>Approved:</p> <p>1. Expenditure of up to £20,000 in grant funding, from the LEAP Strategies Budget, to support Capital Enterprise in creating a study exploring a Workspace Provider Accreditation Scheme.</p>	13/12/17	Fiona Fletcher-Smith	The £20,000 cost of this project will be funded from the LEAP Strategies budget, held within the Development, Enterprise & Environment Directorate.
ADD2161*	Industrial Intensification study	26/09/17	Debbie Jackson	The cost of up to £40,000 for this proposal will be funded from the 2017-

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	<p>Approved:</p> <p>1. Expenditure of up to £40,000 for an Industrial Intensification study.</p>			18 Development, Environment & Enterprise Minor Programme Budget.
ADD2142*	<p>The impact of leaving the EU on London's economy</p> <p>Approved:</p> <p>1. Expenditure of up to £50,000 to procure by competitive tender a forecast analysis and report on the possible impacts of a Brexit on London's economy.</p>	24/08/17	Paul Hodgson	The expenditure of up to £50,000 will be funded from the Executive Director of Communities and Intelligence Minor Programmes budget for 2017-18, held within the Communities and Intelligence Directorate.
ADD2138*	<p>Key messaging for London – 2017 and beyond</p> <p>Approved:</p> <p>1. A GLA contribution of £50,000 towards a project, to be conducted jointly with the Corporation of London and London & Partners, looking at key messaging for London for 2017 and beyond.</p>	24/07/17	Emma Strain	The GLA contribution of £50,000 will be met from the corporate contingency for 2017-18.
ADD2107*	<p>Research on 16-18 skills provision in London</p> <p>Approved:</p> <p>1. Expenditure of up to £40,000 on a research project, for which external consultancy will be sought via a procurement process, to assist the Mayor to make a case for devolution of the 16-18 Department for Education budget and also to help inform policy on 16-18 skills provision in the London Skills Strategy.</p>	18/04/17	Mark Kleinman	The total estimated gross cost of this research project is £40,000 and the net cost to the GLA will be £30,000. The balance of £10,000 will be funded via income from London Councils. The GLA's contribution will be met from the Skills Devolution (£20,000) and the Education & Youth's Research & Consultancy (£10,000) budgets for 2017-18.

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Mayor's Report to the Assembly

Background Document – List of decisions between 5 January 2018 and 7 February 2018

The Part 1 of Mayoral Decisions (from 6 April 2009), Executive Director Decisions (from 1 November 2010), Assistant Director Decisions (from 18 April 2013) and the non-confidential facts and advice supporting those decisions, are published on the GLA website [here](#) within one working day of approval, unless deferred. * = previously deferred publication.

Ref	Decision	Date Signed	Approved by/ Mayoral Advisor	Financial Implications (summarised where long)
MD2231	<p>The Mayor's judicial review of the Parole Board's recommendation to release John Worboys</p> <p>Approved:</p> <ol style="list-style-type: none"> To issue a judicial review claim with the Mayor as claimant against the Parole Board of England and Wales's decision to release John Worboys from prison. If necessary, apply for interim relief against the Secretary of State for Justice to prevent John Worboys being released from prison before judgment has been given in the judicial review claim. 	30/01/18	Sadiq Khan/ Nick Bowes	It is not known at this stage what the total legal costs arising for the GLA from this claim will be. The level of costs will depend on a number of factors which are not known at this stage, most particularly whether it will be necessary to apply for injunctive relief against the Secretary of State for Justice. In addition to the Mayor's own legal costs, if the challenge is unsuccessful there are likely to be adverse costs payable. The best estimate at this stage is that total legal costs will be between £75,000 to £125,000.
MD2225	<p>Crossrail Business Rates Supplement – Approval of Policies for 2018-19</p> <p>Approved the following policies for the Crossrail BRS for the 2018-19 financial year:</p> <ol style="list-style-type: none"> The Crossrail BRS will apply for the full 2018-19 financial year across the entire GLA area. 	23/01/18	Sadiq Khan/ David Bellamy	The income raised through the Crossrail BRS in the 2018-19 financial year net of billing authority administrative expenses and rating reliefs is estimated at this stage to be £274.6 million before appeals and £253.6 million after an allowance for appeals. As outlined above, £117.3 million of this million is expected to be used to finance the

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	<p>2. The Crossrail BRS multiplier (or tax rate) shall be set at 2p per pound of rateable value.</p> <p>3. The rateable value threshold above which the Crossrail BRS applies shall be £70,000. This is the same threshold as in 2017-18.</p> <p>4. Any reliefs for the Crossrail BRS will continue to apply on the same basis at the same percentage rate as for National Non Domestic Rates (NNDR) having regard to the local policies in place in the 33 London billing authorities and those set by central government. Section 45 ratepayers (that is, those owning or entitled to occupy empty properties) will not be exempt from the Crossrail BRS as a class. The same automatic empty property reliefs will apply, however, at the same percentage rate to the Crossrail BRS as for NNDR. The GLA will not exercise its powers under section 16 of the BRS Act to apply an offset for eligible ratepayers liable to pay a levy towards a Business Improvement District.</p>			<p>GLA's estimated interest costs on debt it is forecast to hold by the end of March 2018 and £140 million applied to repay part of its £3.3 billion of Crossrail debt. Any unallocated sums will be retained to finance future debt repayment. The actual sums collectable in 2018-19 taking into account reliefs and losses on collection will be forecast by London billing authorities before the end of March 2018.</p> <p>It is estimated that the BRS for Crossrail will run for a period of at least 24 years until the GLA's borrowing is repaid – with a current target end date of 2033-34. Over its lifetime it is estimated that between £5.5 billion to £6.0 billion may need to be collected via the BRS to meet the expected repayment profile and financing costs – the former figure being on the presumption that the GLA's Crossrail debt is repaid in 2033-34 and the latter if the repayment date is up to five years later.</p>
MD2221	<p>Pay award for 2017-18 for the GLA's statutory officers</p> <p>Approved:</p> <p>1. That the Mayor, noting that it is a joint decision with the Assembly, confirms that the pay award of 1% for 2017-18 made to senior GLA staff should also be made to the GLA's Head of Paid Service and Executive Director of Resources as statutory officers.</p>	10/01/18	Sadiq Khan/ David Bellamy	<p>The cost of the 2017-18 pay award for the Mayor, Assembly Members and all GLA staff has been built into the GLA budget for 2017-18.</p>

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MD2218*	<p>Skills for Londoners Capital Fund: Small Projects and Equipment Fund</p> <p>Approved:</p> <p>1. Expenditure of up to £3,948,834 Skills for Londoners Capital Funding by way of grant funding to 41 projects through the Small Projects and Equipment Fund, and including £948,834 from Skills for Londoners Capital Fund underspend over and above the £3m agreed through MD2142.</p>	18/12/17	Sadiq Khan/ Jules Pipe	<p>The Small Projects & Equipment Fund forms part of the overall Skills for Londoners Capital Fund for which a total of £114m has been earmarked for this programme, previously approved by MD2142. The proposal to invest £3,948,834 in capital grant will be funded from this ring-fenced budget allocation. It should be noted that the initial budget allocation for the Small Projects & Equipment Fund was £3m, thus meaning an overallocation of £948,834, which is being offset by some under allocation within the Overall Skills for Londoners Capital fund.</p>
MD2216	<p>Woolwich Crossrail Station Fit Out</p> <p>Approved:</p> <p>1. A £5million capital grant from the GLA to Transport for London to fund the Woolwich Crossrail station fit out.</p>	18/01/18	Sadiq Khan/ Jules Pipe	<p>The proposed £5m contribution to TfL will be funded via a revenue contribution to capital, specifically from the Capital Programme Reserve in the 2018/19 financial year.</p>
MD2214*	<p>Veterans Aid 'Welfare to Wellbeing' Project</p> <p>Approved:</p> <p>1. Expenditure of £182,824 to grant fund Veterans Aid's Welfare to Wellbeing project for three years.</p>	18/12/17	Sadiq Khan/ James Murray	<p>The expenditure will be funded from the Rough Sleeping budget (MD1532), which has been allocated a four-year indicative budget of up-to £33.8m (£8.450m per/year).</p>
MD2204	<p>London Legacy Development Corporation Shared Technology Service</p> <p>Approved:</p> <p>1. The GLA's entry into a shared service arrangement, under section 401A of the Greater London Authority Act 1999, with</p>	12/01/18	Sadiq Khan/ David Bellamy	<p>As a result of entering into a shared services arrangement with LLDC, there will be creation of three permanent posts in the GLA Technology Group.</p> <p>The costs of these posts are £136,000 (including on-costs and corporate</p>

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	<p>the LLDC for the provision of technology services on a cost recovery basis. The estimated cost for the first year is £600,000.</p> <p>2. A delegation of authority to the Executive Director of Resources to prepare, finalise and subsequently execute on behalf of the GLA documentation putting into place the arrangements under section 401A.</p>			<p>vacancy factor) per annum and will be contained from the annual charge of £600,000 received from LLDC.</p>
MD2196*	<p>Creative Enterprise Zones Programme 2017-2021</p> <p>Approved maximum expenditure of £5,360,000 between 2017/18 to 2020/21 comprising:</p> <p>1. Revenue expenditure of £3,560,000 between 2017/18 to 2020/21, which includes:</p> <ul style="list-style-type: none"> • £2,560,000 revenue funding towards the feasibility and development of Creative Enterprise Zones; • £1,000,000 for two Enterprise and Skills projects to access European Social Funds that were previously approved under MD1642. <p>2. £1,000,000 funding from European Social Funds (matching the GLA funding for the two Enterprise and Skills project).</p> <p>3. Capital expenditure of £800,000 between 2018/19 to 2019/20 towards the provision of affordable workspace, capital infrastructure and the delivery of CEZs.</p>	27/11/17	Sadiq Khan/ Justine Simons	<p>MD2045 approved a grant of £80,000 towards a Pathfinder CEZ. MD2129 approved £890,000 to contribute towards the first year of CEZ operation. This MD seeks approval for the allocation of the £890,000 in MD2129 and continued delivery of the CEZ Programme between 2017/18 to 2020/21.</p> <p>There will be expenditure of up to £5,360,000 between 2017/18 to 2020/21 on the CEZ Programme which supports and encourages London's creative industries. Of this amount the GLA's contribution is £4,360,000 (of which £1,000,000 is granted to be managed separately by the European Social Fund Delivery Unit). The European Social Fund will also match fund £1,000,000 to the ESF Delivery Unit.</p>
MD2187*	<p>Energy for Londoners – Energy Supply Company</p> <p>Approved:</p> <p>1. Expenditure of up to £150,000 on a contract for commercial</p>	06/11/17	Sadiq Khan/ Shirley Rodrigues	<p>Fifty per cent of this funding (£125,000) will be drawn down from the £4m 2017-18 capital budget set aside for the energy supply company budget, via a capital/revenue swap. The remaining</p>

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	<p>advice to support the development, design and delivery of the energy supply company / partnership.</p> <p>2. Up to £100,000 for external legal advice over the course of the project.</p>			<p>£125,000 will be requested as part of 2018-19 budget setting process and is therefore subject to further approval. If this £125,000 is not approved as part of budget setting process, the Environment Team will need to fund this from other budgets as agreed in the 2018-19 revenue budget.</p>
MD2184*	<p>Draft New London Plan – public consultation</p> <p>Approved:</p> <p>1. The draft new London Plan (Appendix A) for the purpose of the formal statutory consultation of the public and stakeholders.</p> <p>2. Notes the Integrated Impact Assessment (which includes the Equalities Impact Assessment) (Appendix B) and Habitats Regulation Assessment (Appendix C) which have been prepared in respect of the draft new London Plan.</p> <p>3. The consultation period and the placing of the necessary statutory notices to start the consultation in the week beginning 27 November 2017 for a period of 13 weeks.</p> <p>4. Expenditure of up to £10,000, from the London Plan budget, on undertaking the public consultation.</p> <p>5. Expenditure of up to £40,000 on printing the draft London Plan, the IIA and HRA.</p>	15/11/17	Sadiq Khan/ Jules Pipe	<p>Mayoral Approval is being sought for the Mayor to approve the draft new London Plan and note the Integrated Impact Assessment and the Habitats Regulation Assessment of the draft new London Plan. Approval is also requested for the consultation period and the placing of the necessary statutory notices to start the consultation.</p> <p>Expenditure from the 2017-18 London Plan budget for the following is also being requested to be approved:</p> <ul style="list-style-type: none"> • up to £10,000 on undertaking public consultation; • up to £40,000 on printing the draft new London Plan, the IIA and HRA.
MD2157*	<p>Licence Lite</p> <p>Approved:</p> <p>1. A 12-month pilot scheme for the Licence Lite Project, which</p>	24/08/17	Sadiq Khan/ Shirley Rodrigues	<p>Mayoral approval is being sought for expenditure of up to £498,000 for the 12-month pilot operation of Licence Lite. The costs comprise of £478,000 in project costs and a 0.2 FTE post at a</p>

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	<p>includes the GLA being granted an electricity supply licence by the Ofgem and entering into contracts.</p> <p>2. Expenditure of up to £498,000.</p> <p>3. A related exemption, regarding the entry into contracts with Cornwall Energy and Arup, from the requirement of the GLA's Contracts and Funding Code that such services be procured competitively.</p> <p>4. Procurement of the Operating Services by means of competitive tender.</p> <p>5. The receipt of income of £336,000 from TfL and from the sale of the surplus electricity under the agreement with RWE nPower.</p> <p>6. A direction to TfL so that TfL can enter into the 12-month supply arrangements contemplated as part of the pilot, as attached at Annex 2 and issued pursuant to section 155(1)(c) of the GLA Act 1999.</p> <p><i>Facts and advice that are confidential at this time are set out in a part 2.</i></p>			<p>grade 14 of £20,000. In addition, this decision is seeking the receipt of income from TfL totalling £336,000. The total budget requirement is £162,000.</p> <p>The proposed revenue expenditure of £162,000 is to be funded from the capital budget of £6.5m for Energy Efficiency which will be funded via a capital / revenue swap of GLA budget resource.</p>
MD2094*	<p>Management of 2014-20 European Social Fund Programme</p> <p>Approved:</p> <p>1. The commitment of up to £68m European Social Fund (ESF) to the sub-regional Co-Financing Organisations (London Borough of Ealing, London Borough of Croydon, London Borough of Redbridge and the City of London Corporation) to procure ESF employment related services.</p> <p>2. The revised ESF delegations as set out in Annex A to ensure</p>	24/04/17	Sadiq Khan/ Jules Pipe	<p>The GLA is the designated Intermediate Body for the management and administration of the 2014-20 European Social Fund (ESF). Unlike the 2007-2013 European Regional Development Fund (ERDF) programme the GLA will not make direct payments to ERDF or ESF projects in the 2014-2020 programming period. Instead, in line with the revised delegations set out in Appendix A, the Managing Authority will be responsible for processing and making payments to</p>

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	the effective implementation of the London ESF programme.			the projects, following the review and authorisation of claims by the GLA. The European Programmes Management Unit (EPMU) will be responsible for managing the programme on behalf of the GLA.
MD2087*	<p>Lumiere 2018</p> <p>Approved:</p> <p>1. Grant funding to Artichoke Trust of up to a maximum of £500,000 to enable the delivery of Lumiere London 2018.</p>	17/05/17	Sadiq Khan/ Justine Simons	The proposed grant will be funded from the Major Events earmarked reserve and be managed by the Culture and Creative Industries unit. The grant will be subject to satisfactory due diligence work being undertaken on The Artichoke Trust and will be governed by way of funding agreement, with all payments made on successful completion of agreed milestones.
MD2079*	<p>City Hall Network Upgrade</p> <p>Approved:</p> <p>1. Expenditure of up to £800,000 (including £200,000 from the GLA contingency budget) over two years (2017/18 to 2018/19), to procure services, supplies and works required for the upgrade of the wired and wireless local area network within City Hall.</p>	15/03/17	Sadiq Khan/ David Bellamy	Approval is being sought for expenditure of up to £800,000 (including £200,000 from the GLA's contingency budget) across two financial years (breakdown shown below). This will be funded from the TG Budget in each respective financial year.
MD2057*	<p>Fuel poverty boiler replacement and repair scheme</p> <p>Approved:</p> <p>1. The introduction of a pan-London fuel poverty boiler replacement and repair pilot scheme commencing in early January 2017.</p> <p>2. The reallocation of existing capital funding of up to £1m</p>	06/12/16	Sadiq Khan/ Shirley Rodrigues	The decision seeks approval for the introduction of a pan-London fuel poverty boiler replacement and repair pilot scheme, commencing in early January 2017. It requests a reallocation of Capital funding of up to £1m from London Boiler Cashback Scheme (MD1606), as well as Revenue funding of up to £115k, which will be allocated

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	<p>from the London Boiler Cashback Scheme budget to the new scheme.</p> <p>3. The procurement and award of, entry into and execution (by the Executive Director of Housing and Land) of a contract for the delivery of up to 500 boiler replacements and repairs to households with qualifying benefits.</p> <p>4. The allocation and expenditure of revenue funding of up to £115,000 as follows:</p> <ul style="list-style-type: none"> • the award of a contract, with a value of up to £75,000, to EST for the administration and evaluation of the scheme and a related exemption from the requirements of the GLA's Contracts and Funding Code to seek competitive tenders for such services; • the variation of the GLA's RE:NEW contract with Capita (for administration of the RE:NEW Support Team) to undertake a programme of third-party audits for the scheme, with a value of up to £25,000; • the development and distribution of marketing materials of up to £15,000. 			<p>to the project from Contingency Reserves.</p> <p>The anticipated capital expenditure for the scheme is expected to be £1m which will be used to deliver up to 500 boiler replacements and repairs to home owners with qualifying benefits in Greater London. It is estimated that revenue expenditure will not exceed £115k and will be used to administer the scheme as follows:</p> <ul style="list-style-type: none"> • Up to £75k to be awarded to EST for the administration and evaluation of the scheme. • Up to £25k to be awarded to Capita to undertake third-party audits for the scheme. • Up to £15k will be used for the development and distribution of marketing materials. <p>Reallocation of £1m to a new scheme will leave approximately £300k in London Boiler Cashback Scheme to honour the outstanding commitments (confirmed by the scheme administrators EST).</p> <p>EST will be allocated the capital funds by the GLA in tranches to pay the chosen contractor responsible for the boiler replacements and repairs. The team in</p>
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				Housing & Land will audit the sample of about dozen of successful applications, prior to releasing each tranche of funding, to extend the due diligence checks and safeguard against system mismanagement.
MD2045	<p>New Culture Work Streams 2016-17</p> <p>Approved:</p> <p>1. Expenditure of up to £319,000 in 2016-17 for the following activities:</p> <ul style="list-style-type: none"> • London Borough of Culture: £154,000 towards partnership development, fundraising and competition launch; • Culture Infrastructure Plan: £60,000 towards research and scoping; • Creative Enterprise Zones: £80,000 towards the launch of a 'pathfinder' Creative Enterprise Zone; • Suffragette Statue: £25,000 towards scoping the commissioning of a new statue. <p>2. The receipt of grant funding or sponsorship from external funders for the above programme and associated expenditure.</p> <p>3. Delegation to the Executive Director of Communities and Intelligence for the approval of the receipt and associated expenditure of any external income raised towards the delivery of these projects.</p>	17/11/16	Sadiq Khan/ Justine Simons	The expenditure of up to £319,000 towards the activities detailed within this decision will be funded from the 2016/17 Corporate Contingency Budget.

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DD2212	<p>Heart of Harrow Housing Zone, London Borough of Harrow – Poet’s Corner Phase 1</p> <p>Approved:</p> <p>That the Executive Director of Housing and Land and the Executive Director of Resources, in consultation with the Deputy Mayor for Housing and Residential Development, approve:</p> <ol style="list-style-type: none"> 1. In light of the due diligence set out in Part 2, a contractual commitment of £3,000,000 of grant funding to the London Borough of Harrow to fund the acquisition by the Borough (by means of private treaty) of the Wealdstone Social Club Site, together with pre-planning design work and associated survey work so as to facilitate a Planning Permission submission for the Site. 2. Funding to the London Borough of Harrow of £750,000 to provide homes for supported housing. 3. That the total funding of £3,750,000 be invested as a non-recoverable grant. 4. The start on site and completion dates for the delivery of the housing outputs and the amount and timing of funding payments as detailed in this report. <p><i>Facts and advice that are confidential at this time are set out in a part 2.</i></p>	06/02/18	David Lunts/ Martin Clarke	<p>This decision requests approval to contractually commit a total of £3.750m of non-recoverable grant funding to the London Borough of Harrow (LBH) towards acquisition of the Wealdstone Social Club Site, by means of private treaty, and other associated costs (£3m) as well as provide homes for supported housing (£750k). GLA obtained a satisfactory due diligence result prior to reaching this decision (per findings set out in Part 2).</p> <p>Total funding indicatively allocated for this Housing Zone is £31.4m (MD1457).</p>
DD2207	<p>Iford Station Southern Entrance, London Borough of Redbridge</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. In light of the due diligence detailed in Part 2, entering into 	05/02/18	David Lunts/ Martin Clarke	<p>The total estimated project cost is £2.5m of which the GLA is providing £1.115m, with the remaining balance to be covered by LBR funding through CIL (£635k) and TfL from its Growth Fund (£750k).</p>

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	<p>a contractual commitment to provide grant funding of up to £1,115,000 to the London Borough of Redbridge to fund Ilford Station Southern Entrance works.</p> <p>2. The re-profiled start on site and completion dates for the delivery of housing outputs, as well as adjustments to the funding allocation and funding drawdown timetables, as detailed in the report below, for the Redbridge Housing Zone.</p> <p><i>Facts and advice that are confidential at this time are set out in a part 2.</i></p>			<p>As it is a non-recoverable grant allocation, it represents a financial risk to the GLA, which is mitigated through contractual obligation from LBR to repay the funding in the event of non-delivery.</p>
DD2205	<p>Skills for Londoners Capital Fund: Round 1</p> <p>Approved:</p> <p>1. Following advice and endorsement by the London's Economic Action Partnership (LEAP) on the 19 December 2017, expenditure of up to £30.5m by way of grant funding as a contribution to the costs of the seven projects set out in the decision form.</p> <p><i>Facts and advice that are confidential at this time are set out in a part 2.</i></p>	06/02/18	Fiona Fletcher-Smith	<p>The proposed investment of up to £30.5m in capital funding will be met from the Skills for Londoners Capital Fund approved by the Mayor (under cover of MD2142).</p> <p>All proposed grant recipients have gone through a robust due diligence process and no significant issues have been highlighted with those for which approval is being sought. The proposed grants will be governed by the GLA's standard grant agreement with each provider and will set out the conditions for use of the grant, including the indicative project completion over the duration of the programme (2017-18 to 2020-21).</p>
DD2204	<p>Digital Talent Pipeline programme – revised financial allocation</p> <p>Approved:</p> <p>1. The re-allocation of the following funds within strand 2 of</p>	25/01/18	Fiona Fletcher-Smith	<p>The proposed reallocations of funding to other strands of the Programme totals £458,500 (£258,500 from Digital Bootcamps & £200,000 from Digital Skills Training) and will be contained within the existing Programme budget as</p>

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	<p>the Digital Talent Programme to a new ‘Young Entrepreneur’ Project:</p> <ul style="list-style-type: none"> • £258,500 revenue from the strand 2 ‘Digital Bootcamps’ project; and • up to £200,000 revenue from the strand 2 ‘Digital Skills Training’. <p>2. The expenditure of £458,000 from the new strand 2 ‘Young Entrepreneur’ project to fund a training course and support young Londoners develop entrepreneurial skills and employ these skills in the development of a small enterprise/startup.</p> <p>3. The allocation of up to £150,000 revenue from the GLA Education and Youth team to supplement strand 5 (Teacher CPD package) project of the Digital Talent Programme, increasing the total funding available to up to £450,000.</p>			<p>previously approved by MD2040 and DD2118 (held within the Economic Business Policy Unit).</p> <p>In addition to the reallocation of the existing budget provision, there will be additional spend upon strand 5 of the Programme, specifically the CPD packages up to the value of £150,000. This will be funded from under-spends accruing from the 2017-18 London Schools Excellence Fund budget (held within the Communities & Intelligence Directorate). This additional spend will increase the total allocation for strand 5 to £450,000.</p>
DD2203	<p>Royal Docks Activation and Events Programme</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Up to £300,000 of capital expenditure for public realm art commissions throughout the Royal Docks. 2. Up to £400,000 of revenue expenditure for support and delivery of the activation and events programme. 	16/01/18	David Lunts	<p>MD2049 originally approved £800,000 for Activation and Events activities at the Royal Docks (capital of £300,000 and revenue of £500,000 see section 44, bullet points 4 to 6, for further details). Subsequently, two decisions (ADD2132 £20,000 and MD2049 £80,000) approved the total spend of £100,000 and this decision will utilise the remaining amount.</p>
DD2202	<p>Royal Docks Estate and Public Realm Improvements</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Up to £65,000 of capital expenditure for improvements to the public realm on GLA land in the Royal Docks. 	16/01/18	David Lunts	<p>MD2049 approved £350,000 of capital expenditure for Estates Management and public realm physical improvements (see section 44, bullet point 3, for further details). This decision will utilise the above capital allocation in full and</p>

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	<p>2. Up to £33,000 of revenue expenditure for project management of the meanwhile-sites enabling work on GLA land around the Royal Docks.</p> <p>3. Up to £195,000 of capital expenditure for the meanwhile-sites enabling work on GLA land around the Royal Docks.</p> <p>4. Up to £260,000 of both revenue and capital expenditure for the Custom House Gateway meanwhile activation and legibility.</p> <p>5. Up to £90,000 towards the installation of Legible London wayfinding in the Royal Docks through a grant agreement with the London Borough of Newham (LBN).</p>			will further draw down (£190,000) from the underspend incurred from the Detailed Delivery Plan, which has been allocated £500,000 expenditure (MD2049, table in section 49) and has to date spent £160,000 with no further costs envisaged to be arising in the future.
DD2201	<p>Royal Docks Promotion and Investment Activity</p> <p>Approved:</p> <p>1. Up to £230,000 of revenue expenditure for a programme of marketing and communications to help to position the Royal Docks Enterprise Zone (EZ) competitively and to advance the development of that EZ.</p>	16/01/18	David Lunts	MD2049 approved £250,000 for promotional and marketing activity (see section 44, first bullet point, for further details). Subsequently £20,000 of expenditure (ADD2146) was approved under the authority of this MD and this decision will utilise the remaining amount.
DD2198	<p>Young London Inspired – Microgrants</p> <p>Approved:</p> <p>1. Expenditure of up to £75,000 over the next three years comprising:</p> <p>(a) £40,000 of micro-grants (of up to £400 each); and</p> <p>(b) £35,000 for services (from v·inspired) required for the delivery of the micro-grants programme including pre and post grant support, project planning support, social action workshops, monitoring and evaluation guidance.</p>	17/01/18	Jeff Jacobs	<p>Approval is being sought for expenditure up to £75,000 with costs incurred over 3 financial years in 2017-18 (£25k), 2018-19 (£25k), and 2019-20 (£25k) for the administration and distribution of micro-grants within the GLA's Young London Inspired micro-grants programme.</p> <p>The expenditure will be funded from the Microgrants and support programme within the within the Team London and Sports unit.</p>

	2. A related exemption from the requirement of the GLA's Contracts and Funding Code to seek competitive tenders for the services set out at decision 1(b) above.			
DD2196	<p>Blackhorse Road and Northern Olympic Park Housing Zone, London Borough of Waltham Forest</p> <p>Approved:</p> <p>1. That the outcome of due diligence, detailed in this report demonstrates it is appropriate for the GLA to contractually commit up to £395,000 grant funding to the London Borough of Waltham Forest to fund the public open space access works intervention specified below within the Blackhorse Road and Northern Olympic Park Housing Zone.</p> <p>2. The re-profiled start on site and completion dates for the delivery of homes, and the funding interventions and repayment timescales as detailed in this report.</p>	16/01/18	David Lunts/ Martin Clarke	<p>This decision requests approval to contractually commit up to £395k of non-recoverable grant funding to the London Borough of Waltham Forest to fund the public open space access works intervention within the Blackhorse Road and Northern Olympic Park Housing Zone.</p> <p>Total funding indicatively allocated for this Housing Zone is £44.895m (MD1545), £1.195m of which has been earmarked for the Blackhorse Lane Station Hub intervention. DD2070 committed £800k of grant funding for the Blackhorse Road station improvements and the current decision requests approval to commit the remaining amount (£395k) of the Station Hub works to the open-space improvements. Satisfactory due diligence has been obtained, prior to reaching this decision, which is outlined in detail in DD2070.</p>
DD2195*	<p>Development Support Fund (part of the Skills for Londoners Programme)</p> <p>Approved:</p> <p>1. Expenditure of up to £1,424,450, through the Development Support Fund, by way of grant funding towards the costs of 17</p>	20/12/17	Fiona Fletcher-Smith	As approved by MD2142, £1.5m in capital funding has been swapped for the equivalent value in revenue funding, to support the first round of the Development Support Fund (part of the overall Skills for Londoners Programme). The maximum value of the proposed

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	<p>projects listed at paragraph 1.9.</p> <p><i>Facts and advice that are confidential at this time are set out in a part 2.</i></p>			<p>allocations for DSF funding as detailed within the main body of this report is £1,424,450. As such, the sum of the proposed maximum grant values does not breach the £1.5m limit allocated for the development funding.</p> <p>The grant agreements between the GLA and each successful applicant will set out the conditions for use of the grant, including the deadline of 30 April 2018 for spending the funding awarded through the Development Support Fund.</p>
DD2193	<p>Homeless Health Peer Advocacy Project</p> <p>Approved:</p> <p>1. The award of £135,000 of grant funding for 2017-20 to Groundswell for its Homeless Health Peer Advocacy project.</p>	19/01/18	David Lunts	<p>The project will be delivered by Groundswell and will run for a period of three financial years (2017/18 to 2019/20).</p> <p>The expenditure will be funded from the Rough Sleeping budget (MD1532), which has been allocated a four-year indicative budget of up-to £33.8m (£8.450m per/year).</p>
DD2186	<p>Southwark Housing Zones, London Borough of Southwark</p> <p>Approved:</p> <p>1. The contractual commitment of £20m of affordable housing grant for Canada Water and £18,582,417 for Old Kent Road and Peckham, both Housing Zones in Southwark.</p> <p>2. The re-profiled start on site and completion dates for the delivery of the housing outputs, and timing for funding payments as detailed in this report.</p>	19/01/18	David Lunts/ Martin Clarke	<p>This decision requests approval for the GLA to provide non-recoverable grant funding of £38.6m to LB Southwark for provision of affordable housing in two Housing Zones: Canada Water (allocation of £20m) as well as Old Kent Rd and Peckham (allocation of £18.6m). GLA reached a satisfactory due diligence result prior to reaching this decision (per findings set out in Part 2).</p> <p>Grant/Recoverable Grant funding profile</p>

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	<i>Facts and advice that are confidential at this time are set out in a part 2.</i>			at £400m is currently over forecast by £233m. It should be noted, however, that only £174m (exclusive of the current commitment) has actually been committed on fourteen interventions.
DD2169*	<p>Cleaner Vehicle Checker – Partnership and resourcing arrangements</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. The spend profile for Cleaner Vehicle Checker project, noting this is in line with the approval given by MD2137 to spend up to £122,000 on the project. 2. The entry by the GLA into a memorandum of understanding, license agreement and service level agreement with Emissions Analytics. 3. The proposed ways of working with the International Council on Clean Transportation on The Real Urban Emissions (TRUE) remote sensing project in London. 	05/10/17	Fiona Fletcher-Smith	<p>Executive Director’s approval is being sought to approve the partnership and resourcing agreement with Emissions Analytics and the International Council on Clean Transportation (ICCT) to deliver the Cleaner Vehicle Checker web tool and accompanying Cleaner Fleet Checker service to help consumers make informed purchasing decisions.</p> <p>The cost of this work will be funded from Environment team’s 2017-18 programme budget on Air Quality.</p>
DD2168*	<p>Better Boilers – administration and closedown</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. The award of a contract, with a value of up to £37,000 to the Energy Saving Trust for the ongoing management and administration of the Better Boilers scheme. 2. A related exemption from the requirements of the GLA’s Contracts and Funding Code to seek competitive tenders for such services. 	26/09/17	Fiona Fletcher-Smith	<p>This decision seeks approval to award the contract to the Energy Savings Trust for the administration, management and closedown of the Better Boilers scheme for £37,000 The initial contract has been approved by MD2057 for the total amount of £75,000.</p> <p>Proposed expenditure is available to be used from the Home Retrofit budget within Housing and Land directorate and will be utilised in 2017/18 financial year.</p>

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DD2163	<p>Project to Reduce Business Rates Arrears in Haringey</p> <p>Approved:</p> <p>1. Up to £55,000 as a contribution towards a project by the London Borough of Haringey to be undertaken between October 2017 and March 2018 to reduce the £8.5 million of outstanding business rates arrears owed by non-domestic ratepayers in the borough.</p>	16/01/18	Martin Clarke	<p>The GLA has been asked to contribute 55 per cent of the costs of a project to tackle business rates arrears in line with its average share of locally retained business rates over the project's life. The estimated total cost of the arrears reduction project would be approximately £100,000 with payments made in arrears. The GLA would contribute up to £55,000 over the project lifetime. The GLA has agreed a target with Haringey to reduce arrears by at least £700,000 during the six-month period of the project.</p>
DD2155*	<p>London Boiler Cashback Scheme – closedown administration and evaluation</p> <p>Approved:</p> <p>1. Expenditure of up to £37,460 on a contract with the Energy Saving Trust to complete the administration, and undertake an evaluation, of the London Boiler Cashback Scheme.</p> <p>2. A related exemption from the requirements of the GLA's Contracts and Funding Code to seek competitive tenders for such services.</p>	05/10/17	Fiona Fletcher-Smith	<p>This decision seeks approval to award the contract to the Energy Saving Trust for the final administration and evaluation of the LBCS for a cost of £37,460 to November 14, 2017. The initial contract has been approved by MD 1606 for the total amount of £148,000 and an extension to this contract, worth an additional £49,819, was approved through ADD2036. The proposed new contract of £37,460 will increase the total cost of administration and evaluation of the scheme to £235,279.</p> <p>The budget to fund the new contract of £37,460 is to be met from 2017-18 Evidence & Analysis budget within Energy Efficiency unit of the Environment team (part of Development, Enterprise & Environment Directorate) and will be utilised in</p>

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				2017/18 financial year.
DD2154*	<p>Tender for Treasury Advisor for the Group Investment Syndicate</p> <p>Approved:</p> <p>1. Expenditure of up to £150,000 on Treasury Advisory Services for the GLA's Group Investment Syndicate for a period of up to 5 years commencing on 1 April 2018.</p>	22/08/17	Tom Middleton	The Group Finance budget includes provision to cover the costs of the Treasury Advisory service.
DD2134*	<p>Studio Wayne McGregor</p> <p>Approved:</p> <p>1. Grant funding of £100,000 to Studio Wayne McGregor to support the delivery of the FreeSpace programme.</p>	09/06/17	Jeff Jacobs	The grant will be funded from the Culture and Creative Industries 2017-18 budget with all appropriate virements in place.
ADD2196	<p>Research on 16-18 skills provision in London</p> <p>Approved:</p> <p>1. Expenditure of £49,910 on a research project to make a case for devolution of the 16-18 Department for Education budget and also to help inform policy on 16-18 skills provision in the London Skills Strategy.</p>	05/02/18	Michelle Cuomo-Boorer	The costs of £12,500 for 2017-18 will be funded from the GLA's Education & Youth Research & Consultancy budget. With regards to costs that fall in 2018-19; £25,000 will be funded from the GLA's Skills budget for 2018-19, with the balance of £12,410 being met via income from London Councils.
ADD2195	<p>Water refill scheme pilot</p> <p>Approved:</p> <p>1. Spend of up to £25,000 on external services for the delivery, monitoring and evaluation of a water refill pilot scheme in London.</p>	01/02/18	Patrick Feehily	The cost of this is to be funded from the Environment Team's 2017-18 and 2018-19 Waste budget. Approximately £10,000 of expenditure will be spent in 2017-18 and £15,000 in 2018-19.

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ADD2194	<p>Outset Contemporary Art Fund Feasibility Work</p> <p>Approved:</p> <p>1. Grant funding to Outset Contemporary Arts fund of £15,000 in 2017/18.</p>	22/01/18	Shonagh Manson	The proposed grant of £15,000 to Outset Contemporary Arts fund will be funded from the Culture Strategy budget held within the Culture and Creative Industries Unit in 2017/18.
ADD2193	<p>Plastic bottle reduction and water refill project resources</p> <p>Approved:</p> <p>1. Expenditure of up to £42,000 for the procurement and appointment of consultants to provide the resource required to develop and implement the Plastic bottle reduction and water refill project.</p>	23/01/18	Patrick Feehily	The estimated cost of up to £42,000 for this project will be funded from the 2017-18 Environment Programme budget, specifically the 'Waste' element of the budget. It should be noted that this approval will now supersede ADD2191, that previously approved expenditure of £33,000 for this project.
ADD2191	<p>Plastic bottle reduction and water refill project resources (superseded by ADD2193)</p> <p>Approved:</p> <p>1. Expenditure of up to £33,000 for the procurement and appointment of consultants to provide the resource required to develop and implement the Plastic bottle reduction and water refill project.</p>	09/01/18	Patrick Feehily	This will be funded from Environment 2017-18 Waste Budget and is to be spent within 2017-18 financial year.
ADD2190	<p>Sharing Cities (H2020) – Public Relations and Communications Support</p> <p>Approved:</p> <p>1. Expenditure of up to £50,000 (on a measurement basis) on consultancy services (provided by John Higginson PR) to support the GLA in designing and implementing a communications strategy to disseminate the results of the</p>	31/01/18	Andrew Collinge	This expenditure will be funded from the 2017-18 H2020 programme budget within the Intelligence Unit, where a full reimbursement of costs will be submitted and reclaimed from the European Commission.

	<p>programme and engage stakeholders.</p> <p>2. A related exemption from the GLA's Contracts and Funding Code in order that the above services be commissioned without procuring competitively.</p>			
ADD2189	<p>Digital Talent Pipeline Launch Event</p> <p>Approved:</p> <p>1. Expenditure of £15,000 from the digital talent budget to contract the services of ERIC festival to deliver a careers event for young people, which will launch the Mayor's Digital Talent programme.</p>	17/01/18	Michelle Cuomo-Boorer	The total cost of up to £15,000 for this project will be funded from the 2017-18 Digital Talent Programme budget, held within the Economic Business Policy Unit and approved by MD2040.
ADD2179	<p>Co-benefits assessment of London's climate actions</p> <p>Approved:</p> <p>1. The spend and income of up to £40,000 associated with the receipt of funding from the Department for Business Energy and Industrial Strategy (BEIS) and procurement and appointment of consultants to quantify the co-benefits of London's climate mitigation and adaptation actions.</p>	09/01/18	Patrick Feehily	This is to be fully funded by a grant from BEIS and will be spent in 2017-18.
ADD2174	<p>London's relations with the rest of the UK</p> <p>Approved:</p> <p>1. £20,000 from the Development, Enterprise & Environment Minor Programme budget for 2017-18 as a grant to the Centre for London to undertake research into London's relations with the rest of the UK. The GLA's contribution will part-fund the research.</p>	10/01/18	Jeremy Skinner	The GLA's contribution of £20,000 for this research study will be funded from the Development, Enterprise & Environment Minor Programme budget for 2017-18.

ADD2128*	Driving energy efficiency savings through the London Plan Approved: 1. Expenditure of up to £20,000 for the procurement and appointment of consultants to support the GLA's work to explore the viability of introducing a new energy efficiency target to support the delivery of the existing zero carbon target.	20/06/17	Patrick Feehily	The cost will be funded from London Plan Programme 2017-2018 Budget.

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Subject: Payments over £250

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Resources

Date: 21 March 2018

This report will be considered in public

1. Summary

- 1.1 This report provides information on payments over £250 during the period 15 October 2017 to 06 January 2018 (inclusive) for the Greater London Authority and its subsidiary, GLA Land & Property Ltd.

2. Recommendation

- 2.1 **That the Sub-Committee notes the report.**

3. Background

- 3.1 The Local Government Transparency Code sets out key principles for local authorities in creating greater transparency through the publication of public data. One of the requirements under the Code is the requirement to publish details of each individual item of expenditure that exceeds £500. The Greater London Authority has lowered this threshold and publishes all expenditure data that exceeds £250.

4. Issues for Consideration

- 4.1 **Appendix 1** shows the total by supplier, analysed by expense code, of all the payments over £250 (excluding VAT), that have been made during the above-mentioned period. Payments are listed by supplier and a short description is provided for all payments. For the Third quarter of the year, these totalled £199.9 million.
- 4.2 If Members require further details on any of these suppliers or payments, they should notify the contact officer in advance of the meeting if possible. The individual transactions reflected in these totals are published each period on the GLA website at: <https://www.london.gov.uk/about-us/greater-london-authority-gla/spending-money-wisely/our-spending>

5. Legal Implications

- 5.1 There are no direct legal implications arising out of this report. The payments themselves have not been legally reviewed for the purposes of this report

6. Financial Implications

- 6.1 This report is entirely concerned with financial matters and relates to expenditure from existing approved budgets.

List of appendices to this report:

Appendix 1 – Transactions over £250 by Supplier - Report for the period 15 October 2017 to 06 January 2018 (inclusive)

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

Contact Officer: Ashraf Ali

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E-mail: ashraf.ali@london.gov.uk

Transactions over £ 250.00	
Reporting Period :	Quarter 3
Start Date:	15th October, 2017
End Date:	6th January, 2018
Financial Year :	2017 / 18
<i>Appendix 1</i>	

Total Spend > £250 (All)

Vendor Name	Expenditure Account Code Description	Sum of Amount
2CV RESEARCH	RESEARCH FOR MARKETING CAMPAIGNS AND ACTIVITIES	33,000.00
2CV RESEARCH Total		33,000.00
400 COMMUNICATIONS LIMITED	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	34,230.00
400 COMMUNICATIONS LIMITED Total		34,230.00
ABM GROUP UK LTD	BUILDING MAINTENANCE & REPAIRS	30,682.45
	FURNITURE & EQUIPMENT	1,486.84
	HEALTH & SAFETY PEST CONTROL	12,684.78
	OFFICE CLEANING	93,280.71
	PROPERTY MANAGEMENT FEES	101,401.06
ABM GROUP UK LTD Total		239,535.84
Access Sport	GRANTS TO EXTERNAL ORGANISATIONS	12,000.00
Access Sport Total		12,000.00
ACTION LEARNING ASSOCIATES LTD	STAFF TRAINING	3,750.00
ACTION LEARNING ASSOCIATES LTD Total		3,750.00
ADA NCDS	GRANTS TO EXTERNAL ORGANISATIONS	126,060.92
ADA NCDS Total		126,060.92
ADAPT-IT	COMPUTER SOFTWARE	300.00
ADAPT-IT Total		300.00
AECOM INFRASTRUCTURE & ENVIRONMENT	CONSULTANCY-PROJECT MANAGEMENT	56,995.79
	MANAGEMENT & SUPPORT CONSULTANCY	25,138.30
AECOM INFRASTRUCTURE & ENVIRONMENT Total		82,134.09
AECOM Ltd	CONSULTANCY EVALUATION ASSESSMENT	2,210.00
AECOM Ltd Total		2,210.00
AFFINITY HEALTH AT WORK LTD	CONSULTANCY-PROJECT MANAGEMENT	2,622.50
AFFINITY HEALTH AT WORK LTD Total		2,622.50
AHREND LIMITED	COMPUTER HARDWARE	290.35
	FURNITURE & EQUIPMENT	205,615.34
AHREND LIMITED Total		205,905.69
AJ Gallagher	General Insurance	95,070.61
AJ Gallagher Total		95,070.61
ALL CLEAN GROUP	BUILDING MAINTENANCE & REPAIRS	491.00
	OFFICE CLEANING	38,580.53
ALL CLEAN GROUP Total		39,071.53
ALLEN LANE FINANCIAL RECRUITMENT	AGENCY STAFF	17,550.00
ALLEN LANE FINANCIAL RECRUITMENT Total		17,550.00
AMAS LTD	COMMERCIAL PROPERTY RENT	2,385,715.16
AMAS LTD Total		2,385,715.16
AMAZON.COM INC.	MANAGE IT SERVICES	55,132.70
AMAZON.COM INC. Total		55,132.70
AMICUSHORIZON LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	16,000.00
AMICUSHORIZON LIMITED Total		16,000.00
AOS SECURITY LTD	SECURITY SERVICES (GUARDS)	72,013.58
AOS SECURITY LTD Total		72,013.58
ARC SEVEN COMMUNICATIONS	MARKETING STRATEGY AND CONSULTANCY	5,000.00
	OTHER PROFESSIONAL FEES	1,000.00
ARC SEVEN COMMUNICATIONS Total		6,000.00
ARTS COUNCIL	RECRUITMENT AGENCY FEES	8,708.34
ARTS COUNCIL Total		8,708.34
ASPERITY EMPLOYEE BENEFITS LTD	CHILDCARE VOUCHERS	16,994.64
ASPERITY EMPLOYEE BENEFITS LTD Total		16,994.64
ATKINS LTD	OTHER PROFESSIONAL FEES	13,652.54
ATKINS LTD Total		13,652.54
AVENUE EVENTS (SOUTH) LTD.	OFFICE CLEANING	1,924.00
AVENUE EVENTS (SOUTH) LTD. Total		1,924.00
A-Z EVENTS LLP	OTHER PROFESSIONAL FEES	1,800.00
A-Z EVENTS LLP Total		1,800.00
Berkeley Catering Limited	CATERERS SERVICE CHARGES	419.75
Berkeley Catering Limited Total		419.75
BERWIN LEIGHTON PAISNER	LEGAL FEES	7,733.50
BERWIN LEIGHTON PAISNER Total		7,733.50
BLISS EVENTS MANAGEMENT LIMITED	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	67,614.94
BLISS EVENTS MANAGEMENT LIMITED Total		67,614.94
BLOOMBERG LP	PUBLICATIONS & PERIODICALS	8,283.38
BLOOMBERG LP Total		8,283.38

BLOSSOMS HEALTHCARE LLP	STAFF WELFARE BENEFITS	10,845.00
BLOSSOMS HEALTHCARE LLP Total		10,845.00
BOP CONSULTING	CONSULTANCY-PROJECT MANAGEMENT	8,600.00
BOP CONSULTING Total		8,600.00
BOW TIE	MANAGE IT SERVICES	2,400.00
	OFFICE CLEANING	27,179.53
	OTHER PROFESSIONAL FEES	1,134.00
	PHOTOGRAPHY & VIDEO	87,798.00
BOW TIE Total		118,511.53
BRITISH FASHION COUNCIL	GRANTS TO EXTERNAL ORGANISATIONS	143,202.53
BRITISH FASHION COUNCIL Total		143,202.53
BRITISH GAS BUSINESS	ELECTRICITY	3,185.12
BRITISH GAS BUSINESS Total		3,185.12
BROWSER LONDON LTD	OTHER PROFESSIONAL FEES	2,160.68
BROWSER LONDON LTD Total		2,160.68
BT CONFERENCING	TELEPHONE LINE RENT, CALLS & EQUIPMENT	6,337.16
BT CONFERENCING Total		6,337.16
BT SERVICE AGILITY	TELEPHONE LINE RENT, CALLS & EQUIPMENT	11,513.58
BT SERVICE AGILITY Total		11,513.58
BUCKHILL LTD	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	1,166.46
BUCKHILL LTD Total		1,166.46
BURGES SALMON LLP	LEGAL FEES	25,480.25
BURGES SALMON LLP Total		25,480.25
CAMWAY FACILITIES MAINTENANCE LTD	OTHER PROFESSIONAL FEES	15,713.46
CAMWAY FACILITIES MAINTENANCE LTD Total		15,713.46
CAPITA LEARNING & DEVELOPMENT	STAFF TRAINING	6,372.50
CAPITA LEARNING & DEVELOPMENT Total		6,372.50
CAPITA PROPERTY & INFRASTRUCTURE LT	CONSULTANTS (CONTRACTORS)	100,677.14
CAPITA PROPERTY & INFRASTRUCTURE LT Total		100,677.14
CAPITA SYMONDS LTD	CONSULTANCY-PROJECT MANAGEMENT	2,500.00
	OTHER PROFESSIONAL FEES	650.00
CAPITA SYMONDS LTD Total		3,150.00
Carbon Credentials Energy Serv Ltd	CONSULTANCY-PROJECT MANAGEMENT	5,175.00
Carbon Credentials Energy Serv Ltd Total		5,175.00
CASTLE WATER LIMITED	WATER	5,616.96
CASTLE WATER LIMITED Total		5,616.96
CAVALIER COMMUNICATIONS LIMITED	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	1,542.30
	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	541.67
CAVALIER COMMUNICATIONS LIMITED Total		2,083.97
CBRE MANAGED SERVICES LIMITED	BUILDING MAINTENANCE & REPAIRS	396,375.99
	ELECTRICITY	1,900.76
	EXTERNAL BUILDING MAINTENANCE	12,643.20
	FURNITURE & EQUIPMENT	45,119.90
	MANAGEMENT & SUPPORT CONSULTANCY	1,419.43
CBRE MANAGED SERVICES LIMITED Total		457,459.28
C-ELECT ASSOCIATES LTD	BUILDING MAINTENANCE & REPAIRS	285.00
	OTHER PROFESSIONAL FEES	4,742.60
C-ELECT ASSOCIATES LTD Total		5,027.60
CIPFA	SECONDED STAFF	4,644.35
	STAFF TRAINING	2,500.00
CIPFA Total		7,144.35
City Sprint (UK) Ltd	COURIERS	1,708.83
City Sprint (UK) Ltd Total		1,708.83
Clearleft Limited	IT CONSULTANCY	34,415.00
Clearleft Limited Total		34,415.00
CODE ENIGMA LIMITED	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	2,310.00
CODE ENIGMA LIMITED Total		2,310.00
COMPUTACENTER	COMPUTER HARDWARE	138,248.91
	COMPUTER SOFTWARE	548.70
	MOBILE PHONE LINE RENT, CALLS & EQUIPMENT	10,968.43
	PURCHASE OF TELECOMMUNICATIONS EQUIPMENT	2,140.31
	SOFTWARE MAINTENANCE	31,310.51
COMPUTACENTER Total		183,216.86
CONFLICT MANAGEMENT PLUS LTD	OTHER PROFESSIONAL FEES	1,059.00
CONFLICT MANAGEMENT PLUS LTD Total		1,059.00
CONTEMPORARY ART SOCIETY	MANAGEMENT & SUPPORT CONSULTANCY	5,250.00
CONTEMPORARY ART SOCIETY Total		5,250.00
CORONA ENERGY RETAIL 4 LTD	ELECTRICITY	1,824.80
	GAS	4,991.22
CORONA ENERGY RETAIL 4 LTD Total		6,816.02
CORPORATE DOCUMENT SERVICES LTD	PRINTING	49,416.15
	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	17,505.55
	PROMOTIONS INCENTIVES MERCHANDISE GIVE-AWAYS	1,795.00
	STAFF TRAINING	1,539.30
	STATUTORY ADS NOTICES COMMUNICATIONS & CONSULTATIO	823.20

CORPORATE DOCUMENT SERVICES LTD Total		71,079.20
CTI DIGITAL	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	3,225.00
	IT CONSULTANCY	80,147.28
CTI DIGITAL Total		83,372.28
CUSHMAN & WAKEFIELD LLP	CONSULTANCY EVALUATION ASSESSMENT	9,120.00
CUSHMAN & WAKEFIELD LLP Total		9,120.00
DEEPSTORE	DOCUMENT ARCHIVE & STORAGE	4,311.43
DEEPSTORE Total		4,311.43
DENTONS UKMEA LLP	LEGAL FEES	30,793.25
DENTONS UKMEA LLP Total		30,793.25
DODS PARLIAMENTARY COMMS LTD	PUBLICATIONS & PERIODICALS	7,350.00
DODS PARLIAMENTARY COMMS LTD Total		7,350.00
DRON & WRIGHT PROP CONS	COMMERCIAL PROPERTY RENT	334,687.50
DRON & WRIGHT PROP CONS Total		334,687.50
DTZ DEBENHAM TIE LEUNG LTD	CONSULTANCY-PROJECT MANAGEMENT	25,000.00
DTZ DEBENHAM TIE LEUNG LTD Total		25,000.00
ECOLOGIC ENERGY	GRANTS TO EXTERNAL ORGANISATIONS	147,801.50
ECOLOGIC ENERGY Total		147,801.50
EDF ENERGY	ELECTRICITY	96,371.06
EDF ENERGY Total		96,371.06
ELITE TELECOM	TELEPHONE LINE RENT, CALLS & EQUIPMENT	2,110.74
ELITE TELECOM Total		2,110.74
EMDP	GRANTS TO EXTERNAL ORGANISATIONS	9,706.20
EMDP Total		9,706.20
ENTERPRISE PLANTS LTD	HORTICULTURAL EXPENSES	2,037.03
ENTERPRISE PLANTS LTD Total		2,037.03
ERNST & YOUNG LLP	EXTERNAL AUDIT FEES	55,375.00
ERNST & YOUNG LLP Total		55,375.00
ETC Venues Ltd	EXTERNAL MEETING ROOM HIRE & EXPENSES	5,895.00
	EVENT MANAGEMENT FEE	2,075.00
ETC Venues Ltd Total		7,970.00
EVERSHEDS SUTHERLAND (INT) LLP	LEGAL FEES	51,570.58
	DISPOSAL FEES - LEGAL	1,238.50
EVERSHEDS SUTHERLAND (INT) LLP Total		52,809.08
Expenses paid to third parties	BUSINESS ENTERTAINING	939.02
Expenses paid to third parties Total		939.02
FILM LONDON LTD	GRANTS TO EXTERNAL ORGANISATIONS	400,000.00
FILM LONDON LTD Total		400,000.00
FRESHMINDS LTD	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	2,000.00
FRESHMINDS LTD Total		2,000.00
GL HEARN LTD	CONSULTANCY EVALUATION ASSESSMENT	21,000.00
	CONSULTANCY-PROJECT MANAGEMENT	4,287.50
	VALUATION FEES	3,500.00
GL HEARN LTD Total		28,787.50
GLADESMORE COMMUNITY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	54,000.00
GLADESMORE COMMUNITY SCHOOL Total		54,000.00
GLASGOWS	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	14,184.00
	SOCIAL MEDIA AND DIGITAL ADVERTISING SPACE	3,450.00
GLASGOWS Total		17,634.00
GOODGYM	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
GOODGYM Total		5,000.00
GREEN PARK	RECRUITMENT ADVERTISING	9,700.00
GREEN PARK Total		9,700.00
GREENWICH LEISURE LTD	OTHER PROFESSIONAL FEES	909,786.31
GREENWICH LEISURE LTD Total		909,786.31
GVA GRIMLEY LTD	CONSULTANCY-PROJECT MANAGEMENT	29,439.64
	PROPERTY MANAGEMENT FEES	22,998.34
GVA GRIMLEY LTD Total		52,437.98
HAPPY COMPUTERS	STAFF TRAINING	490.00
HAPPY COMPUTERS Total		490.00
HARROW COLLEGE	GRANTS TO EXTERNAL ORGANISATIONS	532,556.13
HARROW COLLEGE Total		532,556.13
HAYS SPECIALIST RECRUITMENT LTD	AGENCY STAFF	564,371.45
	CONSULTANCY-COMMISSIONED REPORT	4,916.48
	CONSULTANTS (CONTRACTORS)	21,684.00
	GRANTS TO EXTERNAL ORGANISATIONS	8,764.91
	MANAGEMENT & SUPPORT CONSULTANCY	2,501.71
	PAYROLL SERVICES FEES	343.46
	RECRUITMENT AGENCY FEES	33,455.84
	SECONDED STAFF	1,675.38
HAYS SPECIALIST RECRUITMENT LTD Total		637,713.23
HERBERT SMITH FREEHILLS LLP	CONSULTANCY-PROJECT MANAGEMENT	100,000.00
	LEGAL FEES	58,405.93
HERBERT SMITH FREEHILLS LLP Total		158,405.93
HEXAGON HOUSING ASSOCIATION LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	327,026.00

HEXAGON HOUSING ASSOCIATION LIMITED Total		327,026.00
HIGGINSON PR	MARKETING STRATEGY AND CONSULTANCY	9,750.00
HIGGINSON PR Total		9,750.00
HOMES & COMMUNITIES AGENCY	CONSULTANCY EVALUATION ASSESSMENT	17,097.85
HOMES & COMMUNITIES AGENCY Total		17,097.85
HOUSE OF LORDS	SECONDED STAFF	18,816.47
HOUSE OF LORDS Total		18,816.47
HUNTERS CONTRACTS	FURNITURE & EQUIPMENT	4,274.64
HUNTERS CONTRACTS Total		4,274.64
HYDE HOUSING ASSOCIATION LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	22,250,456.00
HYDE HOUSING ASSOCIATION LIMITED Total		22,250,456.00
ICM Research Limited	CONSULTANCY EVALUATION ASSESSMENT	10,500.00
ICM Research Limited Total		10,500.00
IDOX	MANAGEMENT & SUPPORT CONSULTANCY	51,066.50
IDOX Total		51,066.50
INDEPENDENT LIVING ALTERNATIVES	STAFF WELFARE BENEFITS	2,318.40
INDEPENDENT LIVING ALTERNATIVES Total		2,318.40
INSIGHT DIRECT UK LIMITED	COMPUTER SOFTWARE	96,254.29
	IT CONSULTANCY	5,617.50
	OTHER PROFESSIONAL FEES	36,225.30
	SOFTWARE MAINTENANCE	242,745.62
INSIGHT DIRECT UK LIMITED Total		380,842.71
INTERROUTE MANAGED SERVICES UK LTD	MANAGE IT SERVICES	577.94
INTERROUTE MANAGED SERVICES UK LTD Total		577.94
ISLINGTON COUNCIL	HSG GRANTS TO LOCAL AUTHORITIES	35,000.00
ISLINGTON COUNCIL Total		35,000.00
JACK MORTON WORLDWIDE	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	1,114,421.70
JACK MORTON WORLDWIDE Total		1,114,421.70
JAMES O JENKINS	OTHER PROFESSIONAL FEES	350.00
	PHOTOGRAPHY & VIDEO	350.00
	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	1,750.00
JAMES O JENKINS Total		2,450.00
JO RICHARDSON COMMUNITY SCHOOL	EXTERNAL MEETING ROOM HIRE & EXPENSES	2,697.50
JO RICHARDSON COMMUNITY SCHOOL Total		2,697.50
Kairos Training Limited	STAFF TRAINING	600.00
Kairos Training Limited Total		600.00
KING'S FUND	EXTERNAL MEETING ROOM HIRE & EXPENSES	1,300.00
KING'S FUND Total		1,300.00
K-INTERNATIONAL PLC	TRANSCRIPTION	370.00
K-INTERNATIONAL PLC Total		370.00
LAMBERT SMITH HAMPTON	CONSULTANCY-COMMISSIONED REPORT	2,000.00
LAMBERT SMITH HAMPTON Total		2,000.00
LB BEXLEY	GRANTS TO EXTERNAL ORGANISATIONS	195,909.81
LB BEXLEY Total		195,909.81
LB Hillingdon	GRANTS TO EXTERNAL ORGANISATIONS	42,839.45
LB Hillingdon Total		42,839.45
LB TOWER HAMLETS	GRANTS TO EXTERNAL ORGANISATIONS	6,030.00
	HSG GRANTS TO LOCAL AUTHORITIES	1,700,000.00
LB TOWER HAMLETS Total		1,706,030.00
LEVEL 3 COMMUNICATIONS LTD	TELEPHONE LINE RENT, CALLS & EQUIPMENT	6,144.46
LEVEL 3 COMMUNICATIONS LTD Total		6,144.46
Level 3 Communications UK Ltd	TELEPHONE LINE RENT, CALLS & EQUIPMENT	3,301.78
Level 3 Communications UK Ltd Total		3,301.78
LONDON & PARTNERS	Grants to External Organisations	3,027,000.00
	POSTAGE	672.00
LONDON & PARTNERS Total		3,027,672.00
LONDON AND QUADRANT HOUSING TRUST	HSG GRANTS TO REGISTERED PROVIDERS	59,120,000.00
LONDON AND QUADRANT HOUSING TRUST Total		59,120,000.00
London Borough of Enfield	HSG GRANTS TO REGISTERED PROVIDERS	175,000.00
London Borough of Enfield Total		175,000.00
LONDON BOROUGH OF HAVERING	HSG GRANTS TO LOCAL AUTHORITIES	120,000.00
	PROPERTY MANAGEMENT FEES	770.85
LONDON BOROUGH OF HAVERING Total		120,770.85
LONDON BOROUGH OF ISLINGTON	CONSULTANCY EVALUATION ASSESSMENT	5,137.50
LONDON BOROUGH OF ISLINGTON Total		5,137.50
LONDON BOROUGH OF LEWISHAM	GRANTS TO EXTERNAL ORGANISATIONS	9,000.00
LONDON BOROUGH OF LEWISHAM Total		9,000.00
LONDON BOROUGH OF NEWHAM	INCOME MAX EXPENSES	57,434.05
	OTHER PROFESSIONAL FEES	500,000.00
LONDON BOROUGH OF NEWHAM Total		557,434.05
LONDON BOROUGH OF REDBRIDGE	SECONDED STAFF	14,177.00
LONDON BOROUGH OF REDBRIDGE Total		14,177.00
LONDON BOROUGH OF WALTHAM FOREST	HSG GRANTS TO LOCAL AUTHORITIES	11,000.00
LONDON BOROUGH OF WALTHAM FOREST Total		11,000.00
LONDON COUNCILS LTD	GRANTS TO EXTERNAL ORGANISATIONS	332,413.16

LONDON COUNCILS LTD	STAFF TRAINING	750.00
LONDON COUNCILS LTD Total		333,163.16
LONDON RIVERSIDE (BID) LTD	RATES	3,826.89
LONDON RIVERSIDE (BID) LTD Total		3,826.89
LONDON SPORT LTD	GRANTS TO EXTERNAL ORGANISATIONS	788.75
	SECONDED STAFF	12,062.91
LONDON SPORT LTD Total		12,851.66
London Travel Watch	Miscellaneous Costs	602,000.00
London Travel Watch Total		602,000.00
LUISA SIEIRO DESIGN	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	2,230.00
LUISA SIEIRO DESIGN Total		2,230.00
Maintel Europe Ltd	PURCHASE OF TELECOMMUNICATIONS EQUIPMENT	30,556.35
Maintel Europe Ltd Total		30,556.35
MARTIN ARNOLD ASSOCIATES LLP	BUILDING MAINTENANCE & REPAIRS	900.00
MARTIN ARNOLD ASSOCIATES LLP Total		900.00
MCGRATH BROS (WASTE CONTROL) LTD	OTHER PROFESSIONAL FEES	49,613.70
MCGRATH BROS (WASTE CONTROL) LTD Total		49,613.70
MEDCITY LTD	GRANTS TO EXTERNAL ORGANISATIONS	125,000.00
MEDCITY LTD Total		125,000.00
MEDIAEDGE:CIA UK LTD T/A MEC:ACTIVE	SOCIAL MEDIA AND DIGITAL ADVERTISING SPACE	45,206.74
MEDIAEDGE:CIA UK LTD T/A MEC:ACTIVE Total		45,206.74
Mental Health Foundation	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	8,333.33
Mental Health Foundation Total		8,333.33
MG 1996 LTD	OTHER PROFESSIONAL FEES	100,000.00
MG 1996 LTD Total		100,000.00
MICROSOFT LTD	IT CONSULTANCY	3,202.63
MICROSOFT LTD Total		3,202.63
MIDLANDHR	CONSULTANCY-PROJECT MANAGEMENT	1,019.00
	MANAGE IT SERVICES	686.00
MIDLANDHR Total		1,705.00
MONO EUROPE LTD	FURNITURE & EQUIPMENT	677.61
	STAFF WELFARE BENEFITS	526.86
MONO EUROPE LTD Total		1,204.47
MORE LONDON	PROPERTY SERVICE CHARGES	81,185.00
MORE LONDON Total		81,185.00
Museum of London	Grants to External Organisations	1,580,000.00
Museum of London Total		1,580,000.00
NATIONAL AUDIT OFFICE	MANAGE IT SERVICES	6,138.13
	SECONDED STAFF	12,276.26
NATIONAL AUDIT OFFICE Total		18,414.39
NATWEST CORPORATE CREDIT CARD	AGENCY STAFF	1,080.00
	BUSINESS FARES	1,936.41
	Conferences/Seminars	270.00
	Corporate Subscripts	12,193.84
	Hotel Accommodation	4,213.48
	Miscellaneous Costs	2,619.17
	STAFF TRAINING	500.00
	EVENT MANAGEMENT FEE	873.75
	Furniture & Equipmen	1,810.83
	Caterers Service Chg	1,461.75
	Ext Mtng Rm Hire/Exp	775.73
	Equip Hire & Rental	282.00
	Manag & Support Cons	8,671.73
	Other Professnl Fees	3,376.17
	Marketing Strategy	360.00
	MEALS REFRSH SUBSIST	499.00
	STAFF TRAVELL	1,108.45
NATWEST CORPORATE CREDIT CARD Total		42,032.31
NETWORK RAIL INFRASTRUCTURE	SECONDED STAFF	13,432.82
NETWORK RAIL INFRASTRUCTURE Total		13,432.82
O2 UK LIMITED	COMPUTER HARDWARE	1,445.00
	MOBILE PHONE LINE RENT, CALLS & EQUIPMENT	23,620.79
O2 UK LIMITED Total		25,065.79
OCS CATERING	AGENCY STAFF	318.10
	CATERERS SERVICE CHARGES	39,791.06
	OFFICE CLEANING	360.00
	REFRESHMENTS/MEALS AT MEETINGS	12,036.80
OCS CATERING Total		52,505.96
OFFICE DEPOT UK LTD	STATIONERY	9,955.01
OFFICE DEPOT UK LTD Total		9,955.01
OFFICE FOR NATIONAL STATISTICS	DATA PURCHASE	350.00
	PAYROLL SERVICES FEES	35,000.00
OFFICE FOR NATIONAL STATISTICS Total		35,350.00
OVE ARUP & PARTNERS LTD	CONSULTANCY EVALUATION ASSESSMENT	19,990.00
	CONSULTANCY-PROJECT MANAGEMENT	6,015.00

OVE ARUP & PARTNERS LTD	MANAGEMENT & SUPPORT CONSULTANCY	65,346.26
	OTHER PROFESSIONAL FEES	41,886.60
	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	2,000.00
OVE ARUP & PARTNERS LTD Total		135,237.86
PERFORMING RIGHTS SOCIETY LTD	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	313.06
PERFORMING RIGHTS SOCIETY LTD Total		313.06
PERSONAL CAREER MANAGEMENT LTD	STAFF TRAINING	2,676.00
PERSONAL CAREER MANAGEMENT LTD Total		2,676.00
PETER BRETT ASSOCIATES LLP	CONSULTANCY EVALUATION ASSESSMENT	8,281.00
	PLANNING & DEVELOPMENT CONSULTANCY	26,600.80
PETER BRETT ASSOCIATES LLP Total		34,881.80
PINNACLE HOUSING LTD	MOBILE PHONE LINE RENT, CALLS & EQUIPMENT	375.00
PINNACLE HOUSING LTD Total		375.00
PITNEY BOWES LTD	POSTAGE	1,509.91
PITNEY BOWES LTD Total		1,509.91
PORT OF LONDON AUTHORITY	OTHER PROFESSIONAL FEES	19,353.74
PORT OF LONDON AUTHORITY Total		19,353.74
Portobello Business Centre	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
Portobello Business Centre Total		25,000.00
PRECISE MEDIA MONITORING LTD	MONITORING OF PR AND SOCIAL MEDIA	28,313.56
PRECISE MEDIA MONITORING LTD Total		28,313.56
PRENAX LTD	PUBLICATIONS & PERIODICALS	796.33
PRENAX LTD Total		796.33
PROBRAND LTD	IT CONSULTANCY	2,360.00
PROBRAND LTD Total		2,360.00
PROFILE SECURITY SERVICES LTD	OTHER PROFESSIONAL FEES	10,141.44
PROFILE SECURITY SERVICES LTD Total		10,141.44
PROPERTY MEDIATION LIMITED	AGENCY STAFF	814.02
	OTHER PROFESSIONAL FEES	17,178.53
	GROUNDS MAINTENANCE	-1,600.00
PROPERTY MEDIATION LIMITED Total		16,392.55
PURE	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	1,125.00
	SOCIAL MEDIA AND DIGITAL ADVERTISING SPACE	1,248.00
PURE Total		2,373.00
PUREPRINT	OTHER PROFESSIONAL FEES	290.00
	PRINTING	1,532.00
	STATIONERY	2,804.00
PUREPRINT Total		4,626.00
QA LIMITED	STAFF TRAINING	1,050.00
QA LIMITED Total		1,050.00
QDOS CONTRACTOR	OTHER PROFESSIONAL FEES	1,452.00
QDOS CONTRACTOR Total		1,452.00
QUAY OFFICE FURNISHERS LTD	STATIONERY	573.00
QUAY OFFICE FURNISHERS LTD Total		573.00
REDCENTRIC SOLUTIONS LTD	COMPUTER HARDWARE	11,041.56
REDCENTRIC SOLUTIONS LTD Total		11,041.56
REED AND MACKAY TRAVEL	AGENCY STAFF	2,989.53
	BUSINESS FARES	23,545.63
REED AND MACKAY TRAVEL Total		26,535.16
Regeneris Consulting Limited	CONSULTANCY EVALUATION ASSESSMENT	37,934.66
Regeneris Consulting Limited Total		37,934.66
RICHARD BROWN	CONSULTANCY-PROJECT MANAGEMENT	750.00
RICHARD BROWN Total		750.00
RICHMOND UPON THAMES COLLEGE	GRANTS TO EXTERNAL ORGANISATIONS	114,241.39
RICHMOND UPON THAMES COLLEGE Total		114,241.39
ROCKET SCIENCE UK LTD	GRANTS TO EXTERNAL ORGANISATIONS	75,099.11
ROCKET SCIENCE UK LTD Total		75,099.11
ROOTS & SHOOTS	EXTERNAL MEETING ROOM HIRE & EXPENSES	322.50
ROOTS & SHOOTS Total		322.50
SAVILLS (UK) LTD	CONSULTANCY-PROJECT MANAGEMENT	16,000.00
SAVILLS (UK) LTD Total		16,000.00
SECUREDATA EUROPE LIMITED	SOFTWARE MAINTENANCE	2,356.00
SECUREDATA EUROPE LIMITED Total		2,356.00
SENATOR INTERNATIONAL LTD	FURNITURE & EQUIPMENT	61,110.20
SENATOR INTERNATIONAL LTD Total		61,110.20
SERVOCA SECURE SOLUTIONS	SECURITY SERVICES (GUARDS)	64,136.05
SERVOCA SECURE SOLUTIONS Total		64,136.05
SETON LTD	FURNITURE & EQUIPMENT	494.15
SETON LTD Total		494.15
SIMON ALLISON	LEGAL FEES	1,740.00
SIMON ALLISON Total		1,740.00
SIRIUS CORPORATION LTD	CONSULTANCY-PROJECT MANAGEMENT	19,000.00
	RESEARCH FOR MARKETING CAMPAIGNS AND ACTIVITIES	650.00
SIRIUS CORPORATION LTD Total		19,650.00
SITE-EYE TIME-LAPSE FILMS	PHOTOGRAPHY & VIDEO	1,800.00

SITE-EYE TIME-LAPSE FILMS Total		1,800.00
SOUND DIPLOMACY	CONSULTANCY-PROJECT MANAGEMENT	22,432.50
SOUND DIPLOMACY Total		22,432.50
SOUTHERN HOUSING GROUP LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	200,000.00
SOUTHERN HOUSING GROUP LIMITED Total		200,000.00
SPECTRECOM FILMS LTD	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	4,800.00
SPECTRECOM FILMS LTD Total		4,800.00
SPROUT SOCIAL INC	SOCIAL MEDIA AND DIGITAL ADVERTISING SPACE	695.60
SPROUT SOCIAL INC Total		695.60
ST MUNGOS	HSG-ROUGH SLEEPING	1,355,430.46
ST MUNGOS Total		1,355,430.46
STRAIGHT FWRD COMMUNICATIONS LTD	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	800.00
STRAIGHT FWRD COMMUNICATIONS LTD Total		800.00
StreetGames UK Ltd	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
StreetGames UK Ltd Total		10,000.00
STUDIO WAYNE MCGREGOR LTD	GRANTS TO EXTERNAL ORGANISATIONS	50,000.00
STUDIO WAYNE MCGREGOR LTD Total		50,000.00
SUPPLIES TEAM LTD	COMPUTER HARDWARE	2,080.42
SUPPLIES TEAM LTD Total		2,080.42
TATTERSALL TRAINING	STAFF TRAINING	2,671.31
TATTERSALL TRAINING Total		2,671.31
TEMPLE GROUP LTD	CONSULTANCY EVALUATION ASSESSMENT	9,951.50
	CONSULTANCY-PROJECT MANAGEMENT	3,123.32
TEMPLE GROUP LTD Total		13,074.82
TEST PARTNERS LTD	MANAGE IT SERVICES	30,213.34
TEST PARTNERS LTD Total		30,213.34
TFL GROUP PROPERTY	OTHER PROFESSIONAL FEES	344,729.00
TFL GROUP PROPERTY Total		344,729.00
THAMES FESTIVAL	CONSULTANCY-PROJECT MANAGEMENT	8,225.00
	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
THAMES FESTIVAL Total		33,225.00
THAMES REACH	GRANTS TO EXTERNAL ORGANISATIONS	4,950.00
	HSG-ROUGH SLEEPING	398,654.42
THAMES REACH Total		403,604.42
THE BRITISH CYCLING FEDERATION	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
THE BRITISH CYCLING FEDERATION Total		10,000.00
THE MAYORS FUND FOR LONDON	GRANTS TO EXTERNAL ORGANISATIONS	2,832.08
THE MAYORS FUND FOR LONDON Total		2,832.08
THE PRESS ASSOCIATION LTD	PR COST PRODUCT COST & PR FEES	2,449.71
THE PRESS ASSOCIATION LTD Total		2,449.71
three dragons	CONSULTANCY EVALUATION ASSESSMENT	47,584.40
three dragons Total		47,584.40
TISSKI LTD	IT CONSULTANCY	1,300.00
TISSKI LTD Total		1,300.00
TMP (UK) LTD	RECRUITMENT ADVERTISING	48,106.06
TMP (UK) LTD Total		48,106.06
TOGETHER	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	4,800.00
TOGETHER Total		4,800.00
Transport for London	AGENCY STAFF	26,059.73
	LEGAL FEES	519,200.00
	NLE - Grant pmt to TfL	24,275,521.89
	Functional Bodies Grant Payments	31,958,785.50
Transport for London Total		56,779,567.12
TRANSPORT TRADING LTD	OTHER PROFESSIONAL FEES	3,370.00
	SECONDED STAFF	20,056.00
	SHARED SERVICES FEES	5,395.00
TRANSPORT TRADING LTD Total		28,821.00
TROWERS & HAMLINS LLP	LEGAL FEES	144,189.00
TROWERS & HAMLINS LLP Total		144,189.00
TUBE LINES LTD	NON RECYCLABLE WASTE DISPOSAL/REFUSE COLLECTION	16,977.54
TUBE LINES LTD Total		16,977.54
TURNER & TOWNSEND PROJECT MAGAG	CONSULTANCY-PROJECT MANAGEMENT	6,925.40
	MANAGEMENT & SUPPORT CONSULTANCY	207,798.78
	PLANNING & DEVELOPMENT CONSULTANCY	8,880.00
TURNER & TOWNSEND PROJECT MAGAG Total		223,604.18
UCL CONSULTANTS LIMITED	CONSULTANCY-PROJECT MANAGEMENT	9,600.00
UCL CONSULTANTS LIMITED Total		9,600.00
URBAN BEINGS LIMITED	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	1,811.25
URBAN BEINGS LIMITED Total		1,811.25
VALIANTYS LTD	COMPUTER SOFTWARE	14,350.00
VALIANTYS LTD Total		14,350.00
VEOLIA ES (UK) PLC	ELECTRICITY	741.76
	PROPERTY MANAGEMENT FEES	243,160.99
VEOLIA ES (UK) PLC Total		243,902.75
VITAL ENERGI UTILITES LTD	OTHER PROFESSIONAL FEES	17,001.98

VITAL ENERGI UTILITES LTD Total		17,001.98
WE MADE THAT	CONSULTANCY-PROJECT MANAGEMENT	17,656.63
	RESEARCH & STUDY FEES	2,525.00
	STAFF TRAINING	3,726.75
WE MADE THAT Total		23,908.38
WORDWAVE INTERNATIONAL LTD T/A DTI	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	910.00
	TRANSCRIPTION	7,706.00
	TRANSLATION SIGN LANGUAGE	910.00
WORDWAVE INTERNATIONAL LTD T/A DTI Total		9,526.00
WYG MANAGEMENT SERVICES	CONSULTANCY-PROJECT MANAGEMENT	3,900.00
	HEALTH & SAFETY PEST CONTROL	9,375.00
WYG MANAGEMENT SERVICES Total		13,275.00
XEROX (UK) LTD	COMPUTER HARDWARE	14,577.64
XEROX (UK) LTD Total		14,577.64
THE ENVIRONMENT P/SHIP (TEP) LTD	BUILDING MAINTENANCE & REPAIRS	9,570.00
	CONSULTANCY-COMMISSIONED REPORT	2,902.00
	OTHER PROFESSIONAL FEES	22,131.68
THE ENVIRONMENT P/SHIP (TEP) LTD Total		34,603.68
CYNERGIN	OTHER PROFESSIONAL FEES	3,300.00
CYNERGIN Total		3,300.00
RODMA	OTHER PROFESSIONAL FEES	208,526.34
RODMA Total		208,526.34
TIMOTHY STRAKER QC	OTHER PROFESSIONAL FEES	10,250.00
TIMOTHY STRAKER QC Total		10,250.00
SQW CONSULTING	OTHER PROFESSIONAL FEES	34,155.00
SQW CONSULTING Total		34,155.00
GORKANA GROUP LIMITED	OTHER PROFESSIONAL FEES	1,300.00
GORKANA GROUP LIMITED Total		1,300.00
WESTMINSTER CITY COUNCIL	GRANTS TO EXTERNAL ORGANISATIONS	2,016,562.04
WESTMINSTER CITY COUNCIL Total		2,016,562.04
GES LTD	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	278.00
GES LTD Total		278.00
BYNDER LTD	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	8,700.72
BYNDER LTD Total		8,700.72
LIZA MONKS	OTHER PROFESSIONAL FEES	456.00
	ART AND POETRY INSTALLATIONS AND PROGRAMMES	304.00
	EVENT MANAGEMENT FEE	304.00
LIZA MONKS Total		1,064.00
LIVERPOOL CITY COUNCIL	OTHER PROFESSIONAL FEES	334.83
LIVERPOOL CITY COUNCIL Total		334.83
ELEANOR BENTALL PHOTOGRAPHER	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	1,422.00
ELEANOR BENTALL PHOTOGRAPHER Total		1,422.00
ALEX WARD COMMUNICATIONS	CONSULTANCY-PROJECT MANAGEMENT	400.00
ALEX WARD COMMUNICATIONS Total		400.00
CONTENTIVE	STAFF TRAINING	449.00
CONTENTIVE Total		449.00
B-LOONY LTD	EQUIPMENT HIRE & RENTAL	455.00
B-LOONY LTD Total		455.00
JACKFRANCIS MEDIA LTD	PHOTOGRAPHY & VIDEO	470.00
JACKFRANCIS MEDIA LTD Total		470.00
THE GEOINFORMATION GROUP	MANAGEMENT & SUPPORT CONSULTANCY	500.00
THE GEOINFORMATION GROUP Total		500.00
JUST SPACE	OTHER PROFESSIONAL FEES	500.00
JUST SPACE Total		500.00
LINGVOHOUSE	TRANSCRIPTION	520.00
LINGVOHOUSE Total		520.00
CAUSEWAY TECHNOLOGIES LTD	FURNITURE & EQUIPMENT	2,193.00
CAUSEWAY TECHNOLOGIES LTD Total		2,193.00
EDOX	MANAGEMENT & SUPPORT CONSULTANCY	564.00
EDOX Total		564.00
INTERROUTE NETWORKS LTD	MANAGE IT SERVICES	577.94
INTERROUTE NETWORKS LTD Total		577.94
SAFETY FIRST AID GROUP LTD	FURNITURE & EQUIPMENT	581.31
SAFETY FIRST AID GROUP LTD Total		581.31
STUDIO GIVANNI	MARKETING DESIGN & ARTWORK	700.00
STUDIO GIVANNI Total		700.00
PIPEDREAM DESIGN	PRINTING	4,582.00
PIPEDREAM DESIGN Total		4,582.00
HUNTRESS SEARCH LTD	AGENCY STAFF	6,204.44
HUNTRESS SEARCH LTD Total		6,204.44
IKLECTIK	EXTERNAL MEETING ROOM HIRE & EXPENSES	840.00
IKLECTIK Total		840.00
WANDSWORTH COUNCIL	PLANNING & DEVELOPMENT CONSULTANCY	882.00
WANDSWORTH COUNCIL Total		882.00
WESTRA	GRANTS TO EXTERNAL ORGANISATIONS	913.39

WESTRA Total		913.39
RAINBOW TRANSCRIPTIONS	CONSULTANCY-PROJECT MANAGEMENT	2,393.40
RAINBOW TRANSCRIPTIONS Total		2,393.40
VIVO REWARDS	OTHER PROFESSIONAL FEES	950.00
VIVO REWARDS Total		950.00
MINISTRY OF SOUND GROUP LTD	CATERERS SERVICE CHARGES	1,000.00
MINISTRY OF SOUND GROUP LTD Total		1,000.00
JULIE V GOTTLIEB	MANAGEMENT & SUPPORT CONSULTANCY	1,190.70
JULIE V GOTTLIEB Total		1,190.70
BLISSETT GROUP	PRINTING	1,198.08
BLISSETT GROUP Total		1,198.08
KEYTREE LIMITED	CONSULTANCY-PROJECT MANAGEMENT	334,385.08
KEYTREE LIMITED Total		334,385.08
ANNE STUDD QC	LEGAL FEES	4,656.00
ANNE STUDD QC Total		4,656.00
THE UNIVERSITY OF LEEDS	STAFF TRAINING	1,400.00
THE UNIVERSITY OF LEEDS Total		1,400.00
MUSEUM OF LONDON ARCHAEOLOGY	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	1,500.00
MUSEUM OF LONDON ARCHAEOLOGY Total		1,500.00
KUNST GIESSEREI	OTHER PROFESSIONAL FEES	1,782.58
KUNST GIESSEREI Total		1,782.58
COLIN GRANT	OTHER PROFESSIONAL FEES	1,800.00
COLIN GRANT Total		1,800.00
GV MEDIA GROUP LTD	PUBLICATIONS & PERIODICALS	2,000.00
GV MEDIA GROUP LTD Total		2,000.00
OPM LTD	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	2,000.00
OPM LTD Total		2,000.00
PIVOTAL SOLUTIONS LTD	MANAGEMENT & SUPPORT CONSULTANCY	2,250.00
PIVOTAL SOLUTIONS LTD Total		2,250.00
PROSUS CONSULTING LTD	CONSULTANCY EVALUATION ASSESSMENT	5,525.00
PROSUS CONSULTING LTD Total		5,525.00
WHITE LIGHT LTD	OTHER PROFESSIONAL FEES	2,372.00
WHITE LIGHT LTD Total		2,372.00
TRL LTD	CONSULTANCY-PROJECT MANAGEMENT	7,017.09
TRL LTD Total		7,017.09
PRICEWATERHOUSECOOPERS LLP	OTHER PROFESSIONAL FEES	2,650.00
	STAFF TRAINING	700.00
PRICEWATERHOUSECOOPERS LLP Total		3,350.00
CLIFFORD CHANCE LIMITED	LEGAL FEES	2,868.33
CLIFFORD CHANCE LIMITED Total		2,868.33
ACUMEN FIELD LTD	CONSULTANCY-PROJECT MANAGEMENT	8,992.00
	RESEARCH & STUDY FEES	4,044.00
ACUMEN FIELD LTD Total		13,036.00
LONDON BOROUGH OF BARKING	MANAGEMENT & SUPPORT CONSULTANCY	3,000.00
LONDON BOROUGH OF BARKING Total		3,000.00
FACTIVA LIMITED	PR COST PRODUCT COST & PR FEES	3,108.00
FACTIVA LIMITED Total		3,108.00
CREATIVE PIONEERS LONDON	GRANTS TO EXTERNAL ORGANISATIONS	3,400.00
CREATIVE PIONEERS LONDON Total		3,400.00
PUNCH AND JUICY LIQUID FOODS LTD	GRANTS TO EXTERNAL ORGANISATIONS	3,406.82
PUNCH AND JUICY LIQUID FOODS LTD Total		3,406.82
KITCHENETTE	GRANTS TO EXTERNAL ORGANISATIONS	3,500.00
KITCHENETTE Total		3,500.00
BROCHET LTD	CONSULTANCY-PROJECT MANAGEMENT	3,520.00
BROCHET LTD Total		3,520.00
NEW DESIGN FURNITURE LTD	FURNITURE & EQUIPMENT	3,844.50
NEW DESIGN FURNITURE LTD Total		3,844.50
CITY OF WESTMINSTER	INCOME MAX EXPENSES	4,800.00
CITY OF WESTMINSTER Total		4,800.00
SLR CONSULTING LIMITED	CONSULTANCY-PROJECT MANAGEMENT	5,000.00
SLR CONSULTING LIMITED Total		5,000.00
BYDAND SECURITY SOLUTIONS LTD	STAFF TRAINING	7,245.00
BYDAND SECURITY SOLUTIONS LTD Total		7,245.00
TSIP	RESEARCH & STUDY FEES	15,000.00
TSIP Total		15,000.00
NORTHGATE HR LIMITED	CONSULTANCY-PROJECT MANAGEMENT	8,000.00
NORTHGATE HR LIMITED Total		8,000.00
CT-LIVE LTD	EVENT MANAGEMENT FEE	8,800.00
CT-LIVE LTD Total		8,800.00
PIPERS PROJECTS LTD	CONFERENCES & SEMINARS	1,350.00
	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	9,318.75
	OTHER PROFESSIONAL FEES	1,350.00
	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	20,000.00
PIPERS PROJECTS LTD Total		32,018.75
PROMUS SERVICES LTD	CONSULTANCY-PROJECT MANAGEMENT	9,500.00

PROMUS SERVICES LTD Total		9,500.00
LONDON TIGERS	GRANTS TO EXTERNAL ORGANISATIONS	9,563.55
LONDON TIGERS Total		9,563.55
WANDLE VALLEY REGIONAL PARK TRUST	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
WANDLE VALLEY REGIONAL PARK TRUST Total		10,000.00
MUSEUM OF LONDON ARCHAEOLOGY SERVIC	CONSULTANCY-PROJECT MANAGEMENT	10,000.00
MUSEUM OF LONDON ARCHAEOLOGY SERVIC Total		10,000.00
LONDON HOUSING FOUNDATION	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
LONDON HOUSING FOUNDATION Total		10,000.00
AGL COMMUNICATIONS OR AGL	STAFF TRAINING	10,000.00
AGL COMMUNICATIONS OR AGL Total		10,000.00
GREATER LONDON VOLUNTEERING	GRANTS TO EXTERNAL ORGANISATIONS	12,225.00
GREATER LONDON VOLUNTEERING Total		12,225.00
EQUALITY WORKS LIMITED	OTHER PROFESSIONAL FEES	12,600.00
EQUALITY WORKS LIMITED Total		12,600.00
BUREAU VAN DIJK	OTHER PROFESSIONAL FEES	12,950.00
BUREAU VAN DIJK Total		12,950.00
LONDON FIRE & EMERG. PLANNING AUTH.	PAYROLL SERVICES FEES	14,387.25
LONDON FIRE & EMERG. PLANNING AUTH. Total		14,387.25
FOOTBALL LEAGUE TRUST	GRANTS TO EXTERNAL ORGANISATIONS	15,000.00
FOOTBALL LEAGUE TRUST Total		15,000.00
PLACES FOR PEOPLE GROUP LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	16,000.00
PLACES FOR PEOPLE GROUP LIMITED Total		16,000.00
URBED URBANISM ENVIRONMENT & DESIGN	RESEARCH & STUDY FEES	32,410.00
URBED URBANISM ENVIRONMENT & DESIGN Total		32,410.00
ELLEN MACARTHUR FOUNDATION TRADING	CONSULTANCY-PROJECT MANAGEMENT	17,500.00
ELLEN MACARTHUR FOUNDATION TRADING Total		17,500.00
PRYSM MEDIA GROUP LTD.	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	18,000.00
PRYSM MEDIA GROUP LTD. Total		18,000.00
LONDON BOROUGH OF SUTTON	GRANTS TO EXTERNAL ORGANISATIONS	18,675.00
LONDON BOROUGH OF SUTTON Total		18,675.00
DONALD INSALL ASSOCIATES LTD	CONSULTANCY-PROJECT MANAGEMENT	19,572.00
DONALD INSALL ASSOCIATES LTD Total		19,572.00
DATA PRESS LTD	DATA PURCHASE	20,000.00
DATA PRESS LTD Total		20,000.00
THE TECH PARTNERSHIP	GRANTS TO EXTERNAL ORGANISATIONS	20,051.80
THE TECH PARTNERSHIP Total		20,051.80
CITY OF LONDON	SECONDED STAFF	30,213.53
CITY OF LONDON Total		30,213.53
WSP UK LTD	CONSULTANCY-PROJECT MANAGEMENT	171,225.32
WSP UK LTD Total		171,225.32
DRIVE FORWARD FOUNDATION	GRANTS TO EXTERNAL ORGANISATIONS	29,964.30
DRIVE FORWARD FOUNDATION Total		29,964.30
NEWSWHIP MEDIA LTD	SOCIAL MEDIA AND DIGITAL ADVERTISING SPACE	30,000.00
NEWSWHIP MEDIA LTD Total		30,000.00
LONDON & PARTNERS VENTURES LTD	CONSULTANCY EVALUATION ASSESSMENT	63,500.00
LONDON & PARTNERS VENTURES LTD Total		63,500.00
FREE THE CHILDREN	GRANTS TO EXTERNAL ORGANISATIONS	40,000.00
FREE THE CHILDREN Total		40,000.00
GB TAEKWONDO	GRANTS TO EXTERNAL ORGANISATIONS	40,500.00
GB TAEKWONDO Total		40,500.00
LONDON BOROUGH RICHMOND UPON THAMES	GRANTS TO EXTERNAL ORGANISATIONS	49,164.10
LONDON BOROUGH RICHMOND UPON THAMES Total		49,164.10
FOUND IN MUSIC LIMITED	CONSULTANCY-PROJECT MANAGEMENT	50,000.00
FOUND IN MUSIC LIMITED Total		50,000.00
MAYORS FUND FOR YOUNG MUSICIANS	GRANTS TO EXTERNAL ORGANISATIONS	50,000.00
MAYORS FUND FOR YOUNG MUSICIANS Total		50,000.00
FUTUREGOV.LTD	RESEARCH & STUDY FEES	50,000.00
FUTUREGOV.LTD Total		50,000.00
THE LONDON DESIGN FESTIVAL LTD	GRANTS TO EXTERNAL ORGANISATIONS	187,500.00
THE LONDON DESIGN FESTIVAL LTD Total		187,500.00
SOUTH LONDON GALLERY	GRANTS TO EXTERNAL ORGANISATIONS	200,000.00
SOUTH LONDON GALLERY Total		200,000.00
AFFINITY HOMES GROUP LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	1,070,189.00
AFFINITY HOMES GROUP LIMITED Total		1,070,189.00
HANOVER HOUSING ASSOCIATION	HSG GRANTS TO REGISTERED PROVIDERS	200,857.00
HANOVER HOUSING ASSOCIATION Total		200,857.00
WALTHAM FOREST COLLEGE	GRANTS TO EXTERNAL ORGANISATIONS	401,682.91
WALTHAM FOREST COLLEGE Total		401,682.91
NOTTING HILL HOUSING TRUST	HSG GRANTS TO REGISTERED PROVIDERS	5,772,505.00
NOTTING HILL HOUSING TRUST Total		5,772,505.00
BIG CREATIVE EDUCATION	GRANTS TO EXTERNAL ORGANISATIONS	1,266,475.85
BIG CREATIVE EDUCATION Total		1,266,475.85
R B KINGSTON UPON THAMES	GRANTS TO EXTERNAL ORGANISATIONS	40,000.00
	HZ LOANS LOCAL AUTHORITIES	20,000,000.00

R B KINGSTON UPON THAMES Total		20,040,000.00
HCA International Ltd	Minor Staff Expenses	2,640.00
HCA International Ltd Total		2,640.00
CORNWALL ENERGY ASSOCIATES LTD	CONFERENCES & SEMINARS	395.00
	CONSULTANCY-PROJECT MANAGEMENT	1,600.00
	MISCELLANEOUS FINANCE EXPENSES	0.00
CORNWALL ENERGY ASSOCIATES LTD Total		1,995.00
FRAME PROJECTS LTD	CONSULTANCY-PROJECT MANAGEMENT	3,300.00
FRAME PROJECTS LTD Total		3,300.00
UNITED COLLEGES GROUP	GRANTS TO EXTERNAL ORGANISATIONS	360,093.00
UNITED COLLEGES GROUP Total		360,093.00
KINGS COLLEGE LONDON	CONSULTANCY-PROJECT MANAGEMENT	250.00
KINGS COLLEGE LONDON Total		250.00
KOIS MIAH	PHOTOGRAPHY & VIDEO	500.00
	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	2,350.00
KOIS MIAH Total		2,850.00
MAKTIG LTD	MANAGEMENT & SUPPORT CONSULTANCY	318.98
MAKTIG LTD Total		318.98
GLAZIERS HALL LTD	EXTERNAL MEETING ROOM HIRE & EXPENSES	2,037.00
GLAZIERS HALL LTD Total		2,037.00
UNIVERSITY COLLEGE LONDON	CATERERS SERVICE CHARGES	350.40
UNIVERSITY COLLEGE LONDON Total		350.40
HENRY STEWART CONF. STUDIES	STAFF TRAINING	399.00
HENRY STEWART CONF. STUDIES Total		399.00
RAPLEYS LLP	EXTERNAL MEETING ROOM HIRE & EXPENSES	416.45
RAPLEYS LLP Total		416.45
Fever Bee Limited	STAFF TRAINING	423.78
Fever Bee Limited Total		423.78
EDENHOUSE SOLUTIONS LIMITED	MEALS REFRESHMENTS & SUBSISTENCE	471.30
EDENHOUSE SOLUTIONS LIMITED Total		471.30
VIEW CREATIVE LTD	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	480.00
VIEW CREATIVE LTD Total		480.00
DOVETAIL FOKS	BUSINESS FARES	1,330.90
DOVETAIL FOKS Total		1,330.90
CENEX	PHOTOGRAPHY & VIDEO	505.00
CENEX Total		505.00
BROADGATE ESTATES LTD	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	506.30
BROADGATE ESTATES LTD Total		506.30
FUNKY FLOORS LTD	EQUIPMENT HIRE & RENTAL	550.00
FUNKY FLOORS LTD Total		550.00
KEHF	CATERERS SERVICE CHARGES	598.00
KEHF Total		598.00
SPOCE PROJECT MANAGEMENT LIMITED	STAFF TRAINING	1,298.00
SPOCE PROJECT MANAGEMENT LIMITED Total		1,298.00
RG Jones Sound Engineering	OTHER PROFESSIONAL FEES	638.00
RG Jones Sound Engineering Total		638.00
SEASONED EVENTS	EXTERNAL MEETING ROOM HIRE & EXPENSES	670.00
SEASONED EVENTS Total		670.00
DIGITAL CATAPULT SERVICES LTD	EVENT MANAGEMENT FEE	700.00
DIGITAL CATAPULT SERVICES LTD Total		700.00
SIT-STAND.COM	FURNITURE & EQUIPMENT	749.88
SIT-STAND.COM Total		749.88
Keops	PHOTOGRAPHY & VIDEO	756.76
Keops Total		756.76
MUNICIPAL	CONSULTANCY-PROJECT MANAGEMENT	800.00
MUNICIPAL Total		800.00
Rota	OTHER PROFESSIONAL FEES	800.00
Rota Total		800.00
THE HERITAGE BUREAU LTD	OTHER PROFESSIONAL FEES	3,000.00
	RESEARCH & STUDY FEES	900.00
THE HERITAGE BUREAU LTD Total		3,900.00
DAWS HILL CONSULTANCY LTD	STAFF TRAINING	910.00
DAWS HILL CONSULTANCY LTD Total		910.00
MAJESTIC WINE	CATERERS SERVICE CHARGES	913.80
MAJESTIC WINE Total		913.80
NCC GROUP SECURITY SERVICES LTD	IT CONSULTANCY	14,250.00
	MANAGE IT SERVICES	995.00
NCC GROUP SECURITY SERVICES LTD Total		15,245.00
EMISSIONS ANALYTICS LTD	EQUIPMENT HIRE & RENTAL	1,090.00
EMISSIONS ANALYTICS LTD Total		1,090.00
BPP PROFESSIONAL EDUCATION	STAFF TRAINING	1,133.31
BPP PROFESSIONAL EDUCATION Total		1,133.31
HERIOT WATT UNIVERSITY	STAFF TRAINING	1,195.00
HERIOT WATT UNIVERSITY Total		1,195.00
HOUSE OF COMMONS	OTHER PROFESSIONAL FEES	1,264.00

HOUSE OF COMMONS Total		1,264.00
DELOITTE LLP	OTHER PROFESSIONAL FEES	1,405.00
DELOITTE LLP Total		1,405.00
NATIONAL GALLERY COMPANY LTD	OTHER PROFESSIONAL FEES	1,500.00
NATIONAL GALLERY COMPANY LTD Total		1,500.00
ORDNANCE SURVEY	CONSULTANCY-PROJECT MANAGEMENT	1,500.00
ORDNANCE SURVEY Total		1,500.00
SE2 LTD	CONSULTANCY-PROJECT MANAGEMENT	1,500.00
SE2 LTD Total		1,500.00
DANBERRY MANAGEMENT LTD	CONSULTANCY-PROJECT MANAGEMENT	7,425.00
DANBERRY MANAGEMENT LTD Total		7,425.00
2CL COMMUNICATIONS LIMITED	FURNITURE & EQUIPMENT	1,799.00
2CL COMMUNICATIONS LIMITED Total		1,799.00
PENNY MENDONCA LTD	OTHER PROFESSIONAL FEES	1,830.00
PENNY MENDONCA LTD Total		1,830.00
CORINTHIA HOTEL LONDON	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	3,182.66
CORINTHIA HOTEL LONDON Total		3,182.66
GO TIGER LTD	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	2,334.38
GO TIGER LTD Total		2,334.38
MIME CONSULTING	IT CONSULTANCY	2,682.50
MIME CONSULTING Total		2,682.50
KATE WEILER	STAFF TRAINING	2,700.00
KATE WEILER Total		2,700.00
LONDON SUSTAINABILITY EXCHANGE	CONSULTANCY-PROJECT MANAGEMENT	3,000.00
LONDON SUSTAINABILITY EXCHANGE Total		3,000.00
Westco	OTHER PROFESSIONAL FEES	3,135.00
Westco Total		3,135.00
BURO HAPPOLD CONSULTING ENG. LTD	MANAGEMENT & SUPPORT CONSULTANCY	3,900.00
BURO HAPPOLD CONSULTING ENG. LTD Total		3,900.00
ALISON WHYTE	CONSULTANCY-COMMISSIONED REPORT	4,000.00
ALISON WHYTE Total		4,000.00
AIMEDIACOMMS LTD	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	4,000.00
AIMEDIACOMMS LTD Total		4,000.00
VICTORIA DALE	RESEARCH & STUDY FEES	5,000.00
VICTORIA DALE Total		5,000.00
JESSICA CORBY CONSULTANCY	RESEARCH & STUDY FEES	5,000.00
JESSICA CORBY CONSULTANCY Total		5,000.00
LIVITY LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
LIVITY LIMITED Total		5,000.00
MARYLBONE CRICKET CLUB	REFRESHMENTS/MEALS AT MEETINGS	8,630.57
	SECONDED STAFF	5,308.31
MARYLBONE CRICKET CLUB Total		13,938.88
OXFORD ECONOMICS	DATA PURCHASE	6,222.00
OXFORD ECONOMICS Total		6,222.00
THE AUDIENCE AGENCY	RESEARCH FOR MARKETING CAMPAIGNS AND ACTIVITIES	6,500.00
THE AUDIENCE AGENCY Total		6,500.00
FLEETCARMA	CONSULTANTS (CONTRACTORS)	28,655.48
FLEETCARMA Total		28,655.48
John Zib	CONFERENCES & SEMINARS	8,500.00
John Zib Total		8,500.00
CSM LIVE	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	9,313.64
CSM LIVE Total		9,313.64
A NEW DIRECTION LONDON LTD	GRANTS TO EXTERNAL ORGANISATIONS	60,292.00
A NEW DIRECTION LONDON LTD Total		60,292.00
AMEC FOSTER WHEELER ENV & INFRAST U	MANAGEMENT & SUPPORT CONSULTANCY	9,970.00
AMEC FOSTER WHEELER ENV & INFRAST U Total		9,970.00
GOOD HOTEL LONDON	COMMERCIAL PROPERTY RENT	10,800.00
GOOD HOTEL LONDON Total		10,800.00
NFER	RESEARCH & STUDY FEES	10,972.50
NFER Total		10,972.50
BRITISH SCIENCE ASSOCIATION	GRANTS TO EXTERNAL ORGANISATIONS	11,000.00
BRITISH SCIENCE ASSOCIATION Total		11,000.00
ESTUARY HOUSING ASSOCIATION LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	11,000.00
ESTUARY HOUSING ASSOCIATION LIMITED Total		11,000.00
BYTES SOFTWARE SERVICES LTD	COMPUTER SOFTWARE	11,608.50
BYTES SOFTWARE SERVICES LTD Total		11,608.50
OPEN CITY ARCHITECTURE	CONSULTANCY-PROJECT MANAGEMENT	12,000.00
OPEN CITY ARCHITECTURE Total		12,000.00
CAMBRIDGE ECON	CONSULTANCY-PROJECT MANAGEMENT	28,182.00
CAMBRIDGE ECON Total		28,182.00
REWARD GATEWAY (UK) LTD	CHILDCARE VOUCHERS	17,437.68
REWARD GATEWAY (UK) LTD Total		17,437.68
THINK BEYOND	RESEARCH & STUDY FEES	20,000.00
THINK BEYOND Total		20,000.00
EAST LONDON ADVANCED TECH TRAINING	GRANTS TO EXTERNAL ORGANISATIONS	25,935.99

EAST LONDON ADVANCED TECH TRAINING Total		25,935.99
THEM DESIGN LIMITED	IT CONSULTANCY	35,000.00
THEM DESIGN LIMITED Total		35,000.00
MOPAC	INTERNAL AUDIT FEES	89,500.00
MOPAC Total		89,500.00
ARTICHOKE	GRANTS TO EXTERNAL ORGANISATIONS	300,000.00
ARTICHOKE Total		300,000.00
UNITED ST SAVIOUR'S CHARITY	GRANTS TO EXTERNAL ORGANISATIONS	225,000.00
UNITED ST SAVIOUR'S CHARITY Total		225,000.00
JONES LANG LASALLE	VALUATION FEES	1,500.00
JONES LANG LASALLE Total		1,500.00
Arthur J Gallagher	General Insurance	167,980.84
Arthur J Gallagher Total		167,980.84
PARADIGM HOUSING GROUP LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	818,850.00
PARADIGM HOUSING GROUP LIMITED Total		818,850.00
Hyundai Motor (Europe) GmbH	GRANTS TO EXTERNAL ORGANISATIONS	637,493.52
Hyundai Motor (Europe) GmbH Total		637,493.52
POCKET LIVING LTD	Grants to External Organisations	430,844.32
POCKET LIVING LTD Total		430,844.32
LB CAMDEN	HSG GRANTS TO LOCAL AUTHORITIES	626,631.00
	HSG GRANTS TO REGISTERED PROVIDERS	-11,167.00
LB CAMDEN Total		615,464.00
ISLINGTON AND SHOREDITCH HA LTD	HSG GRANTS TO REGISTERED PROVIDERS	393,750.00
ISLINGTON AND SHOREDITCH HA LTD Total		393,750.00
London Borough of Brent	HSG GRANTS TO LOCAL AUTHORITIES	139,000.00
London Borough of Brent Total		139,000.00
PUBLIC PRACTICE	GRANTS TO EXTERNAL ORGANISATIONS	60,000.00
PUBLIC PRACTICE Total		60,000.00
Humankind Research	RESEARCH FOR MARKETING CAMPAIGNS AND ACTIVITIES	50,000.00
Humankind Research Total		50,000.00
University of Westminster	GRANTS TO EXTERNAL ORGANISATIONS	12,474.00
University of Westminster Total		12,474.00
Sustainable Bridges CIC	GRANTS TO EXTERNAL ORGANISATIONS	60,998.95
Sustainable Bridges CIC Total		60,998.95
POPLAR HARCA LTD	HSG GRANTS TO REGISTERED PROVIDERS	32,799.00
POPLAR HARCA LTD Total		32,799.00
Family and Childcare Trust	CONSULTANCY-PROJECT MANAGEMENT	30,000.00
Family and Childcare Trust Total		30,000.00
Beam	GRANTS TO EXTERNAL ORGANISATIONS	27,500.00
Beam Total		27,500.00
Horsey Lightly Client Account	LEGAL FEES	25,000.00
Horsey Lightly Client Account Total		25,000.00
WICKES BUILDING SUPPLIES LTD	LAND/GROUND RENTS	23,500.00
WICKES BUILDING SUPPLIES LTD Total		23,500.00
Jewish Leadership Council	GRANTS TO EXTERNAL ORGANISATIONS	20,000.00
Jewish Leadership Council Total		20,000.00
GL HERN LTD	Other Professional Fees	18,000.00
GL HERN LTD Total		18,000.00
Wavemaker Ltd	RESEARCH FOR MARKETING CAMPAIGNS AND ACTIVITIES	17,604.66
	SOCIAL MEDIA AND DIGITAL ADVERTISING SPACE	14,671.24
Wavemaker Ltd Total		32,275.90
Hackney Co-Op. Developments CIC	GRANTS TO EXTERNAL ORGANISATIONS	16,000.00
Hackney Co-Op. Developments CIC Total		16,000.00
Hackney Co-operative Developments	GRANTS TO EXTERNAL ORGANISATIONS	16,000.00
Hackney Co-operative Developments Total		16,000.00
Agile Impressions LTD	GRANTS TO EXTERNAL ORGANISATIONS	13,325.88
Agile Impressions LTD Total		13,325.88
Institute of Physics (IOP)	GRANTS TO EXTERNAL ORGANISATIONS	12,545.00
Institute of Physics (IOP) Total		12,545.00
UNIVERSITY OF HERTFORDSHIRE	GRANTS TO EXTERNAL ORGANISATIONS	12,500.00
UNIVERSITY OF HERTFORDSHIRE Total		12,500.00
Queen Mary University Of London	GRANTS TO EXTERNAL ORGANISATIONS	12,500.00
Queen Mary University Of London Total		12,500.00
London Borough of Camden	GRANTS TO EXTERNAL ORGANISATIONS	12,500.00
London Borough of Camden Total		12,500.00
Sustainable Venture Development	GRANTS TO EXTERNAL ORGANISATIONS	12,422.45
Sustainable Venture Development Total		12,422.45
Sound Connections	GRANTS TO EXTERNAL ORGANISATIONS	12,413.00
Sound Connections Total		12,413.00
Four Communications Group Plc	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	22,070.00
Four Communications Group Plc Total		22,070.00
Sustainable Home Survey Co. C.I.C.	GRANTS TO EXTERNAL ORGANISATIONS	11,124.04
Sustainable Home Survey Co. C.I.C. Total		11,124.04
24 ASSET MANAGEMENT	Brokers Fees	20,921.44
24 ASSET MANAGEMENT Total		20,921.44

Munro Mkt Research Ltd t/a Future	RESEARCH & STUDY FEES	10,000.00
Munro Mkt Research Ltd t/a Future Total		10,000.00
SUSTAIN	CONSULTANCY-COMMISSIONED REPORT	15,465.00
	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	2,000.00
SUSTAIN Total		17,465.00
Glebe Primary School	GRANTS TO EXTERNAL ORGANISATIONS	9,933.00
Glebe Primary School Total		9,933.00
Groundswell	GRANTS TO EXTERNAL ORGANISATIONS	12,509.50
Groundswell Total		12,509.50
First Corporate Clothing Ltd	UNIFORMS	7,815.92
First Corporate Clothing Ltd Total		7,815.92
Erica Bolton & Jane Quinn Ltd	PHOTOGRAPHY & VIDEO	6,000.00
Erica Bolton & Jane Quinn Ltd Total		6,000.00
Stanley Hicks Ltd	LEGAL FEES	5,700.00
Stanley Hicks Ltd Total		5,700.00
BUSINESS IN THE COMMUNITY	OTHER PROFESSIONAL FEES	5,600.00
BUSINESS IN THE COMMUNITY Total		5,600.00
Complete Drainage Ltd	CONTRACTED SERVICES BUILDINGS	5,303.58
Complete Drainage Ltd Total		5,303.58
Populus	RESEARCH & STUDY FEES	4,475.00
Populus Total		4,475.00
New Policy Institute	CONSULTANCY-PROJECT MANAGEMENT	4,320.00
New Policy Institute Total		4,320.00
Southwark Cathedral (Conferencing)	OTHER PROFESSIONAL FEES	3,247.00
Southwark Cathedral (Conferencing) Total		3,247.00
OCSL	HARDWARE MAINTENANCE	3,000.00
OCSL Total		3,000.00
Barnet Teenage Market	GRANTS TO EXTERNAL ORGANISATIONS	2,800.00
Barnet Teenage Market Total		2,800.00
Moore Development Ltd	OTHER PROFESSIONAL FEES	2,750.00
Moore Development Ltd Total		2,750.00
Kingston University	STAFF TRAINING	2,500.00
Kingston University Total		2,500.00
Helpful Technology Ltd	OTHER PROFESSIONAL FEES	2,160.00
Helpful Technology Ltd Total		2,160.00
Mediaworks	OTHER PROFESSIONAL FEES	1,945.00
Mediaworks Total		1,945.00
Privacy & Data Protection Ltd	PUBLICATIONS & PERIODICALS	1,810.50
Privacy & Data Protection Ltd Total		1,810.50
Architecture 00 Ltd	PLANNING & DEVELOPMENT CONSULTANCY	1,750.00
Architecture 00 Ltd Total		1,750.00
Creative & Cultural Skills	GRANTS TO EXTERNAL ORGANISATIONS	1,749.98
Creative & Cultural Skills Total		1,749.98
DRP GROUP	OFFICE CLEANING	1,410.00
DRP GROUP Total		1,410.00
Security Risk Management Ltd	TELEPHONE LINE RENT, CALLS & EQUIPMENT	1,226.90
Security Risk Management Ltd Total		1,226.90
R.B KENSINGTON & CHELSEA	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	1,785.00
R.B KENSINGTON & CHELSEA Total		1,785.00
Horsey Lightly	LEGAL FEES	1,000.00
Horsey Lightly Total		1,000.00
Civil Service College Limited	STAFF TRAINING	595.00
Civil Service College Limited Total		595.00
City Nation Place Ltd	CONFERENCES & SEMINARS	549.00
City Nation Place Ltd Total		549.00
British Cricket Balls Ltd	BUSINESS ENTERTAINING	511.13
British Cricket Balls Ltd Total		511.13
Create AV (UK) Ltd	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	453.60
Create AV (UK) Ltd Total		453.60
5th Studio Ltd	PLANNING & DEVELOPMENT CONSULTANCY	400.00
5th Studio Ltd Total		400.00
Lewisham & Greenwich NHS Trust	OTHER PROFESSIONAL FEES	400.00
Lewisham & Greenwich NHS Trust Total		400.00
Met Police Choir	OTHER PROFESSIONAL FEES	350.00
Met Police Choir Total		350.00
TRADITION (UK) LTD	Brokers Fees	339.73
TRADITION (UK) LTD Total		339.73
Badgemaster Limited	STATIONERY	313.45
Badgemaster Limited Total		313.45
A1 PRO Entertainments	EQUIPMENT HIRE & RENTAL	300.00
A1 PRO Entertainments Total		300.00
Grand Total		199,925,150.50