

AGENDA

Meeting Budget Monitoring Sub-Committee

Date Wednesday 11 September 2019

Time 2.00 pm

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

Copies of the reports and any attachments may be found at
www.london.gov.uk/mayor-assembly/london-assembly/budget-monitoring

Most meetings of the London Assembly and its Committees are webcast live at
www.london.gov.uk/mayor-assembly/london-assembly/webcasts where you can also view past meetings.

Members of the Committee

Gareth Bacon AM (Chairman)
Len Duvall AM (Deputy Chair)

Jennette Arnold OBE AM

A meeting of the 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 3 September 2019

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Lauren Harvey, Committee Assistant, Telephone: 020 7983 4383;
Email: lauren.harvey@london.gov.uk

For media enquiries please contact Aoife Nolan, External Communications Officer;
Telephone: 020 7983 4067; Email: aoife.nolan@london.gov.uk If you have any questions about individual items please contact the author whose details are at the end of the report.

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available at www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

There is access for disabled people, and induction loops are available. There is limited underground parking for orange and blue badge holders, which will be allocated on a first-come first-served basis. Please contact Facilities Management on 020 7983 4750 in advance if you require a parking space or further information.

If you, or someone you know, needs a copy of the agenda, minutes or reports in large print or Braille, audio, or in another language, then please call us on 020 7983 4100 or email assembly.translations@london.gov.uk.

Si usted, o algùn conocido desea recibir una copia del order del dia, acta o informe en Braille o en su propio idioma, y gratis, no dude en ponerse en contacto con nosotros llamando al teléfano 020 7983 4100 o por correo electrónico: assembly.translations@london.gov.uk.

Se você, ou algûem que conheça precisa uma cõpia da ordem do dia, anotações ou relatorios em prensa grande ou Braille, ou em outra lingu, então por favour nos telephone em 020 7983 4100 ou e-mail assembly.translations@london.gov.uk.

Haddii ama ama qof aad taqaanid, uu ugu baahan yahay koobiga ajendhada, haddaladii ama warbixinta in far waaweyn loogu qoro ama farta qofka indoolaha akhrin karo, amaba luuqad kale, fadlan naga soo wac telefoonkan 020 7983 4100 ama email assembly.translations@london.gov.uk.

Ta ba ri eniken ti o ba ni ife ni eda ewe nla ti igbimo awon asoju tabi papa julo ni ede ti abinibi won, ki o kansiya lori ero ibanisoro. Nomba wa ni 020 7983 4100 tabi ki e kan si wa lori ero assembly.translations@london.gov.uk.

જો તમને અથવા તમે જાણતાં હો તેવી કોઈ વ્યક્તિને એજન્ડા (કાર્યસૂચિ), મિનિટ્સ (ટૂંકી નોંધો) અથવા રિપોર્ટ્સ (અહેવાલો)ની નકલ મોટા અક્ષરોમાં છપાયેલી કે બ્રેઈલમાં અથવા બીજી કોઈ ભાષામાં જોઈતી હોય, તો કૃપા કરીને 020 7983 4100 ઉપર ફોન અથવા assembly.translations@london.gov.uk ઉપર અમને ઈ-મેઈલ કરો.

আপনি বা আপনার পরিচিত কেউ যদি এজেন্ডা, মিনিট বা রিপোর্টের একটি কপি বড় ছাপা বা ব্রেইল অথবা অন্য কোন ভাষায় পেতে চান তবে দয়া করে আমাদেরকে 020 7983 4100 এ নাম্বারে ফোন করুন বা assembly.translations@london.gov.uk এ ই-মেইলে যোগাযোগ করুন।

ਜੇ ਤੁਹਾਨੂੰ ਜਾਂ ਤੁਹਾਡੇ ਵਾਕਫ਼ ਕਿਸੇ ਹੋਰ ਵਿਅਕਤੀ ਨੂੰ, ਏਜੰਡੇ, ਮੀਟਿੰਗ ਦੀ ਕਾਰਵਾਈ ਜਾਂ ਰਿਪੋਰਟਾਂ ਦੀ ਕਾਪੀ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿੱਚ ਛਪਾਈ ਜਾਂ ਬਰੇਲ ਦੇ ਰੂਪ ਵਿੱਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਬੋਲੀ ਵਿੱਚ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਨੂੰ 020 7983 4100 'ਤੇ ਟੈਲੀਫ਼ੋਨ ਕਰੋ ਜਾਂ ਇਸ ਪਤੇ 'ਤੇ ਈਮੇਲ ਕਰੋ : assembly.translations@london.gov.uk

اگر آپ یا آپ کے جاننے والے کسی فرد کو اس ایجنڈا کی کاپی، تفصیل یا رپورٹیں بڑے پرنٹ یا بریل یا کسی دوسری زبان میں درکار ہوں تو براہ کرم ہمیں 020 7983 4100 پر فون کیجئے یا درج ذیل ای میل پر رابطہ کیجئے assembly.translations@london.gov.uk



Certificate Number: FS 80233

Agenda
Budget Monitoring Sub-Committee
Wednesday 11 September 2019

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 - 34)

The Sub-Committee is recommended to confirm the minutes of the meeting held on 12 June 2019 to be signed by the Chairman as a correct record.

The appendices to the minutes set out on pages 11 to 34 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 35 - 68)

Report of the Executive Director of Secretariat

Contact: Lauren Harvey; lauren.harvey@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.

The appendices to the report set out on pages 37 to 68 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

5 Quarter 1, 2019/20 GLA Group Monitoring Reports (Pages 69 - 238)

Report of the Executive Director of Secretariat

Contact: Lauren Harvey; lauren.harvey@london.gov.uk; 020 7983 4383

The Sub-Committee is recommended to note the monitoring reports for Quarter 1 of 2019/20.

The appendices to the report set out on pages 71 to 238 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

6 Q1 2019-20 Review (Pages 239 - 240)

Report of the Executive Director of Secretariat

Contact: Gino Brand, gino.brand@london.gov.uk, 020 7983 5792

The Sub-Committee is recommended to:

- (a) Note the report as background to putting questions to invited guests, and the subsequent discussion; and**
- (b) Delegate authority to the Chairman, in consultation with party Group Lead Members, to agree any output from the discussion at the meeting.**

7 Mayor's Decision Lists: 3 May 2019 to 4 July 2019 (Pages 241 - 266)

Report of the Executive Director of Secretariat

Contact: Lauren Harvey, lauren.harvey@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 May 2019 to 4 July 2019 (previously made available as background papers to the relevant Mayor's Report to the Assembly), and decide whether to refer any issues to the Budget and Performance Committee for detailed consideration.

The Mayor's Decision Lists set out on pages 243 to 266 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 267 - 300)

Report of the Executive Director of Resources

Contact: Yen Dang, yen.dang@london.gov.uk, 020 7983 4863

The Sub-Committee is recommended to note the report.

The appendices to the report set out on pages 269 to 300 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 Budget Monitoring Sub-Committee Work Programme (Pages 301 - 302)

Report of the Executive Director of Secretariat

Contact: Gino Brand, gino.brand@london.gov.uk, 020 7983 5792

The Sub-Committee is recommended to note its work programme.

10 Date of Next Meeting

The next meeting of the Sub-Committee is scheduled for Wednesday, 4 December 2019 at 2.00pm in the Chamber, City Hall.

11 Any Other Business the Chairman Considers Urgent

This page is intentionally left blank

Subject: Declarations of Interests

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 11 September 2019

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	
Jennette Arnold OBE AM	European Committee of the Regions
Gareth Bacon AM	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, LB Wandsworth
Tom Copley AM	Member, LB Lewisham
Unmesh Desai AM	
Tony Devenish AM	Member, City of Westminster
Andrew Dismore AM	
Len Duvall AM	
Florence Eshalomi AM	
Nicky Gavron AM	
Susan Hall AM	Member, LB Harrow
David Kurten AM	
Joanne McCartney AM	Deputy Mayor
Steve O'Connell AM	Member, LB Croydon
Caroline Pidgeon MBE AM	
Keith Prince AM	Alternate Member, European Committee of the Regions
Caroline Russell AM	Member, LB Islington
Dr Onkar Sahota AM	
Navin Shah AM	
Fiona Twycross AM	Deputy Mayor for Fire and Resilience; Chair of the London Local Resilience Forum
Peter Whittle AM	

[Note: LB - London Borough]

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:
<https://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:	Lauren Harvey, Committee Assistant
Telephone:	020 7983 4383
E-mail:	lauren.harvey@london.gov.uk

This page is intentionally left blank

MINUTES

**Meeting: Budget Monitoring
Sub-Committee**

Date: Wednesday 12 June 2019

Time: 2.00 pm

**Place: Committee Room 5, 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

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

- 1.1 There were no apologies for absence.

2 Declarations of Interests (Item 2)

2.1 Resolved:

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

3 Membership of the Sub-Committee (Item 3)

3.1 Resolved:

That the membership and chairing arrangements for the Budget Monitoring Sub-Committee, as agreed at the Annual Meeting of the London Assembly on 2 May 2019, be noted as follows:

**Gareth Bacon AM (Chairman)
Len Duvall AM (Deputy Chair)
Jennette Arnold OBE AM**

4 Terms of Reference (Item 4)

4.1 Resolved:

That the term of reference for the Sub-Committee, as agreed at the Annual Meeting on 2 May 2019, as set out below, be noted:

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.

5 Standing Delegation of Authority (Item 5)

5.1 Resolved:

That the standing delegation of authority, as set out below, be noted:

At its Annual Meeting on 1 May 2013, the Assembly agreed to delegate a general authority to the Chairs of all ordinary committees and sub-committees to respond on the relevant committee or sub-committee's behalf, following consultation with the lead Members of the party Groups on the committee or sub-committee, where it is consulted by organisations and there is insufficient time to consider the consultation at a committee meeting.

6 Minutes (Item 6)

6.1 Resolved:

That the minutes of the Budget Monitoring Sub-Committee meeting held on 20 March 2019 be signed by the Chairman as a correct record.

7 Summary List of Actions (Item 7)

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

7.2 Resolved:

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

8 GLA Borrowing (Item 8)

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

- Simon Kilonback, Chief Finance Officer, Transport for London (TfL);
- Sarah Bradley, Group Financial Controller, TfL;
- Emanuela Cernoia-Russo, Corporate Finance and Strategy Director, TfL;
- Luke Webster, GLA Group Treasury & Chief Investment Officer; and
- Martin Wheatcroft, Fiscal Accountant, Pendan.

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

8.3 During the course of the discussion, Members requested a copy of TfL's debt profile over a 20- to 25-year period.

8.4 Resolved:

(a) That the report and the discussion be noted; and

(b) That authority be delegated to the Chairman, in consultation with party Group Lead Members, to agree any output from the discussion at the meeting.

9 Quarter 4, 2018/19 GLA Group Monitoring Reports (Item 9)

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

9.2 **Resolved:**

That the monitoring reports for Quarter 4 of 2018/19 be noted.

10 Mayor's Decision Lists: 12 February 2019 to 2 May 2019 (Item 10)

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

10.2 **Resolved:**

That the Mayor's Decision Lists for the period 12 February 2019 to 2 May 2019 be noted.

11 Payments over £250 (Item 11)

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

11.2 **Resolved:**

That the report be noted.

12 Budget Monitoring Sub-Committee Work Programme (Item 12)

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

12.2 **Resolved:**

That the work programme be noted.

13 Date of Next Meeting (Item 13)

13.1 The next meeting of the Sub-Committee was scheduled for 11 September 2019 at 2.00 pm in the Chamber, City Hall.

14 Any Other Business the Chairman Considers Urgent (Item 14)

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

15 Close of Meeting

15.1 The meeting ended at 3.30 pm.

Chairman

Date

Contact Officer: Lauren Harvey, Committee Assistant, telephone: 020 7983 4383;
Email: lauren.harvey@london.gov.uk

This page is intentionally left blank

Budget Monitoring Sub-Committee – Wednesday, 12 June 2019

Transcript of Item 8 – GLA Borrowing

Gareth Bacon AM (Chairman): OK. We are now on to item 8, the main item of business, which is on Greater London Authority (GLA) borrowing.

I would like to welcome our guests, in order: Sarah Bradley, the Group Financial Controller at Transport for London (TfL); Emanuela Cernoia-Russo, the Director of Corporate Finance and Strategy at TfL; Simon Kilonback - we have all met Simon - the Chief Finance Officer (CFO) at TfL; Luke Webster, the GLA Group Treasury and Chief Investment Officer and consistently the best-dressed man at the GLA --

Jennette Arnold OBE AM: I love the bowtie. I am going to take a picture of it.

Gareth Bacon AM (Chairman): -- which is a hands-down undisputed title; and finally, of course Martin Wheatcroft, who is a Fiscal Accountant at Pendan. Welcome to all of you and thank you very much for your time this morning.

The main item of business is to focus on GLA Group borrowing. A lot of that will be TfL and traditionally we start these things with some fairly open, setting-the-scene type of questions. The first one is to you all but probably I will go to you, Simon, for the first answer. Does borrowing remain an effective way of funding transport infrastructure?

Simon Kilonback (Chief Finance Officer, Transport for London): Yes, it does, Chairman. Transport infrastructure in particular tends to have very high upfront costs and very long useful and economic lives of the assets that are being invested in. Therefore, in order to allow that transport infrastructure to be delivered and for the farepayers and taxpayers who use that to get the benefit of it earlier, borrowing is an effective method of allowing those things to be delivered, provided there are sufficient revenues and funding to support those income streams.

The alternative would be to pay-as-you-go, which would mean, if we use the example of buying a house, spending 25 years trying to save up and things would come along probably during that time and you would never quite get there. In order to ensure that we can continue to invest in improving the infrastructure in the city, borrowing does remain an important part of that.

Gareth Bacon AM (Chairman): You gave a hint to the answer to the question I am about to ask you now in what you have just said. What would make a capital project ideal for borrowing and, equally, what would make a capital project unwise for borrowing?

Simon Kilonback (Chief Finance Officer, Transport for London): In my view, the types of investment that are suitable for borrowing are those sorts of assets that are able to help generate a revenue stream in return. For example, investing in and replacing the rolling stock and signalling for our railways as they need to be replaced allows you to run a business that drives the revenue that helps repay that borrowing going forward. In particular in infrastructure terms, at TfL we tend to focus our borrowing requirements on those assets that are capable of helping to deliver an income stream to support the repayment of the debt that was used to finance them.

Gareth Bacon AM (Chairman): An example of a project that would not be suitable then is one that does not produce an income stream?

Simon Kilonback (Chief Finance Officer, Transport for London): Yes. This is why, when we look at the discussions with the Government and with the GLA about how we fund and finance infrastructure in London, both borrowing and grant, councils, public sector net debt, the -- historically, when we have been discussing with central Government rather than with the GLA and the Treasury over grant funding and borrowing, we have talked to them about the total quantum of investment that is required and how that is then split between borrowing and grant. We have discussed the basis of the types of assets within that portfolio that generates return and services debts and also the availability of income and funding streams to service that debt.

Then, for the types of investment where typically TfL as the transport body would be unable to collect revenue -- many infrastructure assets generate social benefits but do not generate an income stream for the transport body. Those are the sorts of assets that we look to fund through the use of grant funding or other methods of taxation that more appropriately reflect the users and the benefits of those types of assets.

Gareth Bacon AM (Chairman): The former example where you get a revenue stream would be something like Crossrail, I suppose, but also the Silvertown Tunnel. The latter would be something like the Rotherhithe Bridge?

Simon Kilonback (Chief Finance Officer, Transport for London): Yes. Sorry, I was confusing myself there between Silvertown, where we are raising a toll and -- yes, assets like the [Rotherhithe] bridge or investments in road safety and walking and cycling infrastructure, where there is a clear benefit in terms of safety and in terms of air quality but do not derive an income stream that the transport body can appropriate through its fare box or through other mechanisms, would be an example where the use of grant funding would be the more appropriate way of funding it.

Gareth Bacon AM (Chairman): OK. Martin, I want to bring you in. We did some comparative analysis when putting this meeting together and we looked at various types of borrowing in different types of sectors. Transport infrastructure is funded from user charges to a much lesser degree than some of the others; for example, utilities, which is 100% funded by user charges. Transport is a very small portion of the whole lot. Why is that?

Martin Wheatcroft (Fiscal Accountant, Pendan): That is principally because we have a state-owned railway system. Network Rail is a Government entity and so most of the funding, through a policy choice, is coming through the national debt borrowing mechanism. In fact, a lot of the private funding that was raised when it was previously Railtrack has been refinanced through public debt. That is the principal reason.

Another reason is that most of the suburban and subway-type systems are state-owned or local government-controlled in this country. Again, that is funded. Most of the debt that is raised by TfL and so on is funded through the Public Works Loan Board (PWLB) or other public funding and so it is ultimately funded through the Debt Management Office (DMO) of the Treasury.

Simon Kilonback (Chief Finance Officer, Transport for London): Chairman, may I just make a factual response to that? One third of TfL's debt is raised through the PWLB. Two thirds of TfL's debt has been raised either in the bond markets or from the European Investment Bank (EIB) or other loan bodies around the world. You are right that that is all funded eventually by farepayers or taxpayers but the sources for TfL in particular -- and also, I am sure Luke will say -- have been largely funded in the public markets because it was determined that having a rating and lenders that are not the public sector brings a bit of discipline about the

affordability of debt and the appropriateness of debt. That has been a function of what we have been doing over the last few years.

Martin Wheatcroft (Fiscal Accountant, Pendan): Yes, you are right.

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): To answer that, Chairman, for the GLA Group, borrowing and capital expenditure are hugely significant issues and pose some of the greatest risks that we face as a group. It is very important to distinguish between the concepts of funding and financing in a situation like this. The PWLB or the bonds that Simon has mentioned that both TfL and we have issued are financing mechanisms. Those are tools to generate cash today to incur the expenditure.

The funding is where the consequences really lie. How do we actually pay for that? How do we pay the interest on that? How do we pay it back over time? That is where there is a very complex picture within the Group. We have mentioned fare revenues as one source. In the GLA's case we do not have an operating business *per se*; it is TfL that will operate that asset. When we are engaging in borrowing, the income stream that we are relying on is often direct taxation of some form. In the case of Crossrail, it is the GLA's ability to levy the business rate supplement (BRS) that enables us to undertake that borrowing. In the case of the Northern line extension (NLE), which is our other major borrowing concentration at the moment, it is the Enterprise Zone and the access to business rates and various development tariffs that that gives us. It is very important to not muddle the two concepts.

Gareth Bacon AM (Chairman): Sure. Coming back to you, Simon, when TfL is assessing various capital projects, what is the internal process for deciding whether you will fund that project by borrowing or not?

Simon Kilonback (Chief Finance Officer, Transport for London): As I said, we are quite clear on the types of assets that are suitable to be funded by borrowing and the types of assets that need to be funded through other means. We know, for example, that we have a requirement as at today, when we have awarded the procurement of new rolling stock for the Docklands Light Railway (DLR) to replace the existing trains. That is likely to be something that will need to be financed because it has a high upfront cost that we incur over the next four to five years but a useful life of 30 to 40 years. We look at these sorts of assets in our business planning as the ones for which borrowing or finance leases or another financing mechanism will be the appropriate way to finance them; whereas large elements of our investment programme, as we have talked about, generate wider benefits that are captured through other taxation funding streams but not through fares revenue or not through the business rate mechanism that flows through the GLA to TfL.

Jennette Arnold OBE AM: Yes. Going back to Simon, I wanted to just pick up something you said. You said you broke down the source and one third was from the Government and two thirds were from other sources. You made reference to the EIB. Would there be constraints or caveats over funding like that that would say it would always have to go to the infrastructure that has revenue rather than to the other type of funding that you have? You talked about the other, if you like, not soft work but the road usage and what-have-you. Just give me an idea, or are you just free? Do you just lump them together and it really does not matter where the source of the funding comes from?

Simon Kilonback (Chief Finance Officer, Transport for London): In the round, in our treasury management - and I am sure that Luke will say the same - having the flexibility to use the financing tools and linking them to projects but not directly hypothecating revenue and financing streams is important when you have scarce resources and you have to have some flexibility. However, in practice with, for example, the

Export Development Canada loans that have supported specific projects such as the last set of rolling stock procured from Bombardier, and the EIB, which tends to lend on specific projects and has lent for --

Jennette Arnold OBE AM: Yes, I thought they did. I was just wanting you to confirm that.

Simon Kilonback (Chief Finance Officer, Transport for London): Yes. They lend for the Crossrail project. They lend to the London Overground project. They lend for parts of the DLR project. The loans are there to pay for those assets and we have to demonstrate that we deliver those assets as a result of the loans from those counterparties.

Jennette Arnold OBE AM: Do you give yourself the flexibility or is the flexibility given to you by statute?

Simon Kilonback (Chief Finance Officer, Transport for London): Sorry, which flexibility?

Jennette Arnold OBE AM: To use your pot as you want or because of political determination.

Simon Kilonback (Chief Finance Officer, Transport for London): There is a statutory element to it in that for all local government bodies, all loans must rank equally and without priority and, therefore, all lenders must have access to the same funding streams as each other. That is an important statutory requirement.

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): The borrowing powers are very wide. We can borrow from whatever source is most prudent and suitable at the time.

Coming back to your point about whether we mix it, we do have a statutory obligation as part of the guidance that flows from the Local Government Act 2003 to look at our debt position in the round relative to all of our income streams so that we can take a prudent view across the whole organisation. Yes, we manage things on a project-by-project basis - that is inevitable given the nature of the projects that we are looking at - but we do take that overview as well to make sure that the overall position remains prudent.

Jennette Arnold OBE AM: You are saying it is enabling?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): Yes. This is one of the areas of local government finance that is very well regulated and the statute is in fact very helpful here.

Jennette Arnold OBE AM: Thank you.

Len Duvall AM (Deputy Chair): In terms of your borrowing and planning and assumptions and all those issues, does the relationship around Government funding settlements make it harder to plan for and access future borrowing? Is there a cause-and-effect or a link in terms of levels of borrowing and issues like that? Can you just explain that to me in baby language?

Simon Kilonback (Chief Finance Officer, Transport for London): Certainly. TfL is relatively unique amongst public bodies in that we have historically had funding settlements that specify an amount of grant and an amount of borrowing and that we are not allowed to increase our borrowing above those amounts agreed with the Treasury without the Treasury's approval. They typically have been linked to the period of the Spending Review settlement - whether a two, three or five-year period, for example - and there has not been a lot of flexibility to move the debt for the optimal financial reasons around within that period.

If you compare that to Network Rail in the days before Network Rail was directly funded by the Department for Transport (DfT), Network Rail used to borrow for its whole regulatory settlement period and would have a total amount of debt that it was allowed to borrow in order to discharge its investment programmes but it was up to Network Rail to manage across that period of time flexibly and prudently how and when to borrow to secure best value or also to deliver the projects.

Until the 2017 Spending Review, we could not even move money between years, but in the 2017 Spending Review we secured some flexibility not to bring forward but to defer borrowing to when it was absolutely needed. The difficulty is five years ahead of time, for example, predicting in exactly which year we will need to raise the money. That has been what has led to the cash balances building up over time because we knew we needed the money to deliver the project but the delivery of the project would change as we tried to pursue the most efficient way of delivering the project. In the last couple of years, we have deferred about £300 million of borrowing from one year to the next and then raised it in the year in which the expenditure was incurred.

We do find ourselves constricted in two ways: one, by the Treasury limits and framework about what we can borrow and when – and historically that has been the thing that has constricted our borrowing – and, two, in more recent times with our well-known financial challenges the affordability of that debt has become the limiting factor about how much we can plan to borrow over the time and in the future.

Len Duvall AM (Deputy Chair): Is that the same for the rest of the GLA Group or is the relationship slightly different?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): No, it is different. As Simon says, TfL is the only part of the Group where the Government has attempted to impose a level of borrowing control. For the rest of us, it is the standard statutory position for local government where there is a duty to determine the amount you can borrow and then exercise that in a prudent fashion. The flexibility is useful for us but your initial point about the impact of settlements and so on means that any uncertainty is something that we have to factor into our assumptions about what we can sustain and afford. That is why the GLA's main risk exposures from borrowing are all tied to revenue streams that we have a very high degree of confidence in, namely the BRS, which has its own statutory underpin and is not something that we would expect to be tinkered with, and likewise the Enterprise Zone deal that we have entered into to secure revenues for the NLE. Uncertainty does make it difficult to forecast.

Len Duvall AM (Deputy Chair): In terms of the policy of the national Government, regardless of whoever is in power, there is always going to be tinkering in some ways but, Simon, your argument is that you want to be treated equally, the same as others?

Simon Kilonback (Chief Finance Officer, Transport for London): Yes.

Len Duvall AM (Deputy Chair): Should that be a bigger ask? I am not saying that it is just amongst you accountants having this debate in the Government or between civil servants and officials, but should that not be one of our bigger asks in the spending rounds in the future? Money is not going to increase and, even if it was, it is going to mainly be directed to certain priorities. Should that flexibility you are asking for be, in your mind, elevated to a much higher ask than when we go in to ask for Crossrail 2 or any other transport infrastructure and that, actually, no, we need to get the basic rules right before we go into how we fund it and that needs to be elevated much higher by the politicians in their discussions and asks of the Government?

Simon Kilonback (Chief Finance Officer, Transport for London): It certainly is part of the ask and the discussion this time around and it was last time around as well when we sought a number of wider flexibilities. For example, TfL has the ability to use hedging to manage currency risk and other types of risk, but we are not allowed to borrow in any currency other than sterling. There are times in which it would be cheaper for us to borrow in United States dollars, for example, and swap that back into sterling. We have made the case repeatedly that we have both the statutory ability and also the in-house technical expertise to be able to do that. Again, constraining the borrowing to sterling only, particularly in times when demand from investors for sterling-denominated debt might become more constrained for the United Kingdom (UK) as a whole, some of these flexibilities absolutely would be very helpful things to have.

Len Duvall AM (Deputy Chair): Of course these people that we are dealing with, we assume, do not get out of bed to make life tougher for you in terms of work and so there must be a counterargument for why they have put some of those constraints on you in terms of the ability to do it. Just tell me very quickly because we need to move on. What would be their arguments for why we should not allow you to have that flexibility? I can see the issue about working in other currencies, particularly if you are purchasing infrastructure and might want to purchase in another country abroad.

Simon Kilonback (Chief Finance Officer, Transport for London): The argument on currency would be that the UK Treasury through the Finance Ministry has spent a number of years making sure that almost all of its debt is denominated in the currency that it is responsible for. You can understand the argument for that, but the UK DMO does issue an element of currency debt for reserves purposes. If you think about TfL's debt in the round, it would be a rounding error, really. I know that £500 million to £1 billion a year is a lot of money and it is a lot of debt, but in terms of the quantum of debt raised by the DMO every year, it is not really going to feature as a material increment on that from a risk perspective.

From a control perspective, it has very much been the case - with London leading the way in terms of devolution over the last few years - that having the Treasury wanting to know where the money is going to be spent and what it is being spent on in its overriding desire to have certainty about the profile of debt and what it is being spent on. Again, as a CFO I could understand that, but at the same time, when we are being rightly charged with demonstrating that we can be more efficient, in some ways having a bit more flexibility would give us more ability to find opportunities to deliver things more efficiently.

Len Duvall AM (Deputy Chair): Your argument would be that it is about efficiency in planning and efficiency in flexibility and thought that you can deliver. Are there other checks and balances you can offer up to say, "Look, these are the wrong sorts of checks and balances. If you are worried about us in any way, there are other checks and balances that you might want to consider but not these ones because these are working against your interests as well as our interests in terms of delivery issues?" What would be those checks and balances that you would offer up in a different way so that I can keep my foot on the back of you and make sure you are delivering in the right way?

Simon Kilonback (Chief Finance Officer, Transport for London): Continuing to agree what transport infrastructure is. The elements that are in the national interest and therefore would be funded from debt, for example, which does contribute towards public sector net debt, is an important part of the discussion. We have a shared understanding with the DfT. We meet regularly and we know what they are and discuss and debate what they are.

Even if you took away the current constraints around the funding settlement, we would still have exactly the same constraints and framework as the rest of the local government sector and so we would still be required to set an authorised legal limit for our debt. We would still be required to demonstrate that that was prudent and

affordable. In addition, we have for many years agreed with the Government that having a credit rating and having debt that is, in part, raised in the public markets as well as directly through the DMO does indeed impose that discipline and imposes it through a third party in the form of the credit rating agencies and the lenders.

We believe we have demonstrated all of those things, but there is an element here about being the most devolved part of the local government area that leads to a desire to have a few more checks and balances.

Jennette Arnold OBE AM: Chairman, just a quick question, if I might. You talked about devolution and we are talking about regulations that are around still, this old structure regarding the relationship between local government, the Government and the iron hand of the Treasury in between.

Do you get a sense that there are people now at the Treasury who have insight into the move towards greater devolution and are thinking that there needs to be now perhaps another look at allowing specific flexibilities as required by each region?

Simon Kilonback (Chief Finance Officer, Transport for London): I might perhaps defer to Luke, who probably has more direct discussions with the Ministry of Housing, Communities and Local Government (MHCLG) around devolution. We tend to focus on the transport infrastructure discussions.

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): Our statutory freedoms do come from MHCLG, as Simon acknowledges. The idea of self-regulation within a robust prudential framework is something that is well understood and supported by policymakers, but the tension balancing that is the fact that London's expenditures are so significant at a national level and there is a political sensitivity around London being seen to receive special treatment. That sometimes does lead to other parts of the Government - potentially the Treasury - taking very keen interest and often seeking to insert a level of conditionality into settlements and exercise some level of oversight and control through other means. There is a plurality of views, I would say, in central Government on this.

Jennette Arnold OBE AM: You do not know whether or not there would be any changes made if, say, a Government went gung-ho and gave new energy to the Northern Powerhouse or to wider devolution?

Simon Kilonback (Chief Finance Officer, Transport for London): The powers that Transport for the North, for example, are seeking mirror the powers that the GLA and TfL already have. Most of the discussion is about the regions being able to do the same things that London and TfL have been able to do for a number of years rather than significantly moving to a completely different place.

What seems to be emerging from a number of the reviews into how infrastructure should be paid for, the Williams Rail Review and some of the other reviews that are going on, is that having that greater ability at a more local level to make the decisions that balance where investment goes and how it is paid for is the right way forward, but clearly there are both constrained resources for the Government as a whole, which I understand, and also a political element at the moment as well, which we are all well aware of, in terms of seeking to, as Luke has said, demonstrate that other parts of the UK are also benefiting from investment. We have seen that with a number of London projects that have to move forward in 'lockstep' with the North. That has been the language that has been used. We should be getting investment at the same time as these sorts of constraints.

Jennette Arnold OBE AM: Thank you. That is very interesting.

Gareth Bacon AM (Chairman): The final scene-setting question is aimed at you, Simon and Luke. If you had not been able to borrow, what major projects would not have happened? Let us start with you, Simon.

Simon Kilonback (Chief Finance Officer, Transport for London): For both Luke and I Crossrail 1 would not have happened had London not been able to borrow. For TfL specifically, the upgrade and modernisation of the Circle, District, Hammersmith & City and Metropolitan lines, and the Victoria Line and the London Overground would not have been able to happen. The major rail improvements we have seen over the course of the last 18 years would not have been able to happen had we had to save up and pay for them as we went. Indeed, some of that investment, as you know, is catching up on years of underinvestment before the formation of the GLA.

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): The two projects that we substantively borrowed for are Crossrail and the NLE. As Simon says, neither of those would be remotely feasible on an idea of saving up first. Not only would that take a very long time, but the costs associated with delivering those projects increase by far more than inflation as a result of general structural complexity within London. Borrowing is the only possible solution for things of that nature, in my view.

Gareth Bacon AM (Chairman): Have we had any borrowing-funded projects over the lifetime of the GLA that have struggled to realise sufficient financial benefits to cover the funding costs?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): For the GLA itself, no. Crossrail was the first borrowing undertaken by the GLA. It was debt-free before that time.

Gareth Bacon AM (Chairman): TfL's debt, Simon, has been going up consistently since 2005/06, has it not? How do you ensure the outstanding debt relates to the assets that are still in use?

Simon Kilonback (Chief Finance Officer, Transport for London): The debt has gone up in a planned way. That is important to say to start off with. The debt has not been rising as a result of the operating position and choices made over the level of subsidy. The debt has been rising to fund the capital programme and has been deliberately targeted at those things that I have already mentioned – Crossrail, the first tranche of the Tube upgrades, London Overground, etc – and has been raised to do only those things.

In terms of going forward, our current business plan shows us continuing to borrow to complete those investments over the next two or three years but then not borrowing beyond that period of time unless and until either TfL can generate enough surpluses to support some further borrowing or there is more devolution of funding or there is another funding stream that could continue to support those sources of funding going forward.

Gareth Bacon AM (Chairman): We have reached peak borrowing? Can I put it that way?

Simon Kilonback (Chief Finance Officer, Transport for London): We are reaching peak borrowing based upon our current levels of income, yes.

Gareth Bacon AM (Chairman): And current level of debt?

Simon Kilonback (Chief Finance Officer, Transport for London): And current level of debt, yes.

Gareth Bacon AM (Chairman): The debt, as you say – and I accept your point – was planned to rise in the way that it has, but what about the debt profile? How are you planning for it to come down? As you say,

unless the debt ceiling is increased, unless the limit is allowed to increase, there is no more room for manoeuvre unless you pay some of it off.

Simon Kilonback (Chief Finance Officer, Transport for London): We have, it is important to say, planned to reach a level of debt that pays for Crossrail 1 and pays for that first series of Tube and rail upgrades. Then there is an amortisation profile for that debt to pay it off to create further capacity in the future to borrow more for more projects.

I will perhaps ask Emanuela to go into more detail but I will give you the overview. We have borrowed £11 billion to date and the further £2.5 billion we will be borrowing over the next few years, we have planned that so that we have a range of maturities in every year going right out to 50 years such that our weighted average maturity of debt is about 19 years. The reason we do that is to reflect the economic life of the type of assets that we are financing: rolling stock 30 to 40 years, stations 50 years plus, tunnels for Crossrail 100 years plus, but other assets need to be replaced within, say, a ten-year cycle. We have looked to and we have worked in the past with the UK DMO to think about appropriate average lifespans for debt and we aim at having at least an average lifespan of 15 years, but that allows us to pay off debt at the same time as raising new debt to finish the current projects that we are doing.

Gareth Bacon AM (Chairman): Is it possible to plot that? Do you have that available if I wanted to look at your debt profile over a ten-year period, a forecast?

Simon Kilonback (Chief Finance Officer, Transport for London): We can provide that to you, Chairman.

Gareth Bacon AM (Chairman): You can? Perhaps we can sweep that up in the letter. It is quite interesting to see how you are playing this going forward because you are now very constrained. When Crossrail was delayed, we know that famously the loan had to go to the GLA rather than to you because you could not take any more and then it had to grant fund you. That is right, is it not?

Simon Kilonback (Chief Finance Officer, Transport for London): Yes. Just to clarify, in the first instance to have the first slug of the cost overrun covered by a grant from the GLA, which the GLA is borrowing against the Mayoral Community Infrastructure Levy (MCIL) revenues, was very important in terms of both our affordability given the delays impacting our revenues and therefore the amount of debt that we can support and also to preserve some flexibility beyond the £750 million additional facility if it is required either for Crossrail or for other things.

Len Duvall AM (Deputy Chair): As I understood the question - maybe I have it wrong - and in terms of individual projects that we borrow against, there is a profile on performance and the nature of those projects. It does not really matter whether they are - it is hard to say in this case - poor performers or they are just the way the profile and the debt repayments come back. Does that revenue stream coming back to pay back the debt of borrowing really matter? You are collectively doing it as a TfL organisation and so the performance of one project versus another is neither here nor there. It just happens to be part of the borrowing and the debt repayments. Or do you do individual profiles of different schemes that you have borrowed for and their performance? Are we talking about the cable car [Emirates Air Line]?

Simon Kilonback (Chief Finance Officer, Transport for London): We have not borrowed for the cable car [Emirates Air Line].

Len Duvall AM (Deputy Chair): Was it the EIB? It was grant, was it not?

Emanuela Cernoia-Russo (Corporate Finance and Strategy Director, Transport for London): There was some grant funding from the European Union (EU) but not borrowing.

Len Duvall AM (Deputy Chair): In terms of some of the problems that you have had with revamping some of those Tube lines that you did and the stop-start nature of that, it must have had an impact on debt repayments. Is that the life of some of these projects? Crossrail was spectacular. I am not decrying it and the impact in terms of the debt, but is that not a life of borrowing against some of these transport projects and some of the problems that may arise as they come to fruition?

Simon Kilonback (Chief Finance Officer, Transport for London): We do look at it on a portfolio basis and so of course we understand for each of our capital projects and for each of our businesses, which have different characteristics. For example, the Underground is generating a direct operating surplus but we need it to continue to grow that operating surplus. Most of the borrowing has been raised for the Underground and so the Underground needs to effectively cover the interest costs of our borrowing and the repayment of that. It also needs to cover the renewal costs of replacing track and things like that as well, which we will come back to. The projects themselves all affect our financial position and so we look at them individually and in the aggregate, but, as Luke does for the GLA, we manage the debt on a portfolio basis in aggregate because there will be some projects that are performing very well and some projects, like Crossrail, that are requiring additional time and money to complete. We look at not just the individual impact of each of those things but the net impact as a whole as well.

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

Gareth Bacon AM (Chairman): That is quite all right. Have you had any assets that have been funded by borrowing that have had to be replaced before the financing has been raised sufficiently to pay off the original borrowing in the first place?

Simon Kilonback (Chief Finance Officer, Transport for London): Not so far. We are still in the process of completing each of those projects I have discussed. They are in the course of finishing construction and delivery into service. You would expect that the income that they help to generate over the next 30 to 40 years helps repay that debt. Given that both TfL and the GLA when we were created in 2000 did not have any debts on our balance sheets at all, we do not have any legacy of older projects that may have underperformed in the way in which you describe.

Gareth Bacon AM (Chairman): This links with the question that Assembly Member Duvall has just asked, but presumably you are tracking each of your assets where you are funding by borrowing against the level of financial returns?

Simon Kilonback (Chief Finance Officer, Transport for London): No, we track each of our assets and projects, absolutely, but we also track in aggregate because there are other factors that affect our affordability.

Gareth Bacon AM (Chairman): I am just wondering. Are there any assets that you are funding by borrowing that are not raising sufficient finance at the moment or their run rate is not looking good? Everything is OK on that? OK.

Sarah, can you talk me through the minimum revenue provisioning (MRP) process, please?

Sarah Bradley (Group Financial Controller, Transport for London): Yes. We are required to make provision for the repayment of debt. Currently, the vast majority of TfL's borrowings are passed down to its

subsidiaries. Very little is retained wholly within TfL. So that the borrowings are passed down to subsidiaries, the MRP is made through the depreciation charge on the assets that have been constructed. There is a charge of about £19 million per year on those assets, which are in the corporation and TfL itself and have been funded from borrowing.

Gareth Bacon AM (Chairman): Is that £19 million per year used to pay off the debt instantly or do you put it into reserves and save it for later?

Sarah Bradley (Group Financial Controller, Transport for London): It sits in reserves. It is part of the resources available to meet the repayments of the borrowings as and when they fall due.

Gareth Bacon AM (Chairman): How much is in reserves to cover that at the moment?

Sarah Bradley (Group Financial Controller, Transport for London): I cannot remember. It is three or four years' worth of MRP and so not an enormous amount.

Gareth Bacon AM (Chairman): £70 million or thereabouts?

Sarah Bradley (Group Financial Controller, Transport for London): Yes. We do not separately identify it in reserves.

Gareth Bacon AM (Chairman): Luke?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): Without delving too far into the arcana of local government accounting, MRP is a common source of confusion because it does, in effect, create a cash reserve but it is not appearing in reserves in the sense that if you look at the accounts and look at the reserve numbers you will see it. It is a cash phenomenon. As all local authorities have to, we need to set a balanced budget every year. The vast majority of our incoming resources come in as cash, as taxes, as fare income, as grants, cash resources matching the accounting number of income.

Because MRP is not a cash movement – like depreciation, it is a notional accounting charge – it counts towards the expenditure of our profit-and-loss account. If we have 100% of income coming in and let us say the MRP is 5% of the budget that year, we will have a budget that looks balanced but 5% of the total expenditure in cash will have just accumulated on the balance sheet. There is no transfer to reserves that you would see other than noting that the cash balance was higher. In due course that cash can be used to repay debt.

It is one of the features of local governance finance that can make accounts quite hard to understand.

Gareth Bacon AM (Chairman): There is not a movement into reserves, then?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): No, not in the sense of our normal reserve --

Gareth Bacon AM (Chairman): It is reflected on the balance sheet as cash but there is just an understanding that a certain level of that cash is set aside as the MRP?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): Yes. All things being equal, if there were no debtors and creditors and no other reasons for a mismatch of cash and

reserves, as a result of MRP you would see a cash balance that was higher than the reserve balance until the point it was used to repay the debt.

Gareth Bacon AM (Chairman): We are going to move on to talk about the affordability of borrowing. Assembly Member Duvall?

Len Duvall AM (Deputy Chair): In terms of the question, really, this is to all of you. I do not know who wants to begin. What are the key warning signs to look at that would indicate that an organisation is borrowing too much? Luke, shall we go to you?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): We have clear forecasts of our expected revenues such as the BRS or the Enterprise Zone income from the NLE, which we are counting on to fund our repayment of debt and interest. If the costs approach the level of expected income, then that starts to give us some early warning signs. The worst case would be if that was exceeded and, therefore, there was a risk that we were having to use other sources of funding.

This is something that we look at very closely, as I am sure my colleagues in TfL do as well, typically on a five-year forward horizon. It is very central to the ratings process and so, I guess, for the taxpayer and others seeking assurance over how we are managing this, the rating is a key indicator. Making sure that we have the right ratio of income to financing costs and that we are able to manage that stably are the things that we look at.

Len Duvall AM (Deputy Chair): The determinant for the GLA Group borrowing too much is a change in the ratings?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): That would certainly be an indicator. Hopefully, we would head off any problems well before that occurred.

Simon Kilonback (Chief Finance Officer, Transport for London): It is just important to note there that clearly both the GLA and TfL are linked to the Government rating and so a change in both of our ratings has occurred because of a change in the central Government rating. A key indicator would be whether the relationship between TfL and the GLA's ratings, being one notch down from the UK Government's, changed. If that gap changed, that would be an indicator of the debt becoming more challenging in the rating agencies' view.

Martin Wheatcroft (Fiscal Accountant, Pendan): The important thing to understand about borrowing is that you get the benefit of building your assets or whatever you are borrowing for, but the *quid pro quo* is that you are committing that your first priority - and the first thing that Simon and Luke have to do in the morning when they get into the office - is to pay the interest and pay that debt. It is now the primary thing. That squeezes your flexibility because you now have a fix. That is why borrowing is quite often referred to as gearing or leveraging. It benefits you in one way that allows you to do more, but the *quid pro quo* is that you have now earmarked a portion of the cash coming in now to service that debt both in terms of interest and in debt.

It is really when the proportion that you are having to commit and the need to set aside cash to meet debt repayments becomes unaffordable. That is the key question that that you are looking at. Looking at what happened with Crossrail, that was clearly the case with TfL where you conclude you could not take on the extra debt at the TfL level because it just was not affordable. That was an indicator that you had overreached your ability.

Len Duvall AM (Deputy Chair): That is one of the reasons why the GLA was created in the way it was, to help, and it worked on that occasion.

Let us go to TfL in terms of your position. How concerned should we be as a Sub-Committee that TfL's current liabilities are twice its current assets and to what extent has this resulted in the level of debt servicing required by TfL borrowing?

Simon Kilonback (Chief Finance Officer, Transport for London): Let me try to unpack that a bit if I can and then I will let Sarah come in and perhaps correct me if I go wrong on the technical balance sheet side.

We have gross assets of about £55 billion and debt of £11 billion rising to £13 billion. In terms of current assets and current liabilities, I would not be too concerned about that. We use for efficiency purposes a form of short-term borrowing called commercial paper. It is a market-based paper and it puts some discipline on us, but it is also a very flexible form of borrowing that we cannot get from the PWLB. We can borrow for a day, a week, a month or anything up to a year at a very reasonable cost and in fact we have competition from investors to have that paper. We have about £800 million of that in issuance at the moment, but over the course of the last couple of years, given interest rates are historically very low, we have every year been converting some of that short-term debt into longer-term debt.

In some businesses that would be an indicator of an issue, but because we have statutory access to the PWLB we do not have a refinancing issue. That has been an important understanding that the rating agencies have arrived at in terms of why our commercial paper programme is a valid thing for us to do as a local authority because we can refinance it without risk.

What I would point you to in terms of your question about the affordability is that we have started to publish in our quarterly financial report some metrics. We show that our financing costs as a percentage of our total income are about 7% of our total income. That is reasonable. Again, in terms of our rating agency metrics and methodology, that is well within the range that would keep us within our current credit rating.

That is something that we wish to do. We have committed at TfL Board level to try to maintain that single-notch difference between us and the Government. The reason that is important is not so much for our borrowing because we do have access to the PWLB but, because we have a £7 billion supply chain, its own cost of debt to some extent depends upon our rating and, similarly for our pension fund, it relies upon the strength of our covenants to underpin the pension fund. That 7% cost of financing relative to our income we now report on.

The other thing that is really important in this quite volatile period is that we have been focusing on maintaining and rebuilding our cash balances so that we have cash coverage for those interest and financing costs and also if there were to be a prolonged period of business interruption. Again, we have moved from historically having a minimum cash requirement in our policy of £250 million. As TfL has grown over the last 18 years, £250 million is now only about two weeks' worth of cash and so, clearly, it would not be very prudent to be operating on that basis. We have a minimum policy of having a month's worth of cash, which we have agreed with the rating agencies is suitable given again our access to the PWLB and other financing mechanisms. However, in fact, given that we are now rated against our transport peers around the world, we are aiming to hold something like two to three months of operating cash, which gives that liquidity around both our borrowing and also our businesses in challenging and uncertain times.

Len Duvall AM (Deputy Chair): On that uncertainty, the credit ratings work on not just you as an organisation but the environment that you are working within. With issues of the international markets, the international climate, Brexit and all those issues, what do you believe to be the risk in managing these issues in terms of your rating being downgraded because of some of those issues?

Simon Kilonback (Chief Finance Officer, Transport for London): We are on negative outlook from a couple of the rating agencies. That is not because of our own financial performance. That is because they have a negative outlook on the UK Government because of Brexit and the performance of the UK economy. Clearly, the main impact for us would be an increase in the price of borrowing rather than the availability of borrowing. One of the benefits we do have in the UK is a very strong investor base through the insurers and the pension funds. Pretty much all of the debt Luke or I would need to raise could be raised in the UK through institutions and through their own requirements if we needed to. However, as I said, the effect of a rating downgrade, particularly as you start to go below the AA level, is that it would start to impact potentially on the costs that our suppliers can leverage from their own financial institutions, which would be passed back to us as increased costs. That is probably our major risk.

Len Duvall AM (Deputy Chair): Thank you.

Gareth Bacon AM (Chairman): What about viability of interest rates? You mentioned that they have been historically low for what seems like forever now. Everyone keeps predicting that that is going to change. How exposed is TfL if they do start to rise?

Simon Kilonback (Chief Finance Officer, Transport for London): Our Board-approved policy is that we have a minimum of 75% of our debt at fixed rates of interest. We currently have something more like 97% of debt at fixed rates of interest. Given that the interest bill is about £475 million per year, having certainty of the cost of financing is more important than having some ability to benefit if rates go up or down by a little bit.

On our current debt, which, as I said, has an average maturity of 19 years, we do not have any interest rate risk at all. We have also pursued facilities with the EIB and Export Development Canada that have allowed us to forward fix debt over the years and so we have been able to mitigate some of the interest rate risk on tranches of debt in the future through those facilities. We are coming towards the end of those current facilities but we are working on trying to secure some more at the moment. We also have an interest rate hedging ability and it is a live discussion with our Board as to whether we ought to be thinking about hedging some of our future issuance over the next few years, again to protect ourselves against interest rate movements.

Gareth Bacon AM (Chairman): On average, when you do borrow, what are the borrowing terms? You said it is 19 years normally but - I am trying to phrase this in a way that is intelligible - all of your borrowing will not be taken out at the same time and, similarly, it all will not mature at the same time and so it will be staggered over time. Ordinarily when you are borrowing, over what period of time are you borrowing for?

Simon Kilonback (Chief Finance Officer, Transport for London): As I said, if I try to answer that, we try to make sure that we have staggered the maturity of our debts over a very long period of time so that we do not have any specific huge spikes of debt that need to be refinanced in any one year relative to the size of our organisation. In doing so, Emanuela and her team are mindful of making sure that as -- short-term debt tends to be the very cheapest at the moment and at some point in history long-term debt has been cheaper. We look to be efficient in how we borrow but we also try to make sure the average maturity of the portfolio reflects the average economic life of the assets that we are financing. We keep the costs, the maturity profile, the liquidity, the refinancing risk and all of those things in mind when working through an annual strategy with our Board about when we borrow, how we borrow and for what period.

Martin Wheatcroft (Fiscal Accountant, Pendan): If you were to borrow everything at current rates, you would be able to get a really great deal and save a lot of money compared with what TfL is currently paying because it is paying rates on debt that was taken out, for instance, before the financial crisis at much higher rates than current rates. However, doing that exposes you to huge swings as interest rates can change overnight. It is much more sensible to embed it in and, therefore, you follow a path where you are gradually refinancing your debt every year a little bit. If it is over 19 or 20 years, then 5% of your debt is being refinanced every year and at the moment, because we have very low interest rates and in fact they have been going down recently, you can gradually bring the average rate of your debt down each year. Then, when it starts to swing up, you gradually move back up but you do that over a 20-year period and so you are in a much more stable position.

Your big exposure is new debt. If you are doing a new big project - if you start on Crossrail 2 or 3 or 4 - and you decide to finance that through new debt and if interest rates go up, that changes the whole economics of future projects, but you have a much more stable position through this approach of your current debt.

Gareth Bacon AM (Chairman): Sure. That 5% figure that you just suggested as an example of how much you would refinance per year --

Martin Wheatcroft (Fiscal Accountant, Pendan): That was on the basis of 20 years on average, yes.

Gareth Bacon AM (Chairman): Is that about right for TfL?

Emanuela Cernoia-Russo (Corporate Finance and Strategy Director, Transport for London): No.

Simon Kilonback (Chief Finance Officer, Transport for London): Yes. We will share the profile with you and you can see it. For efficiency purposes we have at times issued debt in larger tranches of £400 million or £500 million because we have a best price to do that for a particular programme. In other deals we have used smaller tranches of £50 million to £100 million. We have tried to manage the repayment profile in every year over a very long period of time and so it is not quite 5% but --

Gareth Bacon AM (Chairman): It would be plus or minus a few percent each year.

Simon Kilonback (Chief Finance Officer, Transport for London): When we share it with you, you will see it is quite evenly spread with the largest hump, if you like, in that 20- to 25-year period.

Gareth Bacon AM (Chairman): Your approach to debt management is minimum risk, it is fair to say?

Simon Kilonback (Chief Finance Officer, Transport for London): Yes.

Gareth Bacon AM (Chairman): The scenario I am about to give you now probably could not happen because of Bank of England independence, but probably the biggest swing in interest rates that I saw in my lifetime was of course the Exchange Rate Mechanism debacle on Black Wednesday [16 September 1992]. It started at 6% on the day, went up to 15% and then dropped back down to 12% by the end or something like that, which led to the huge recession that followed and all the repossessions and everything else.

How protected would TfL be against a scenario like that happening? Let us say for the sake of argument that we leave the EU with no deal and the economy is on a precipice and the answer is that we are to play around

with interest rates. Would you be sheltered from that because it is all at fixed rates now and so little is having to be refinanced year on year?

Simon Kilonback (Chief Finance Officer, Transport for London): We would to a large extent because, as I said, 97% of the £11 billion is fixed and our intention is to continue fixing that debt. We do have the ability to hedge. Emanuela and her team speak to the banks and the economists on a regular basis. If there was a fear that future interest rates – and we look at forward interest rates – were to start to suggest there was a real risk of things spiking up or if the currencies and volatility indices suggested that would happen, then we would start to hedge our future debt programme. We of course always have a choice as well about not raising the debt. Some of the debt going forward would be for projects that we have not yet started. If all of a sudden interest rates were 15%, we might not do it.

Gareth Bacon AM (Chairman): We are going to talk about your current borrowing plans. Assembly Member Arnold is leading on that.

Jennette Arnold OBE AM: Yes, thank you. I have a number of questions for you. I have in front of me as a reference this chart. The source is the Mayor of London's Capital Spending Plan 2019/20.

My starter question is to Simon, Emanuela and Luke. What are the key deliverables from the borrowing in the four-year Capital Spending Plan to 2022/23?

Simon Kilonback (Chief Finance Officer, Transport for London): For TfL, it is to finish the projects we have been talking about so far today. It is to finish Crossrail. It is to finish the upgrades of what we call the subsurface railway between the Circle, District, Hammersmith & City and Metropolitan lines. It will be for the new rolling stock that we have ordered over the last few years. It will be finishing the delivery of the Bank Station upgrade and the Victoria Station upgrade. Our programme now is to finish the current series of upgrades and then we will start to think about how we finance the next series of upgrades as we go into the Spending Review process with the Government.

Jennette Arnold OBE AM: Luke?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): For the GLA, the substantive items are Crossrail and the NLE and so there are some remaining grants to be made as a result of that borrowing. Our deliverable is to support our colleagues in TfL in bringing those projects to their conclusion within the currently forecast cost envelope.

Jennette Arnold OBE AM: Thank you.

Gareth Bacon AM (Chairman): Just on that one, if I may, correct me if I am wrong but the only reason the GLA is borrowing on the NLE and on Crossrail is because of this situation with Crossrail's borrowing cap, is it not?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): It is also an issue of where the tax-raising powers lie. The GLA is the entity that is able to levy the business rates charges directly and therefore it makes sense for the borrowing to be as close to that revenue stream as possible.

Gareth Bacon AM (Chairman): Would it be the GLA that was borrowing if TfL's cap had not been reached? Would TfL had borrowed it otherwise?

Simon Kilonback (Chief Finance Officer, Transport for London): Over many years, myself, Luke and others have thought about, as Luke says, who best should bear the borrowing almost regardless. Put aside for a minute whether or not you are towards your maximum limit, but what is your ability to influence and manage that borrowing? TfL can manage our own generated revenues – fares and commercial income and other things – but the tax streams flow to the GLA. Therefore, the tax base borrowing, whether it is business rates or MCIL or other things, now we have started to move forward with the ability to borrow against MCIL, which has been a feature of the new Crossrail funding facility, should sit with the GLA.

Gareth Bacon AM (Chairman): Aside from the NLE and Crossrail, does the GLA have any other borrowing?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): It does have some legacy borrowing dating from the abolition of the London Development Agency and that was debt that at the time was incurred to purchase the [Queen Elizabeth] Olympic Park. Some of that is still on the balance sheet and the resources that will repay that over time will ultimately flow from capital receipts resulting from the [Queen Elizabeth] Olympic Park redevelopment.

Gareth Bacon AM (Chairman): Sorry to interrupt you.

Jennette Arnold OBE AM: No, that really fits in. We are on the same page. We are of one mind. We have sat on this Sub-Committee too long together. A very interesting Sub-Committee it is as well.

I was just going to go on and ask if we should be suspicious that after 18 consecutive years of borrowing, TfL now is saying that it has no plans to borrow in 2023/24 or is it the fact that the GLA will do the borrowing on TfL's behalf?

Simon Kilonback (Chief Finance Officer, Transport for London): I am not quite sure what you mean about being suspicious.

Jennette Arnold OBE AM: We are always suspicious of TfL full stop.

Simon Kilonback (Chief Finance Officer, Transport for London): I know. I do not know why. We are part of the GLA family after all.

Jennette Arnold OBE AM: Do not start me off. You did give money to a bridge that was not built. I will not go there.

Gareth Bacon AM (Chairman): We are not going to steer into that one.

Simon Kilonback (Chief Finance Officer, Transport for London): No, we can rehearse that one in another forum. For both TfL and the GLA, what is clear and the case we will continue to make is that London has far less devolution than any other major city anywhere else in the world and therefore London's ability to be held to funding and financing large proportions of its infrastructure investment is clearly contingent upon having the devolved financial ability to support that. If you were to look at Paris or New York, they have 50% and 80% devolution of their fiscal framework and that gives them a greater ability to be self-reliant. We have a very centrally led public finance philosophy in this country and that therefore means that, for example, the GLA capital strategy is reflected in things like the National Infrastructure Commission's (NIC) 1.2% of gross domestic product recommendation for fiscal spending. We work with the NIC and we work with other cities

and regions around the UK to make the case that all of us should have the ability to make more of our own decisions about what money we raise and how we spend it to deliver locally.

Jennette Arnold OBE AM: I totally agree with you. We see report after report pushing for those who are in power to think through fiscal devolution because other cities clearly show that it can work but we are held within this centralised bubble.

Gareth Bacon AM (Chairman): Luke wanted to add to what Simon just said.

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): If I may, also a piece of context that is very important to bear in mind is that we have in a sense punched above our weight over the last decade or so because, as Simon mentioned a while ago, both the GLA and TfL at the start of this journey were debt-free. What we have managed to do with the major projects that we have discussed recently is to effectively take almost all of the financial flexibility we have and convert that into the ability to invest now. To put that another way, we have maxed out our borrowing. That is a one-trick event. We cannot raise money on the scale that we have repeatedly without a much more fundamental devolution of revenues. When you look at these projects and when you look at some of the studies that have been done that look at the incremental tax benefit of these, a very small proportion of that is retained within London. The greatest benefits flow through corporation tax and income tax and are of course abstracted to the centre.

Jennette Arnold OBE AM: Shall I understand that to mean that a driver behind the current borrowing plans is about achieving an operating surplus post 2022/23?

Simon Kilonback (Chief Finance Officer, Transport for London): For TfL, yes. To turn that around slightly, the driver about moving from a deficit to a surplus is to create the capacity to continue to invest in the future and also to reflect the fact that if you continuously run deficits at some point you run out of cash.

Jennette Arnold OBE AM: Yes. That is understandable. It is a big figure to me but, Luke, the information I have here suggests that if the GLA Group and TfL within that were to continue with the annual financing cost and more borrowing, then by 2022/23 we would be in the region of over £1 billion in financing costs, which sounds big to me. Is that big?

Simon Kilonback (Chief Finance Officer, Transport for London): Not in the context of this. It is a huge amount of money, clearly --

Jennette Arnold OBE AM: It is frightening.

Simon Kilonback (Chief Finance Officer, Transport for London): -- but I will let Luke talk about the GLA because the circumstances are different for the GLA than for TfL. We have said the reason why we are not planning on continuing to borrow in the 2020s, unless and until we either secure more devolution or find another funding stream or create significantly greater services, is that we believe that that level of borrowing is affordable and we can afford to repay it, but in order to take on more borrowing we would have to have additional sources of income or funding to support that.

Jennette Arnold OBE AM: Thanks. I just have a question now and I suppose it is about your opinion. This question is about the Mayor of London's Capital Spending Plan 2019-20. It includes £18.6 billion of investment, of which only £4.7 billion is funded by borrowing. This is to all of you. I would welcome your thoughts as to how reasonable it is that the burden of current investment falls on current taxpayers when they may not benefit from the investment. Who wants to start with that?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): I can start off. That reflects the fact that a lot of the investment we are undertaking is potentially grant funded and so, from a whole-of-Government perspective, it may well be funded by borrowing. In fact, it probably is, but we are acting as agents of central Government in a number of ways. The most significant example is housing, of course. The Government through whatever means is raising that money and transferring it to us in order to deliver these outcomes.

The other thing that can again slightly muddle that picture is capital receipts. It may be the case. The Fire Brigade and the Police would be good examples of organisations using receipts heavily to finance capital expenditure. These are existing assets that are being sold, generating some money, and then that is being redeployed for new capex. That is not an immediate tax burden falling on taxpayers today. It is an accumulation of a longer-term approach.

Jennette Arnold OBE AM: All right. Anyone else?

Simon Kilonback (Chief Finance Officer, Transport for London): It also reflects that in TfL's capital strategy submission. One of our clear assumptions was that, because we do not have any certainty of how we will be funded beyond March 2021, we are not going to assume that we will do any more borrowing beyond that, which we have set out in our additional business plan. For public sector net debt, the Government ought to be agnostic about whether the funding is in grant form or borrowing form because they both equally contribute to public sector net debt. The most efficient thing actually for the UK as a whole would be for the DMO to borrow the money because it can borrow at the lowest cost. However, we recognise that borrowing where we can against fares revenues or other revenues demonstrates that we are taking some responsibility for the repayment of that debt.

It does look a bit odd because we have not flowed through, for example, in the 2025 onward element of the capital strategy an assumption about borrowing more money because we do not know how our funding will be split. What we have said is that there is an absolute requirement for funding. The split between grant and borrowing will need to be determined later. It is more likely that there will be further borrowing at a future point if there were a movement on devolution. Indeed, in the past, TfL has been able to borrow more against the total higher level of our grant income because we are able to borrow against the grant. There is a leveraged effect of having a grant and then borrowing against it.

Jennette Arnold OBE AM: In terms of your revenue, is there a cap on revenue, say, from the fares pot? Is there a figure that you cannot go beyond? The price of the ticket has to have some cap to it, does it not? That would cap that funding source for you.

Simon Kilonback (Chief Finance Officer, Transport for London): The main cap on the fares revenues is actually the capacity of the system to carry more people. A very large part of the investment that we are seeking to make over the next 20 years is to increase the capacity of the system. If we can increase the capacity of the system and attract more people to use it, then the increased ridership will have a bigger effect in terms of driving more income than the pricing policy. The pricing policy is quite complex because there is a large interplay with what people are willing to pay and whether they choose to travel. We have seen that over the last few years when for the first time ever, two years ago, we started to see a reduction in demand for the Tube because there was a point at which people were making choices not to travel for discretionary trips as part of their overall discretionary spending.

Jennette Arnold OBE AM: That is interesting. My last question is about this Silvertown Tunnel. This has been constructed using private sector borrowing. How confident are you that this will deliver value for money given that the Government abolished this type of arrangement in the 2018 Budget for new projects, claiming that they do not represent value for money?

Simon Kilonback (Chief Finance Officer, Transport for London): We have a long history with private finance initiatives (PFIs) and public-private partnerships (PPPs). PFIs and PPPs are not inherently bad. It is whether or not you apply them to the right types of projects. If you have been using them to pay for things because you cannot really afford them and you do not want them on your balance sheet, then that is one thing.

For TfL, the DLR is a great example of a piece of infrastructure that was delivered through a PFI and has been a significant success. One of the reasons why it was so successful is it was a new discrete piece of infrastructure that did not have an interplay with the existing network. You could let the private sector deliver it, run it, repay the debt and then hand it back to the public sector at the end of that period of time.

PFIs and PPPs have been less successful when the inherent rigidity of embedding the finance over 30 or 40 years has had a direct operational impact upon the transport services. Therefore, when one of the PPPs collapsed into administration and the other one was brought back in-house, one of the very large reasons for doing that was because things change, particularly operationally, and those sorts of contracts being embedded in a PFI or PPP structure are very difficult then for the public sector to manage.

On the Silvertown Tunnel, the reason why we chose to do this particular project at a time at which the Government announced that it was no longer going to be using PFI as a mechanism was that they specifically allowed devolved administrations to continue to do so if they satisfied themselves of the value for money. I was phoned on the day of the announcement by the Treasury to say that that means this type of project. TfL has a lot of experience over the years in building railways and commissioning railways. We have not built any road tunnels at any time probably in the last 50 or 100 years, whereas other people around the world build them regularly. The private sector is better placed to deliver Silvertown [Tunnel]. The fact that the design consent order requires a toll to be levied to manage the congestion in the area and to be a demand management tool in the area creates a revenue stream. We are not asking the private sector to take the revenue risk. TfL is retaining that. We are asking them to take the risk on building and delivering the project. There is no need for any scope change and so it is a relatively simple project. We are just in the process of awarding the contract. We have had a great competition and a lot of global interest and people who are vastly experienced in building road tunnels have been successful in winning this. The overall cost of finance embedded in this PFI reflects that and we think, given the requirements to do this and the constraints on TfL's balance sheet, this is one of the few occasions on which this type of financing mechanism makes sense.

Jennette Arnold OBE AM: Thank you.

Gareth Bacon AM (Chairman): Martin wanted to come in.

Jennette Arnold OBE AM: Yes, Martin?

Martin Wheatcroft (Fiscal Accountant, Pendan): Yes, very quickly just to say that PPPs have not been abolished by the Treasury. What they have done is they have announced the end of Private Finance 2 (PF2), which was the successor to PFI, which has basically not been successful. There were very few PF2 contracts awarded and so they have gone back to rethink.

Jennette Arnold OBE AM: Is that because people are struggling with bad PFIs?

Martin Wheatcroft (Fiscal Accountant, Pendan): As Simon said, PFIs are not inherently bad --

Jennette Arnold OBE AM: You have to have the appropriate project.

Martin Wheatcroft (Fiscal Accountant, Pendan): In fact, some of the initial ones were not necessarily very good models to follow, but over the period of PFI contracts a lot of them have been quite successful and a lot of things have been built that would not otherwise have been built. It is a very much a mix of things. There have been things that have gone wrong and have been unsuccessful, but there have been things that have gone right.

The point is that the attempts to try to achieve a model that both delivers what you might call protection for the taxpayer and for the consumer and also is sufficiently attractive to the private sector to finance is a challenging one. PF2 has proved not to be in that road. There have been some examples where things have been possible within the framework, but they basically have their thinking caps on about how to replace it. It is not that we will not see these things going forward in the future. We will see them in the future, probably, but there will be a new name and a new technical approach. Hopefully, we can retain the lessons from PFIs and what went wrong and what went right into the new model.

Jennette Arnold OBE AM: Thank you. I wish the Silvertown Tunnel project well. Back to you, Chairman.

Gareth Bacon AM (Chairman): We are into the final section, which is the scope of additional borrowing. I suppose the opening question would be: what are the ideal conditions required to support further borrowing? That again would be either you, Simon, or you, Luke.

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): Maybe our answer is simpler and so I will start with us. It is really the identification of new revenue streams to support any incremental proposed borrowing. As I mentioned earlier, based on the resources that we have available to us now, it is very challenging for us to contemplate further increases in existing debt without a detriment to our rating. The GLA potentially could borrow for other things in the future but it would need to be very comfortable that there is a discrete revenue stream coming with that that would support the repayment of debt in the long run.

Gareth Bacon AM (Chairman): Something like Crossrail 2, for example?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): Subject to suitable revenue streams, that could be something we would consider.

Simon Kilonback (Chief Finance Officer, Transport for London): Chairman, if I may, just to support Luke in this, the issue is identifying incremental funding. If we can identify and secure incremental funding, then we can use borrowing as a financing mechanism to deliver things earlier.

Gareth Bacon AM (Chairman): How likely do you think that is going to be in the coming few years?

Simon Kilonback (Chief Finance Officer, Transport for London): The Crossrail 2 team is submitting another strategic outline business case (SOBC) this summer which does identify a number of streams of additional income that could be used to finance London's share of that project. That will be submitted over the summer to both the DfT and TfL investment programme assurance processes. We will see where we get to.

We have demonstrated clearly in SOBCs that have not been approved as yet that the economic case is shared and accepted for Crossrail 2. The challenge has been increased over time about how much London should pay and when and the current SOBC will reflect those challenges and we will see where we get to.

Gareth Bacon AM (Chairman): Yes. That is a subject for a whole other meeting. I am just going to tease out a date. When are you expecting to know more about that? We have had this before --

Simon Kilonback (Chief Finance Officer, Transport for London): I know, yes. We are in the process of submitting a revised SOBC this summer [2019]. We are dependent upon the Government approving it and giving us an answer when it is ready to do so. Our shared intent with the DfT is to approve the SOBC and then to discuss with the Treasury in the Spending Review the funding of that project.

Gareth Bacon AM (Chairman): It is the mythical Spending Review that might happen at some point, maybe in the future, perhaps?

Simon Kilonback (Chief Finance Officer, Transport for London): Exactly.

Gareth Bacon AM (Chairman): All right. Luke, we [the London Assembly Budget and Performance Committee] met with the Old Oak and Park Royal Development Corporation yesterday to talk about its plans. It is planning on increasing land values by implementing capital infrastructure. Is there a case to make for borrowing to fund that capital infrastructure?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): The GLA would be comfortable taking some risk to support that endeavour. Whether that involved directly borrowing new money or whether it involved using some of the GLA's cash on the balance sheet to support it, which is a form of debt financing but with not quite the same introduction of risk to the GLA, it would be something that we would consider. However, we would have to be very comfortable with the business case and there would have to be an incremental benefit observable to support the repayment of any such commitment.

Gareth Bacon AM (Chairman): One of the problems they have is that they have been awarded a £250 million Housing Infrastructure Fund grant. They do not have the money. There has to be a way of satisfying various conditions but they said yesterday that they are going to be talking to the GLA about underwriting that. Where have the conversations got to on that?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): Certainly not to the point where I am able to confirm anything, but my team will be looking at the risks involved with any borrowing or borrowing-like solution.

Gareth Bacon AM (Chairman): One final question is to you again, Simon. One of the Mayor's pledges was to deliver 10,000 affordable housing units on the TfL estate and the delivery of that has been, to say the least, slow so far. Has TfL considered borrowing to deliver that rather than relying on private development?

Simon Kilonback (Chief Finance Officer, Transport for London): This is one of the frustrations that Assembly Member Duvall referred to earlier. We do not have the flexibility to do that currently. Within our agreed borrowing limits from the Government, there is no provision for us to borrow to deliver housing and it is one of the things that we will explore, but now we have a very clear strategy about what we are going to do. We have identified that we have sufficient asset that you would expect to be able to borrow against the value of those assets in order to do so. It is one of the things that we will be exploring with the Government. I know discussions have been taking place with Homes England and others who also see that, with greater flexibility to

finance housing given the estates that TfL has, we could be more ambitious about the delivery, but that does require the Government to allow us to borrow or to provide us the ability to use financing mechanisms to do that.

Gareth Bacon AM (Chairman): Tempting fate, that is another conversation that may happen as and when the Government is not focused solely on Brexit?

Simon Kilonback (Chief Finance Officer, Transport for London): Yes.

Gareth Bacon AM (Chairman): The final question is coming back to Crossrail. If Crossrail were to be delayed again – and nobody in this room hopes that it is but let us say it is – how sustainable would it be for the GLA to take on the borrowing to fund any shortfall?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): Based on our current view of the world, that would be very challenging. One of the things that we are very pleased with in terms of the settlement we arrived at with the Government for the incremental additional borrowing for Crossrail was the fact that we were able to secure a regulatory change that allows us to use the MCIL to support borrowing. It may be the case that if our current forecasts are exceeded as a result of that revenue stream being stronger than we currently expect, there may be some headroom there, but again the ability to borrow further from where we are today without detriment to our rating or financial stability very much depends on additional income being identified.

Gareth Bacon AM (Chairman): The short answer to that then is, “Not really”, is it not? It would not really be very sustainable at all?

Luke Webster (Group Treasury and Chief Investment Officer, Greater London Authority): Not without more money being identified. We have been very prudent with our MCIL forecasts and so I would say there is quite a high likelihood of some upside there, but additional borrowing from where we are today is not something that I would recommend today.

Gareth Bacon AM (Chairman): That is very clear. All right. In the absence of further questions, we have now reached the end.

Can I thank all of our guests for attending and for your answers, which were very informative? In particular, you, Luke, have stayed beyond the time. I was told that you needed to leave 45 minutes ago and so thank you for sticking around.

This page is intentionally left blank

Subject: Summary List of Actions

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 11 September 2019

This report will be considered in public

1. Summary

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

2. Recommendation

- 2.1 **That the Sub-Committee notes the completed and outstanding actions arising from a previous meeting of the Sub-Committee.**

Action arising from the meeting of 12 June 2019:

Agenda Item	Topic	Status	For action by
8	GLA Borrowing During the course of the discussion Members requested a copy of TfL's debt profile over a 20- to 25-year period.	Completed. Attached at Appendix 1.	

Actions arising from the meeting of 20 March 2019:

Agenda Item	Topic	Status	For action by
5	Road Maintenance During the course of the discussion Transport for London (TfL) undertook to provide the following information: <ul style="list-style-type: none"> The number of claims for damages to cars and vehicles received during the last four years; A list of road asset renewal work that would have been carried out but will no longer be done as a result of the two-year pause in proactive asset 	Completed. Attached at Appendix 2.	

Agenda Item	Topic	Status	For action by
	<p>renewals;</p> <ul style="list-style-type: none"> • The number of people killed and seriously injured over the last four years and what caused these incidents; • An asset-by-asset list of road renewals for the first 12 months and a higher-level list for the rest of the business plans; and • Further information on when road deterioration starts, when visual inspections are carried out and any other detail in relation to these processes. 		
11	<p>Any Other Business the Chairman Considers Urgent</p> <p>During the course of the discussion, the Divisional Finance and Procurement Director, Surface Transport, TfL, offered for TfL to provide a briefing to Assembly Members on the long-term brand partnership proposals with Tottenham Hotspur Football Club.</p>	Ongoing.	Divisional Finance and Procurement Director, Surface Transport, TfL.

List of appendices to this report:

Appendix 1 – Response from Chief Finance Officer, TfL, dated 24 June 2019

Appendix 2 – Response from Divisional Finance and Procurement Director, Surface Transport, TfL, dated 21 May 2019

Local Government (Access to Information) Act 1985

List of Background Papers: None.

Contact Officer:	Lauren Harvey, Committee Assistant
Telephone:	020 7983 4383
E-mail:	lauren.harvey@london.gov.uk



24 June 2019

Gareth Bacon AM
Chair, Budget Monitoring Sub Committee
City Hall
The Queen's Walk
London SE1 2AA

Transport for London

Palestra
197 Blackfriars Road
London SE1 8NJ
www.tfl.gov.uk

Dear Gareth

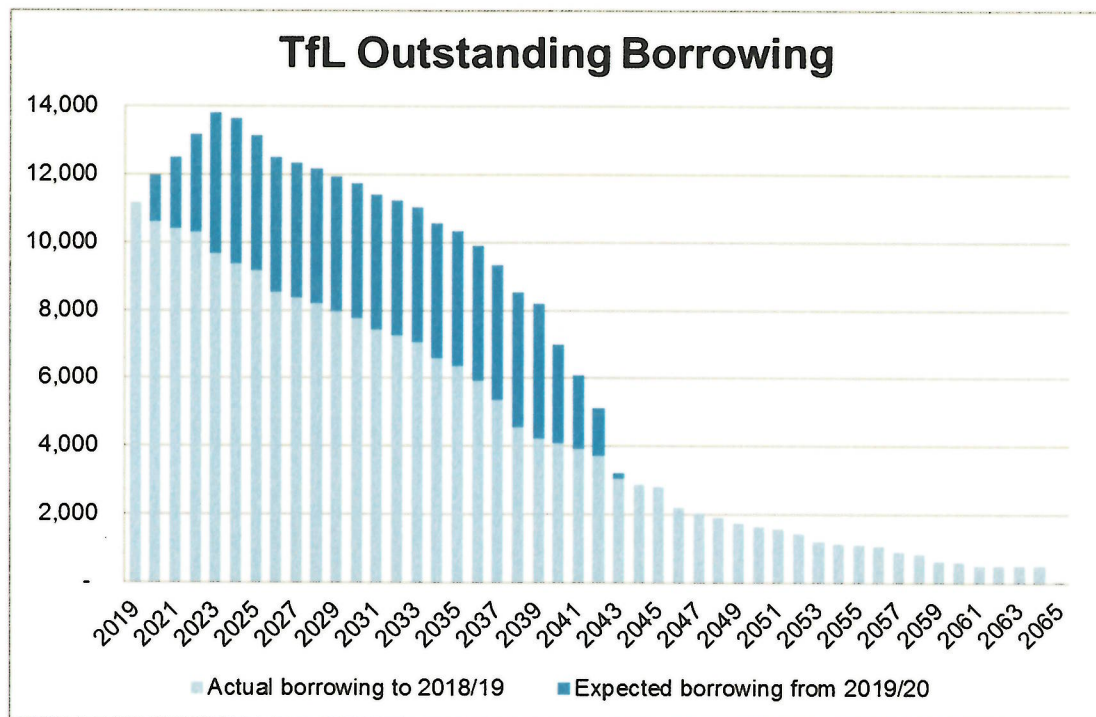
Thank you for your letter of 20 June following the meeting of the Budget Monitoring Sub-Committee on 12 June.

During the course of proceedings, I agreed to provide you with a profile of our borrowing. As you know, prudent borrowing is an important source of financing which supports our capital investment programme. Because transport infrastructure has high upfront costs, borrowing allows us to invest today in order to improve the network and spread the costs over time. We are committed to managing our borrowing in a manner that is both affordable and sustainable. We seek to borrow in a way which combines flexibility, security of access to funds, diversity of funding sources and value for money.

As at 31 March 2019, we had £11.2bn of outstanding borrowing (denoted by light blue bars in the below chart). Our December 2018 Business Plan assumes we will borrow an additional £2.4bn by 2022/23, in addition to refinancing all borrowing that matures during the business planning period (denoted by dark blue bars in the below chart). This new borrowing is assumed to be for 20 years.

Our debt maturities are spread out over almost 50 years, which reflects the range in economic life of our assets. We target a weighted average maturity of at least 15 years on our borrowing, with a current weighted average maturity of 19 years.

The chart below shows how the balance of our borrowing is expected to reduce over time, as we assume no refinancing of existing borrowing after 2023/24.



As you know, our borrowing limits are agreed both with the Mayor and with HM Treasury. We are committed to borrowing in a transparent way, routinely publishing our financing costs in our Quarterly Finance Reports which are available online.

I do hope this is helpful. As ever, do let me know if I can provide any further information.

Yours sincerely

Simon Kilonback
Chief Finance Officer



Gareth Bacon AM
Chair, London Assembly Budget Sub Monitoring Committee
The Queen's Walk
London
SE1 2AA

Transport for London
Surface Finance

Palestra
197 Blackfriars Road
London
SE1 8NJ

Phone 020 1234 5678
Fax 020 1234 5678
tfl.gov.uk

Tuesday 21 May 2019

Dear Gareth

Thank you again for inviting me to provide evidence to the Budget Monitoring Sub Committee to support your investigation into road maintenance practices.

As I explained at Committee, through good asset management practices we have been gradually improving the condition of all our road assets over the past decade. These good asset management practices mean that we have a very good understanding of our assets, their condition and behaviour. These robust practices, combined with our detailed understanding, have allowed us to adopt the approach that we have in the full knowledge that we will continue to provide a safe network. We continue to carry out safety-critical works, and do so on a daily basis. This includes inspections, testing, and winter-preparedness, as well as repairing defects such as potholes and traffic signal faults.

I am grateful to you for writing to seek further clarity on some of the issues we touched upon.

The number of claims for damages to cars and vehicles received during the last four years

	Cycle		Vehicle (other)	
	No. claims received	No. claims accepted	No. claims received	No. claims accepted
2015	47	14	307	117
2016	35	5	288	85
2017	52	13	290	55
2018	56	37	515	244

The increase in the number of claims received and accepted in 2018 relates to the bad weather at the end of February and the beginning of March (dubbed 'the Beast from the East').

A list of road asset renewal work that would have been carried out but will no longer be done as a result of the two year pause in proactive asset renewals and an asset by asset list for the first 12 months

Appendix 1 is a comprehensive list of projects deferred beyond 2018/19 and 2019/20. A number of these projects, as indicated in the third column, are programmed for 2019/20 in order to enable delivery in 2020/21.

The number of people killed and seriously injured over the last four years and what caused these incidents

It is the Mayor's Vision Zero ambition that no-one is killed or seriously injured on any part of London's transport network. This commitment formed a core part of the Mayor's Transport Strategy (MTS) published in March last year and we also published a Vision Zero action plan in July, setting out the policies and interventions that will lead us and the boroughs on the path to achieving this goal.

The MTS and Vision Zero action plan commit to eliminating deaths and serious injuries (KSIs) on the transport network by 2041, with the following interim targets:

- Short term: 65% reduction in KSIs by 2022 against the 2005-09 baseline
- Medium term: 70% reduction in KSIs by 2030 against the new 2010-14 baseline

Additional targets for bus casualty reductions:

- 70% reduction in KSIs in, or by, buses by 2022 against 2005-09 baseline
- Zero fatalities in, or by, buses by 2030

The police adopted new methods of classifying injury severity in 2015 (City of London Police) and 2016 (Metropolitan Police Service) and also introduced online self-reporting which has resulted in more injuries being reported overall.

Figures for 2018 show that the number of people killed in road traffic collisions fell to the lowest level on record, with 110 police reported fatalities during 2018 compared to 131 in 2017 (see table 1). The greatest reduction was amongst pedestrian fatalities, falling to 55 people and the lowest number on record. However cyclist fatalities increased from 10 to 12 people and to the highest level since 2014. Half of all cyclist fatalities occurred during May and June,

partly reflecting increases in cycling during the summer of 2018 which was one of the driest and warmest on record. Provisional analysis indicates that no fatalities involved poor road surface as a contributory factor in 2018.

The number of people killed or seriously injured in London fell by an estimated one percent in 2018, compared to 2017, to 3,860 people which is 40 percent down on the (2005-2009 average) baseline (see table 2). However the number of people killed or seriously injured during 2018, compared to 2017, increased amongst car occupants.

The number of people killed or seriously injured in or by a bus during 2018 fell by an estimated 5 percent compared to 2017, to 58 percent down on the baseline.

The most recent full year figures from the police show that out of 3,753 collisions that resulted in fatal or serious injury during 2017, a total of 9 of these collisions (0.2 percent) involved poor road surfaces (see table 3). All fatal and serious collisions involving poor road surfaces were to vulnerable road users (people walking, cycling or motorcycling) during 2017 (see table 4). Human error, in particular risky manoeuvres and speed, are the main factors associated with vehicles being involved in fatal and serious collisions with people walking, cycling or motorcycling.

Figures for 2018 are provisional and subject to change. Finalised collision figures for 2018 are scheduled to be published in summer 2019, in line with the DfT publication of the national collision dataset.

Table 1: Number of people killed between 2015 and 2018 in London (all roads)

Road user	2015	2016	2017	2018
Pedestrians	66	61	73	55
Pedal cyclists	9	8	10	12
Powered two-wheeler	36	33	31	22
Car occupants	20	10	14	16
Bus or coach occupants	1	1	2	1
Other vehicle occupants	4	3	1	4
Total	136	116	131	110

Table 2: Number of people killed or seriously injured by road user between 2015 and 2018 in London (all roads and provisional)

Road user	2015	2016	2017	2018
Pedestrians	1,296	1,285	1,412	1,259
Pedal cyclists	704	690	685	744
Powered two-wheeler	1,056	1,042	1,099	1,000
Car occupants	623	591	490	649
Bus or coach occupants	147	124	108	106
Other vehicle occupants	93	85	87	102
Total	3,920	3,818	3,881	3,860

Figures in italics are the back estimated figures for the number of serious, slight and all casualties, during 2015 and 2016, taking into account changes in the reporting of collisions by the police and the introduction of online collision self reporting. Back estimates contain a level of uncertainty and will be refined as more collision data collected using new reporting systems becomes available from the police. The shaded areas show the most recent provisional figures for 2018 available from the police which are subject to change and will be finalised in summer 2019 inline with the publication of the national dataset by the DfT.

Table 3: Number of collisions resulting in serious or slight injury and involving poor road surface between 2015 and 2018 in London (all roads and provisional)

Year	Serious	Slight	Sum
2008	2	21	23
2009	4	22	26
2010	5	27	32
2011	7	14	21
2012	9	15	24
2013	8	28	36
2014	6	28	34
2015	1	9	10
2016	3	23	26
2017	9	17	26
<i>2018 to end July provisional</i>	7	22	29

The shaded areas show the most recent provisional figures for 2018 available from the police which are subject to change and will be finalised in summer 2019 inline with the publication of the national dataset by the DfT.

Table 4: Number of collisions resulting in cyclists, pedestrians and motorcyclists being seriously or slightly injured involving poor road surface between 2015 and 2018 in London (all roads and provisional).

Year	Serious	Slight	Sum
2008	2	13	15
2009	3	17	20
2010	4	19	23
2011	7	13	20
2012	9	12	21
2013	5	22	27
2014	5	21	26
2015	1	5	6
2016	3	13	16
2017	9	11	20
<i>2018 to end July provisional</i>	6	12	18

The shaded areas show the most recent provisional figures for 2018 available from the police which are subject to change and will be finalised in summer 2019 inline with the publication of the national dataset by the DfT.

A higher-level list for the rest of the Business Plan

Appendix 2 sets out a higher-level list of asset renewal projects anticipated over the course of the rest of the Business Plan.

Further information on when road deterioration starts, when visual inspections are carried out and any other detail in relation to these processes

Deterioration of any asset is continuous and generally this is proportional to the level of use. However, we mitigate against this by continually monitoring asset condition and risks on our roads in order to ensure the safety of the travelling public. Our defect intervention standards have not changed and we continue to ensure our roads are safe through appropriate inspections and routine maintenance.

Inspections of the Transport for London Road Network (TLRN) are carried out for safety and skid resistance, and we conduct routine maintenance in accordance with defined defect intervention standards. The public can report

defects that emerge on the TLRN through our website, and we want to make it as easy as possible for people to report defects on London's roads so that we can improve our awareness of where these are a concern and inform our decisions.

Any defects on the TLRN identified as requiring emergency or urgent repairs will be either temporarily or permanently repaired within 24 hours, or made safe with 24 hours. Dependent upon the nature of the defect, non-urgent repairs are required to be permanently repaired within 7 calendar days or 28 calendar days.

Do let me know if you have any further questions or if you would like any additional information.

Yours sincerely

Patrick Doig

Divisional Finance and Procurement Director, Surface Transport

Email: patrick.doig@tfl.gov.uk

Direct line: 020 3054 0748

Surface Transport asset renewals two year pause: Deferred Projects**Notes:**

- 1) This is a list of the projects that have been deferred beyond 2018/19 and 2019/20 due to the two year pause to Surface Transport capital renewals
 2) Column C "2019/20 Programmed" indicate the projects which have been programmed for 2019/20 delivery or design in order to enable the 2020/21 delivery (Year with substantial increase in the budget)

Project Name	Type of Works	2019/20 Programmed
STIP2 A40 Westway Structures Refurb	Major Structure refurbishment	Yes
STIP2 Vauxhall	Major Structure refurbishment	Yes
STIP2 Rotherhithe	Major tunnel refurbishment	Yes
STIP2 Lambeth Bridge Refurbishment	Major Structure refurbishment	No
STIP2 Brent Cross	Major Structure refurbishment	No
STIP2 Blackwall Tunnel Southbound Refurb	Major tunnel refurbishment	No
Kingston Cromwell Road Bus Station	Bus station major works	Yes
A232 CROYDON FLYOVER	Structure refurbishment	Yes
ROWLEY LANE FLYOVER - STRUCTURE REFURBISHMENT SI	Structure refurbishment	No
WEST CROMWELL ROAD BRIDGE AND VIADUCT REFURBISHMENT	Structure refurbishment	Yes
A232 BARCLAY ROAD - FAIRFIELD BRIDGE - REFURBISHMENT	Structure refurbishment	No
BLACKWALL LANE VIADUCT AND WOOLWICH ROAD VIADUCT REFURBISHMENT	Structure refurbishment	No
BARKING RAIL VIADUCT NORTH AND SOUTH APPROACH (STRUCTURES)	Structure refurbishment	No
HACKNEY CUT BRIDGES (2NO)	Structure refurbishment	No
KEW CURVE BRIDGE	Structure refurbishment	No
DEVAS STREET JOINT AND BEARINGS MAINTENANCE	Structure refurbishment	No
A23 WADDON MARSH SB NB AND NB EXT	Structure refurbishment	No
CROMWELL ROAD RAILWAY BRIDGE - CONCRETE REPAIRS AND EXP JOINT REPLACEMENT	Structure refurbishment	No
A205 KEW BRIDGE ROAD RAILWAY AND CHISWICK HIGH ROAD RAILWAY BRIDGES REFURBISHMENT	Structure refurbishment	Yes
GRAND UNION CANAL BRIDGE (A4)	Structure refurbishment	No
A205 CATFORD BRIDGE	Structure refurbishment	No
A3 NEW MALDEN_ RAYNES PARK RAILWAY BRIDGE AND EMBANKMENT	Structure refurbishment	No
A217 HALES BRIDGE BELMONT RISE	Structure refurbishment	Yes
MANOR CIRCUS BRIDGE REFURBISHMENT	Structure refurbishment	Yes
A20 GRAY VIADUCT	Structure refurbishment	No
A40 PERIVALE UNDERPASS BRIDGE	Structure refurbishment	No
A406 COLNEY HATCH LANE PHASE 2	Structure refurbishment	No
A316 WHITTON HALT BRIDGE	Structure refurbishment	No

APPENDIX 1

EGAR BRIDGE (NOS) ROYAL DOCKS ROAD	Structure refurbishment	No
A3 BURLINGTON ROAD FLYOVER	Structure refurbishment	No
A102 OLD DOVER ROAD BRIDGE	Structure refurbishment	No
A2 BOURNE ROAD FLYOVER (ABUTMENTS)	Structure refurbishment	No
A406 HANGER LANE (BR) - ORIGINAL AND EXTENSION BRIDGES REMEDIAL WORKS	Structure refurbishment	Yes
A20 LEWISHAM HIGH STREET CULVERT NO4 REFURBISHMENT	Structure refurbishment	Yes
STREATHAM STATION VIADUCT REFURBISHMENT	Structure refurbishment	No
A41 EDGWARE WAY (OVER BRITISH RAIL) AND NORTHWAY CIRCUS BRIDGE	Structure refurbishment	No
A406 HANGER LANE BRIDGE EALING - HANGER LANE EALING LUL BRIDGES REFURBISHMENT	Structure refurbishment	No
SANDY LANE BRIDGE EXPANSION JOINTS	Structure refurbishment	No
A2 DANSON ROAD UNDERPASS EXP JOINTS	Structure refurbishment	No
DOG LANE ARCHES	Structure refurbishment	No
GREENFORD RNDBT FLYOVER BEARING MAINTENANCE	Structure refurbishment	No
A3 16-10 90 HOPE AND ANCHOR FLYOVER SPECIAL INSPECTION	Structure refurbishment	Yes
WESTWAY PTSI	Structure refurbishment	Yes
WESTWAY URGENT INTERVENTIONS	Structure refurbishment	Yes
A232-07-LA-B-D14 CROYDON FLYOVER SPECIAL INSPECTION	Structure refurbishment	Yes
THAMES BRIDGES NAVIGATION LIGHTS LONDONWIDE	Structure refurbishment	Yes
VAUXHALL BRIDGE (STABILISATION WORKS)	Structure refurbishment	Yes
WESTMINSTER BRIDGE ASSESSMENT	Structure refurbishment	Yes
A406_5_60 GRAND UNION CANAL AQUEDUCT - PTSI	Structure refurbishment	Yes
WEST CROMWELL ROAD BRIDGE AND VIADUCT REFURBISHMENT	Structure refurbishment	Yes
A406_11_1 SCI A406 FLYOVER W RAMP - PTSI	Structure refurbishment	Yes
A201_MJ_1 BRICKLAYERS ARMS FLYOVER - PTSI	Structure refurbishment	Yes
BLACKWALL TUNNEL STRUCTURES REFURBISHMENT	Structure refurbishment	Yes
GALLOWES CORNER FLYOVER	Structure refurbishment	Yes
A406 ANGEL ROAD VIADUCT WB WESTERN ABUTMENT - JOINT REPLACEMENT	Structure refurbishment	Yes
A406 ILFORD FLYOVER SB OFF SLIP - JOINT REPLACEMENT	Structure refurbishment	Yes
A406_17_00 FINCHLEY HIGH ROAD - PTSI	Structure refurbishment	Yes
A406_33_60_B WOODFORD VIADUCT N_BOUND - PTSI	Structure refurbishment	Yes
A406_33_60_A WOODFORD VIADUCT S_BOUND - PTSI	Structure refurbishment	Yes
A406_41_10 HIGHBRIDGE ROAD FOOTBRIDGE - PTSI	Structure refurbishment	Yes
A406_23_60 MILLFIELD WAY FOOTBRIDGE - PTSI	Structure refurbishment	Yes
A102_02_50 BLACKWALL LANE S_B ON-SLIP - PTSI	Structure refurbishment	Yes

APPENDIX 1

A406_11_9 SCI A406 FLYOVER E RAMP - PTSI	Structure refurbishment	Yes
MONTAGUE CLOSE VAULTS - PARAPET PERMANENT REPAIR	Structure refurbishment	Yes
A23 STREATHAM HILL STATION BRIDGE	Structure refurbishment	Yes
WALDEGRAVE ROAD BRIDGE (A406 HANGER LANE LTE) - STATUTORY INSULATION REMEDIAL WORKS	Structure refurbishment	Yes
A20 LEWISHAM HIGH STREET CULVERT NO4 REFURBISHMENT	Structure refurbishment	Yes
A41 BRENT CROSS STRUCTURES (STABILISATION WORKS)	Structure refurbishment	Yes
A12-12 50 PETTITS LANE FB SPECIAL INSPECTION	Structure refurbishment	Yes
MANOR CIRCUS BRIDGE REFURBISHMENT	Structure refurbishment	Yes
A205-00 60 KEW BRIDGE NORTH AND SOUTH APPROACH WATERPROOFING	Structure refurbishment	Yes
A217 HALES BRIDGE BELMONT RISE	Structure refurbishment	Yes
A406 RIVER RADING BRIDGE WIDENING D-S AND U-S	Structure refurbishment	Yes
FINCHLEY ROAD AND FROGNALL STATION BRIDGE	Structure refurbishment	Yes
A40-19 50-1 SOUTH GREENFORD HALT FOOTBRIDGE SPECIAL INSPECTION	Structure refurbishment	Yes
WESTWAY JOINT REPLACEMENT DEMAG AND COMB JOINTS	Structure refurbishment	Yes
A3 19 70 BUSHEY ROAD FLYOVER REFURBISHMENT	Structure refurbishment	Yes
PECKHAM BUS STATION UPGRADE	Bus station major works	Yes
EUSTON BUS STATION_(BUILDINGS)	Bus station major works	Yes
EDGWARE BUS STATION REDEVELOPMENT	Bus station major works	No
OAKWOOD BUS STATION (LIGHTING IMPROVEMENT)	Bus station major works	No
ELMERS END BUS STATION (CARRIAGEWAY)	Bus station major works	No
CLAPHAM JUNCTION ST JOHNS HILL BUILDING	Bus station major works	Yes
VICTORIA BUS STATION (SURFACING)	Bus station major works	Yes
LEYTONSTONE BUS STATION (CARRIAGEWAY)	Bus station major works	Yes
HAMMERSMITH BUS STATION (LOWER) CARRIAGEWAY WORKS	Bus station major works	Yes
WOODHOUSE ROAD BUS STAND	Bus station major works	Yes
CLAPHAM JUNCTION BUS STAND (GRANT ROAD)	Bus station major works	Yes
CRYSTAL PALACE BUS STATION RESURFACING	Bus station major works	Yes
HAINGATE BUS STAND, ILFORD SURFACING, LIGHTING AND DRAINAGE	Bus station major works	Yes
ALDgate BUS STATION UPGRADE	Bus station major works	Yes
EAST BECK TON BUS STATION	Bus station major works	Yes
STOKE NEWINGTON BUS STAND	Bus station major works	Yes
RUISLIP BUS STAND - CAPACITY UPGRADE	Bus station major works	Yes
SOUTHGATE BUS STATION UPGRADE	Bus station major works	Yes
EMBANKMENT PIER REPAIRS	River pier refurbishment	No

APPENDIX 1

PIERS SAFETY IMPROVEMENT WORKS	River pier refurbishment	Yes
BANKSIDE TICKET KIOSK REPLACEMENT	River pier refurbishment	Yes
REDPATH PUMP STATION REFURBISHMENT	Pumping station refurbishment	Yes
A406 HALL LANE - PUMP STATION REFURBISHMENT	Pumping station refurbishment	No
HARROW ROAD (PUMP HOUSE) REFURBISHMENT	Pumping station refurbishment	Yes
NORTHWAY CIRCUS NW SUBWAY PUMP STATION REFURBISHMENT	Pumping station refurbishment	No
BLACKFRIARS UNDERPASS PUMP STATION	Pumping station refurbishment	Yes
RIVER LEA PUMPING STATION PUMP STATION REFURBISHMENT	Pumping station refurbishment	Yes
POLISH WAR MEMORIAL (PUMP HOUSE) REFURBISHMENT	Pumping station refurbishment	No
BLACKFRIARS SUBWAY (INC WEST SUMP PIT) PUMP STATION REFURBISHMENT	Pumping station refurbishment	No
KENSINGTON ROAD PUMP STATION REFURBISHMENT	Pumping station refurbishment	No
HOBART ROAD SUBWAY PUMP STATION REFURBISHMENT	Pumping station refurbishment	No
CAMBRIDGE AVENUE PUMP STATION REFURBISHMENT	Pumping station refurbishment	No
PURLEY CROSS (SUBWAY) PUMP STATION REFURBISHMENT	Pumping station refurbishment	No
WILLOW TREE SUBWAY (FRIARS ROAD) PUMP STATION REFURBISHMENT	Pumping station refurbishment	No
FOREST VIEW (PUMP HOUSE) REFURBISHMENT	Pumping station refurbishment	No
BLACKWALL TUNNEL NORTHBOUND (BWTNB) - PUBLIC ADDRESS (PA) UPGRADE [BOSCH]	Tunnel system refurbishment	Yes
GEORGE GREEN TUNNEL (GGT) AUTOMATIC INCIDENT DETECTION (VAID, RADAR ETC) AND/OR LINEAR HEAT DETECTION	Tunnel system refurbishment	No
GREEN MAN TUNNEL (GMT) - AUTOMATIC INCIDENT DETECTION (VAID, RADAR ETC) AND/OR LINEAR HEAT DETECTION	Tunnel system refurbishment	No
BLACKWALL TUNNEL SB (BWTNB) - EAST INDIA DOCK (EID) PUMP RM - FIRE AND SAFETY SYSTEMS	Tunnel system refurbishment	No
UPPER THAMES ST TUNNEL (UTST) - ILLUMINATED WAY-FINDING SIGNS (CENTRAL WALL) (UTST)	Tunnel system refurbishment	No
MULTIPLE TUNNEL - RADIO-PA EQUIPT - HEALTH MONITORING MODERNISATION (BWT NB SB RHT LHL)	Tunnel system refurbishment	No
LTRACS CCTV REFRESH RENEWAL AND WIND-DOWN POLES	Tunnel system refurbishment	No
EASTWAY TUNNEL (EWT) - RENEW UPGRADE - PUMP CONTROL PANEL, GAS DETECTION AND WATER LEVEL DETECTION	Tunnel system refurbishment	No
LTRACS REPLACE 177 ROADSIDE PHONES	Tunnel system refurbishment	No
EASTWAY TUNNEL (EWT) - EARTHING PROTECTION SYSTEMS	Tunnel system refurbishment	No
BLACKWALL TUNNEL NORTHBOUND (BWTNB) - MOR DEVELOPMENT [HORUS]	Tunnel system refurbishment	No
FORE ST TUNNEL (FST) - HVAC, FIRE ALARM PANEL AND FIRE DETECTORS AND GAS SUPPRESSION SYSTEM	Tunnel system refurbishment	Yes
UPPER THAMES ST (UTST) FEEDER CABLES AND ASSOCIATED POWER CABLES	Tunnel system refurbishment	No
FORE STREET TUNNEL (FST) - POWER SUPPLY AND DISTRIBUTION SYSTEMS	Tunnel system refurbishment	No
BLACKWALL TUNNEL NORTHBOUND (BWTNB) - HVAC	Tunnel system refurbishment	No
EAST INDIA DOCK TUNNEL (EID) - ILLUMINATED WAY-FINDING SIGNS	Tunnel system refurbishment	No
A10 GREAT CAMBRIDGE RD - CARTERHATCH LANE TO M25	Vehicle Restraining system refurbishment/replacement	No
A40 WESTERN AVENUE VRS - GREENFORD ROUNDABOUT JUNCTION TO TARGET ROUNDABOUT JUNCTION	Vehicle Restraining system refurbishment/replacement	Yes

APPENDIX 1

A406 NEASDEN VRS - CHARTLEY AVE TO BRENTFIELD RD	Vehicle Restraining system refurbishment/replacement	No
N522 A1 BARNET BYPASS EMBANKMENT STABILISATION APEX TO STIRLING CORNER	Vehicle Restraining system refurbishment/replacement	No
A406 NCR - PINKHAM WAY UNDERPASS TO A1000 HIGH ROAD	Vehicle Restraining system refurbishment/replacement	No
A3 KINGSTON BYPASS (ROBINHOOD WAY TO A306 ROEHAMPTON LANE)	Vehicle Restraining system refurbishment/replacement	No
A1261 WEST INDIA DOCK ROAD TO A1203 LIMEHOUSE LINK ROAD	Vehicle Restraining system refurbishment/replacement	No
A3 TOLWORTH RISE VRS - VINCENT AVE TO HIGHFIELD RD	Vehicle Restraining system refurbishment/replacement	No
A312 THE PARKWAY - PUMP LANE TO M4 JUNCTION VRS REPLACEMENT	Vehicle Restraining system refurbishment/replacement	No
A20 SIDCUP BYPASS - ADJ TO THE AVENUE BEG OF CRITALL F O TO 150M EAST OF RUXLEY WOOD FOOTBRIDGE	Vehicle Restraining system refurbishment/replacement	No
A406 NORTH CIRCULAR ROAD (RRRAP @ ROBERTS ROAD)	Vehicle Restraining system refurbishment/replacement	No
A12 COLCHESTER ROAD - M25 TO GALLOWES CORNER VRS	Vehicle Restraining system refurbishment/replacement	No
A12 COLCHESTER ROAD - M25 TO GALLOWES CORNER PHASE 2	Vehicle Restraining system refurbishment/replacement	No
A406 NORTH CIRCULAR ROAD - WATERWORKS TO WOODFORD FLYOVER	Vehicle Restraining system refurbishment/replacement	No
A1 BARNET BYPASS - STIRLING CORNER TO APEX CORNER VRS REPLACEMENT	Vehicle Restraining system refurbishment/replacement	No
A2 EAST ROCHESTER WAY EB - REIFIELD RD TO DANSON INTERCHANGE VRS	Vehicle Restraining system refurbishment/replacement	No
A406 NCR - HANGER LANE TO A404 HARROW ROAD	Vehicle Restraining system refurbishment/replacement	No
A406 NORTH CIRCULAR ROAD - GREAT NORTH WAY JCT TO BRENT CROSS	Vehicle Restraining system refurbishment/replacement	No
A41 HENDON WAY SB OFF SLIP AND A406 NORTH CIRCULAR ROAD (STAPLES CORNER TO BRENT CROSS INTERCHANGE)	Vehicle Restraining system refurbishment/replacement	Yes
A12 BLACKWALL TUNNEL APPROACH (A102 WICK ROAD TO ST LEONARDS STREET)	Vehicle Restraining system refurbishment/replacement	No
A4 TALGARTH ROAD VRS - GLIBBON RD TO COLET GARDENS	Vehicle Restraining system refurbishment/replacement	No
A3 KINGSTON-BY-PASS VRS - BOROUGH BOUNDARY TO CHAFFINCH CLOSE	Vehicle Restraining system refurbishment/replacement	No
A41 FINCHLEY ROAD (SWISS COTTAGE TO FORTUNE GREEN)	Vehicle Restraining system refurbishment/replacement	No
A214 TRINITY ROAD (WINDMILL HILL TO A3 HUGUENOT PLACE)	Carriageway resurfacing	No
A102 BLACKWALL TUNNEL SOUTHERN APPROACH (WESTCOMBE HILL TO CHARLTON ROAD)	Carriageway resurfacing	No
A312 THE PARKWAY (PLUMP LANE TO NORTH HYDE ROAD)	Carriageway resurfacing	Yes
A10 GREAT CAMBRIDGE ROAD (TURKEY STREET TO CARTERHATCH LANE)	Carriageway resurfacing	Yes
A2, NEW CROSS ROAD (POMEROY STREET TO CLIFTON RISE)	Carriageway resurfacing	Yes
A20 SIDCUP BY PASS ROAD (SANDY LANE TO HA BOUNDARY)	Carriageway resurfacing	No
A10 STAMFORD HILL (RAVENSDALE RD TO HOMELEIGH RD)	Carriageway resurfacing	No
A2 DANSON INTERCHANGE ERW SOUTHBOUND	Carriageway resurfacing	No
A205 WELL HALL ROUNDABOUT TO SHOOTERS HILL JCT	Carriageway resurfacing	No
A4 GREAT WEST ROAD (SYON LANE TO WOOD LANE)	Carriageway resurfacing	No
A107 UPPER CLAPTON ROAD (JESSAM ROAD TO CLEVELEYS ROAD)	Carriageway resurfacing	No
A1400 CHARLIE BROWNS RDBT AND A406 SLIP RDS	Carriageway resurfacing	No
A1203 HIGHWAY (CANNON STREET RD TO WAPPING LN)	Carriageway resurfacing	Yes

APPENDIX 1

A127 ARTERIAL ROAD (SLIPWAY JUNCTION 29 M25)	Carriageway resurfacing	Yes
A501 MARYLEBONE ROAD (MARYLEBONE HIGH ST TO BAKER ST)	Carriageway resurfacing	No
A202 CAMBERWELL CHURCH ROAD (STATION ROAD TO VICARAGE GROVE)	Carriageway resurfacing	No
A205 TULSE HILL GYRATORY CWY	Carriageway resurfacing	No
A297 MORDEN HALL RD (A24 TO CENTRAL RD INCL RBT)	Carriageway resurfacing	Yes
A201 FARRINGDON RD TO FARRINGDON ST (MARGERY ST TO SAFFRON ST)	Carriageway resurfacing	No
A23 BRIXTON ROAD (ELECTRIC AVE TO RUSHCROFT RD)	Carriageway resurfacing	No
A40 CUMBERLAND GATE (SPEAKERS CORNER OFFSLIPS)	Carriageway resurfacing	No
A1 GREAT NORTH WAY SB (NO 145 TO MANOR HALL AVENUE)	Carriageway resurfacing	No
A3 TOLWORTH ROUNDABOUT	Carriageway resurfacing	Yes
A12 EASTERN AVENUE WB (REDBRIDGE ROUNDABOUT TO GEORGE GREEN TUNNEL)	Carriageway resurfacing	No
A1 GREAT NORTH WAY (PAGE STREET TO ASHLEY LANE)	Carriageway resurfacing	No
A12 EASTERN AVENUE (GALLOWES CORNER ROUNDABOUT)	Carriageway resurfacing	No
A107 - A104 LEA BRIDGE ROUNDABOUT	Carriageway resurfacing	No
A117 PIER ROAD ALBERT RD TO WOOLWICH FERRY	Carriageway resurfacing	No
A3214 BUCKINGHAM PALACE ROAD (ECCLESTON BDG TO VICTORIA ST)	Carriageway resurfacing	No
A312 THE PARKWAY WILLOW TREE RB SOUTHBOUND CARRIAGEWAY	Carriageway resurfacing	No
A40, WB (OLD OAK COMMONN LANE TO GIBBON RD)	Carriageway resurfacing	No
A41 EDGWARE WAY EB (MOWBRAY RD TO BROADFIELDS AVE)	Carriageway resurfacing	No
A12 EASTERN AVE (A406 TO BEEHIVE LANE)	Carriageway resurfacing	No
N522 A1 BARNET BYPASS EMBANKMENT STABILISATION APEX TO STIRLING CORNER	Carriageway resurfacing	No
A1 HOLLOWAY ROAD (MADRAS PL TO FURLONG RD)	Carriageway resurfacing	No
A24 TOOTING HIGH STREET (INT WITH A217 TO COVERTON RD)	Carriageway resurfacing	No
A232 CHEAM ROAD (GIBSON RD TO SHERWOOD PARK RD)	Carriageway resurfacing	No
A3 SHANNON CORNER (BURLINGTON ROAD)	Carriageway resurfacing	No
A24 MERANTUN ROAD (RBT WITH WATERMILL WAY)	Carriageway resurfacing	No
A312 THE CAUSEWAY (HERON WAY TO GREEN LANE)	Carriageway resurfacing	No
A406, TELFORD LANE (1 - 2 OF 3 APPROACH TO WILMER WAY JUNCTION)	Carriageway resurfacing	No
A214 TRINITY ROAD SB (OFF-SLIP TO EAST HILL)	Carriageway resurfacing	No
A3 KINGSTON BY PASS (RAYNARD CLOSE TO ARGENT COURT)	Carriageway resurfacing	No
A302 AND A3214 VICTORIA ONE WAY SYSTEM CW	Carriageway resurfacing	No
A217 ROUNDABOUT SMUGGLERS WAY TO MENDIP (FORMERLY KNOWN AS A217 RDT (OLD YORK RD TO TRINITY	Carriageway resurfacing	No
A10 STAMFORD HILL (LYNMOUTH ROAD TO GIBSON GARDENS)	Carriageway resurfacing	No
A205 WOOLWICH ROAD - ACADAMY RD - HA HA ROAD TO SHOOTERS HILL INCL JUNCTION	Carriageway resurfacing	Yes

APPENDIX 1

A3 KING WILLIAM STREET - LONDON BRIDGE N-S TO CANNON STREET	Carriageway resurfacing	No
A24 TRINITY ROAD NORTHBOUND- BURNTWOOD LANE TO ROUTH ROAD	Carriageway resurfacing	No
A21 BROMLEY ROAD JW CANADIAN AVE	Carriageway resurfacing	No
A1 Highbury Corner Carriageway Resurfacing	Carriageway resurfacing	No
A3220 WARWICK ROAD (WEST CROMWELL ROAD TO LILLE ROAD)	Carriageway resurfacing	No
A202 VAUXHALL BRIDGE	Carriageway resurfacing	No
A40 (TARGET ROUNDABOUT A312 CHURCH ROAD)	Carriageway resurfacing	No
A243 HOOK RD (A3 TO CECIL CLOSE)	Carriageway resurfacing	No
A23 BRIGHTON ROAD (FARTHING WAY TO HOLLYMEAD ROAD)	Carriageway resurfacing	No
A20 SIDCUP-BY-PASS ROAD (BETWEEN A224 AND A222 ROUNDABOUTS)	Carriageway resurfacing	No
A316 LOWER RICHMOND ROAD - LOWER MORTLAKE ROAD - MANOR CIRCUS RBT	Carriageway resurfacing	No
A205 KEW ROAD (KEW GREEN TO CAMBRIDGE ROAD)	Carriageway resurfacing	No
A3204 KENNINGTON LANE (DANTE ROAD TO WHITE HART STREET)	Carriageway resurfacing	No
A21 TWEEDY ROAD (MITCHELL WAY TO NO 83)	Carriageway resurfacing	No
A503 CAMDEN ROAD - (HOLLOWAY ROAD TO HILLMARTON ROAD)	Carriageway resurfacing	Yes
A23 PURLEY WAY (EUSTON RD TO BEDDINGTON FARM RD)	Carriageway resurfacing	No
A201 FARRINGTON STREET (FLEET STREET TO CHARTERHOUSE)	Carriageway resurfacing	No
A406 HANGER LANE (WOODVILLE GRD TO EALING VILLAGE)	Carriageway resurfacing	No
A24 PRIORY ROAD (CHRISTCHURCH ROAD TO COLLIER'S WOOD HIGH STREET)	Carriageway resurfacing	No
A41 HENDON WAY - L1 WB END OF SLIP TO SIDE RD - L1 EB START OF SLIP TO END OF GREEN	Carriageway resurfacing	No
A3 WANDSWORTH GYRATORY	Carriageway resurfacing	No
A10 GREAT CAMBRIDGE RD (HARRINGTON RD TO CHURCH)	Carriageway resurfacing	No
A503 CAMDEN ROAD (CAMDEN HIGH STREET TO MIDDLETON GREEN)	Carriageway resurfacing	No
A200 TOOLEY STREET AND JAMAICA ROAD - TOWER BRIDGE ROAD TO ROTHERHITHE TUNNEL	Carriageway resurfacing	No
A3212 CHELSEA EMBANKMENT (ROYAL HOSPITAL RD TO CHELSEA BRIDGE RD)	Carriageway resurfacing	No
A501 EUSTON ROAD (CHURCHWAY TO A5202)	Carriageway resurfacing	No
A205 UPPER RICHMOND ROAD WEST (PRIEST BDG TO RICHMOND PARK RD)	Carriageway resurfacing	No
A400 CAMDEN HIGH ST (PRATT ST TO COBDEN STATUE)	Carriageway resurfacing	No
A406 NORTH CIRCULAR (EAST OF M1 JUNCTION 1)	Carriageway resurfacing	No
A12 EASTERN AVENUE (MAWNEY ROAD JUNCTION)	Carriageway resurfacing	No
A406 NORTH CIRCULAR (COLNEY HATCH LANE JUNCTION NORTHSIDE)	Carriageway resurfacing	Yes
A21 BROMLEY ROAD (Lodge Cemetery to Brockman Rise)	Carriageway resurfacing	No
A3 WANDSWORTH HIGH ST, ARMOURY WAY, FAIRFIELD ST	Carriageway resurfacing	No
A22 GODSTONE ROAD (HAYES LANE TO BUSHEY CLOSE)	Carriageway resurfacing	No

APPENDIX 1

A232 CROYDON ROAD (PURLEY WAY TO PLOUGH LANE)	Carriageway resurfacing	No
A406 GUNNERSBURY AVENUE (GUNNERSBURY LANE TO LEOPOLD ROAD)	Carriageway resurfacing	No
A21 HASTINGS ROAD (LOWER GRAVEL ROAD TO CHURCH LANE)	Carriageway resurfacing	No
A202 VAUXHALL BRIDGE RD (VICTORIA ST TO ROCHESTER ROW)	Carriageway resurfacing	No
A23 PURLEY WAY (PAMPISFORD ROAD TO EDGEHILL ROAD)	Carriageway resurfacing	No
A201 FARRINGTON ROAD (MARGERY STREET TO CLERKENWELL ROAD)	Carriageway resurfacing	No
A21 BROMLEY RD (SOUTHEND RD TO DANEBY RD)	Carriageway resurfacing	No
A501 MARYLEBONE ROAD (UPPER HARLEY STREET TO A4201)	Carriageway resurfacing	No
A202 CAMBERWELL CHURCH STREET (A215 TO VICARAGE ROAD)	Carriageway resurfacing	No
A21 BROMLEY COMMON (JOHNSON RD TO GERON CT)	Carriageway resurfacing	No
A406 NORTH CIRCULAR (COLNEY HATCH LANE JUNCTION SOUTHSIDE)	Carriageway resurfacing	Yes
A217 OLDFIELDS ROAD (WILLOW WALK TO KIMPTON PARK WAY)	Carriageway resurfacing	No
A501 CITY RD (HALL ST TO WINDSOR TERRACE)	Carriageway resurfacing	No
A217 ST DUNSTONS HILL (LUMLEY LANE TO EWELL ROAD)	Carriageway resurfacing	No
A3 KINGSTON BY-PASS JW KINGSTON VALE	Carriageway resurfacing	No
A1400, RBT WB ON-SLIP, EB ON-SLIP	Carriageway resurfacing	No
A2 NEW CROSS RD (DEPTFORD HIGH ST TO AMESHAM VALE)	Carriageway resurfacing	No
A503 SEVEN SISTERS RD (EBURNE RD TO A103)	Carriageway resurfacing	No
A503 TOLLINGTON RD (PARKSIZE CRES TO HORNSEY RD)	Carriageway resurfacing	No
A205 STANSTED RD (BEECHFIELD RD TO CATFORD RD)	Carriageway resurfacing	No
A205 SOUTH CIRCULAR RD (CEDAR CL TO CROXTED RD)	Carriageway resurfacing	No
A302 GROSVENOR GARDENS (EBURY STREET TO HOBART PLACE)	Carriageway resurfacing	No
A3 KINGSTON BY-PASS NB (ELY CL TO BEVERLY WAY NORTH)	Carriageway resurfacing	No
A406, NORTH CIRCULAR RD EB JW TRINITY WAY	Carriageway resurfacing	No
A40 WESTERN AVENUE (A406 HANGER LANE TO CONNELL CRESCENT)	Carriageway resurfacing	No
A406 NORTH CIRCULAR ROAD (EDGE HILL AVENUE TO BEECHWOOD AVENUE)	Carriageway resurfacing	No
A40 WESTERN AVENUE (CHURCH ROAD TO ISLIP GARDENS)	Carriageway resurfacing	No
A3 KINGSTON BY-PASS SB (FISHPONDS WOOD NATURE RESERVE)	Carriageway resurfacing	No
A4 CEDARS RD WB (JW SUTTON COURT RD)	Carriageway resurfacing	No
A127, WB SOUTHEND ARTERIAL RD (FARNES DR TO BRYANT AVE)	Carriageway resurfacing	No
A406 SOUTHEND ROAD WB OFF SLIP TO COOKS FERRY RBT	Carriageway resurfacing	No
A127 WB SOUTHEND ARTERIAL RD (CECIL AVE TO OFF-SLIP HALL LANE)	Carriageway resurfacing	No
A30 GREAT SOUTH WEST RD (SOUTHERN PERIMETER RD TO FAGGS RD)	Carriageway resurfacing	No
A3220 CHEYNE WALK (ASHBURNHAM ROAD TO BATTERSEA BRIDGE)	Carriageway resurfacing	No

APPENDIX 1

A23 PURLEY CROSS JW A22 (GYRATORY)	Carriageway resurfacing	No
A3220 WARWICK ROAD (KENSINGTON HIGH STREET TO WEST CROMWELL ROAD)	Carriageway resurfacing	No
A40 WESTWAY (WHITE CITY RBT ON-SLIP, OFF-SLIP)	Carriageway resurfacing	No
A406 NORTH CIRCULAR RD (WESTERN AVE TO HILLCREST RD)	Carriageway resurfacing	No
A41 WELLINGTON RD (ACACIA RD TO WELLINGTON PLACE)	Carriageway resurfacing	No
A400 CAMDEN ST (CAMDEN RD TO CROWDALE RD)	Carriageway resurfacing	No
A4 COLBROOK BY-PASS (STANWELL MOOR RD TO DUKE OF NORTHUMBERLANDS RIVER)	Carriageway resurfacing	No
A3205 YORK RD (BRIDGES COURT TO HOPE ST)	Carriageway resurfacing	No
A1 ARCHWAY ROAD (GREAT NORTH ROAD TO NORTH HILL)	Carriageway resurfacing	No
A10 RECTORY RD (MANSE RD TO STOKE NEWINGTON COMMON)	Carriageway resurfacing	No
A4 WEST CROMWELL RD (WARWICK RD TO EARLS COURT RD)	Carriageway resurfacing	No
A406 NORTH CIRCULAR ROAD (ROMAN ROAD TO WATERLOO ROAD)	Carriageway resurfacing	No
A243 HOOK RD (HUNTERS RD TO CECIL CL)	Carriageway resurfacing	No
A12, EB EASTERN AVENUE WEST (KING GEORGE CL TO PARKLANDS SCHOOL)	Carriageway resurfacing	No
A3204 KENNINGTON LANE (DANTE ROAD TO WHITE HART LANE)	Carriageway resurfacing	No
A40 WESTERN AVENUE (SWAKELEYS ROUNDABOUT APPROACH ROADS)	Carriageway resurfacing	No
A312 THE PARKWAY SB (CEDARS PRIMARY SCHOOL TO M4)	Carriageway resurfacing	No
A23 KENNINGTON RD (CLAYTON ST TO CLEAVER ST)	Carriageway resurfacing	No
A40 WESTWAY (ALFRED RD TO HARROW RD)	Carriageway resurfacing	No
A406 NORTH CIRCULAR RD JW A5 (ON-SLIP AND OFF-SLIP TO RBT)	Carriageway resurfacing	No
A41 WATFORD WAY SB (HALL LANE TO PAGE ST)	Carriageway resurfacing	No
A406 NORTH CIRCULAR RD WB (COPPETTS CLOSE TO ST PETERS AVE)	Carriageway resurfacing	No
A3 MALDEN RBT (JW A2043)	Carriageway resurfacing	No
A24 MORDEN RD (DORSET RD TO MERANTUN WAY)	Carriageway resurfacing	No
A205 UPPER RICHMOND RD (CARLTON DR TO KESWICK RD)	Carriageway resurfacing	No
A503 CAMDEN RD (WILLIAMSON ST TO HILLMARTON RD)	Carriageway resurfacing	No
A205 LORDSHIP LANE (MELFORD RD TO UNDERHILL RD)	Carriageway resurfacing	No
A501 OLD MARYLEBONE RD (HOMER ROW TO EDGWARE RD)	Carriageway resurfacing	No
A24 LONDON ROAD (TRAFALGAR AVENUE TO CLARKES AVENUE)	Carriageway resurfacing	No
A40 WESTWAY EB (ACKLAM RD TO GREAT WESTERN RD)	Carriageway resurfacing	No
A3205 YORK RD (FALCON RD TO WYE ST)	Carriageway resurfacing	No
A12 EB EASTERN AVE EAST (HEATHER AVE TO PETTITS LANE NORTH)	Carriageway resurfacing	No
A217 OLDFIELDS RD (CLENISHAM LANE TO SUTTON COMMON RD)	Carriageway resurfacing	No
A10, BRUCE GROVE (THE AVENUE TO A1010 HIGH RD)	Carriageway resurfacing	No

APPENDIX 1

A232 FAIRFIELD AND CHEPSTOW RD (PKHILL RD TO MARESFIELD)	Carriageway resurfacing	No
A205 SOUTH CIRCULAR RD (WOOLWICH NEW RD TO CONNAUGHT AVE)	Carriageway resurfacing	No
A30 GREAT SOUTH WEST RD EB (THE PARKWAY TO GRANTLEY RD)	Carriageway resurfacing	No
A4 TALGARTH ROAD (BUTTERWICK TO SHORTLANDS)	Carriageway resurfacing	No
A40 WESTERN AVENUE (FREEZELAND WAY)	Carriageway resurfacing	No
A312 UXBRIDGE ROAD (WIGLEY ROAD TO EASTBOURNE ROAD)	Carriageway resurfacing	No
A24 HIGH ST COLLIER'S WOOD (ROBINSON RD TO LONGLEY RD)	Carriageway resurfacing	No
A1 GREAT NORTH WAY SIDE ROAD (SUNNY GARDENS ROAD TO ASHLEY LANE)	Carriageway resurfacing	No
A312 HAMPTON ROAD WEST (YORK WAY TO EXETER ROAD)	Carriageway resurfacing	No
A4 HOGARTH ROUNDABOUT (A316 BURLINGTON LANE TO A4 HOGARTH LANE)	Carriageway resurfacing	No
A205 MORTLAKE RD (KEW GREEN SOUTH TO KEW GREEN NORTH)	Carriageway resurfacing	No
A102, NB, BEGINNING OF FLY-OVER UP TO A MIDDLE	Carriageway resurfacing	No
A21 FARNBOROUGH WAY JW CUDHAM LN NORTH	Carriageway resurfacing	No
A41 EDWARE WAY (PARKSIDE DRIVE TO EDWARE WAY)	Carriageway resurfacing	No
A3200 STAMFORD STREET (WATERLOO BRIDGE TO BLACKFRIARS BRIDGE)	Carriageway resurfacing	No
A4 GREAT WEST ROAD (INT WITH TRANSPORT AVE)	Carriageway resurfacing	Yes
A243 LEATHERHEAD RD VIBRATION INVESTIGATION	Carriageway resurfacing	No
A4 GREAT WEST ROAD (HARVARD HILL)	Carriageway resurfacing	No
A406 WALTHAMSTOW AVENUE - EASTBOUND OFF SLIP TO CROOKED BILLET	Carriageway resurfacing	No
A3220 GUNTER GROVE (A304 TO A308)	Carriageway resurfacing	No
A23 BRIGHTON RD - OLD LODGE LANE	Carriageway resurfacing	No
A316 CHERTSEY ROAD SB FROM NO 524 TO APP TO HOSP BRIDGE RBT	Carriageway resurfacing	No
A20 LAGOONS - VARIOUS - INVESTIGATIONS X 5	Drainage refurbishment	No
A4 BATH ROAD (HATCH LANE TO NEWPORT ROAD)	Drainage refurbishment	No
A1 MILL HILL CIRCUS - INC WATFORD WAY UP TO NO 39	Drainage refurbishment	No
A201 FARRINGDON STREET (FLEET STREET TO CHARTERHOUSE)	Drainage refurbishment	No
A243 HOOK RD (A3 TO CECIL CLOSE)	Drainage refurbishment	No
A217 ROUNDABOUT SMUGGLERS WAY TO MENDIP (FORMERLY KNOWN AS A217 RDT (OLD YORK RD TO TRINITY	Drainage refurbishment	No
A3220 HOLLAND ROAD - A402 HOLLAND PARK AVENUE - WEST SIDE OF ROUNDABOUT	Drainage refurbishment	No
A503 SEVEN SISTERS ROAD (ST ANNS ROAD TO HIGH ROAD)	Drainage refurbishment	No
A12 EASTERN AVENUE WB (REDBRIDGE ROUNDABOUT TO GEORGE GREEN TUNNEL)	Drainage refurbishment	No
A102 BLACKWALL TUNNEL SOUTHERN APPROACH (WESTCOMBE HILL TO CHARLTON ROAD)	Drainage refurbishment	No
A20 SIDCUP BY PASS ROAD (SANDY LANE TO HA BOUNDARY)	Drainage refurbishment	No
A127 ARTERIAL ROAD (SLIPWAY JUNCTION 29 M25)	Drainage refurbishment	No

APPENDIX 1

A2 LAGOONS VARIOUS CLEANING X 4			
A1400 CHARLIE BROWNS RDBT AND A406 SLIP RDS		Drainage refurbishment	No
A1 ARCHWAY ROAD EMBANKMENT AND ELEVATED FOOTWAY FROM 43 TO UNDER HORNSEY BRIDGE		Drainage refurbishment	No
A1 NB (STIRLING ROUNDABOUT TO ROWLEY LANE)		Drainage refurbishment	No
A23 BRIXTON ROAD (ELECTRIC AVE TO RUSHCROFT RD)		Drainage refurbishment	No
A20 SIDCUP-BY-PASS ROAD (BETWEEN A224 AND A222 ROUNDABOUTS)		Drainage refurbishment	No
A1400 WOODFORD AVENUE (M11 A113 RAB - NW OF GANTS HILL RAB)		Drainage refurbishment	No
A406, TELFORD LANE (1 - 2 OF 3 APPROACH TO WILMER WAY JUNCTION)		Drainage refurbishment	No
A200 TOOLEY STREET (DUKE ST HILL TO TOWER BRIDGE RD)		Drainage refurbishment	No
A3 KING WILLIAM STREET - LONDON BRIDGE N-S TO CANNON STREET		Drainage refurbishment	No
A1 Highbury Corner Carriageway Resurfacing		Drainage refurbishment	No
A117 PIER ROAD ALBERT RD TO WOOLWICH FERRY		Drainage refurbishment	No
CS2U CYCLE SUPERHIGHWAY UPGRADE		Drainage refurbishment	No
A501 CITY ROAD DRAINAGE - EAST RD TO OLD ST (INC ROUNDABOUT)		Drainage refurbishment	No
A3 TIBBETS CORNER JUNCTION DRAINAGE		Drainage refurbishment	No
A3 CLAPHAM COMMON NORTH SIDE DRAINAGE - THE AVENUE TO CEDARS RD		Drainage refurbishment	No
A503 CAMDEN ROAD - (HOLLOWAY ROAD TO HILLMARTON ROAD)		Footway replacement	No
A503 SSR A10 HIGH RD PEMBROKE RD TO ST ANNS RD		Footway replacement	No
A10 GCR RIVULET RD-DEVENSHIRE HILL RD		Footway replacement	No
A1 UPPER STREET (BARNSBURY ST TO ST ALBANS PLACE)		Footway replacement	No
A1213 GRACE CHURCH STREET (EASTCHEAP TO CORNHILL)		Footway replacement	No
A501 PENTONVILLE AND EUSTON ROAD KILICK STREET TO MELTON ROAD		Footway replacement	No
A127 SAR EB (SQUIRRELLS HEATH TO WINGLETYE LANE)		Footway replacement	No
A117 PIER ROAD ALBERT RD TO WOOLWICH FERRY		Footway replacement	No
A200 TOOLEY STREET FOOTWAY RENEWAL		Footway replacement	No
A214 TRINITY ROAD (WINDMILL ROAD TO ALMA TERRACE)		Footway replacement	No
A3200 WATERLOO CIRCUS (IMAX)		Footway replacement	No
YORK ROAD (ADDINGTON STREET TO WATERLOO ROAD)		Footway replacement	No
A503 SEVEN SISTERS ROAD (WOODBERRY DOWN TO AMHURST PARK)		Footway replacement	No
A41 FINCHLEY ROAD (SWISS COTTAGE TO FAIRFAX RD SB AND TO CRANFIELD GDNS NB		Footway replacement	No
A205 UPPER RICHMOND RD WEST - ROEHAMPTON LN TO PRIESTS BRIDGE		Footway replacement	No
A3220 PRINCE OF WALES DR (ALBERT BRIDGE RD TO BATTERSEA BRIDGE RD)		Footway replacement	No
A100 TOWER BRIDGE - WEST FW BETWEEN TOWERS		Footway replacement	No
A102, HOMERTON HIGH ST WARDLE ST TO RYDER MEWS		Footway replacement	No

APPENDIX 1

A212 PARK LANE - A232 CROYDON FO - A232 BARCLAYS RD AND A232 FARIFIELD RD	Footway replacement	No
A3205 BATTERSEA PARK ROAD (ALBERT BRIDGE RD TO CULVERT RD)	Footway replacement	No
A24 LONDON ROAD N SIDE NOS 14 TO 32 AND 46 TO 62	Footway replacement	No
A243 HOOK ROAD West FW CONISTON COURT TO NO 241	Footway replacement	No
A127 - FOOTWAY RENEWAL EASTBOUND NEAR WHITE BUNGLOWS	Footway replacement	No
A41 WATFORD WAY (BARNET BYPASS) (MILL HILL CIRCUS TO DAWS LN)	Footway replacement	No
A232 CROYDON ROAD NORTH FW - RECTORY LANE TO DEMESNE ROAD	Footway replacement	No
A10 GREAT CAMBRIDGE ROAD (PROGRESS WAY TO LEE ROAD)	Footway replacement	No
A40, WESTERN AVENUE, E B, (E B ON SLIP FROM SWAKELEYS RD), UB10	Footway replacement	No
A24 BALHAM HIGH ROAD (RAVENSTONE TO OLD DEVONSHIRE)	Footway replacement	No
A24 LONDON ROAD (MORDEN HALL RBT TO MORDEN COURT STREET) INC CROWN ROAD	Footway replacement	No
A201 FARRINGDON ST - CHARTERHOUSE ST TO FLEET LANE	Footway replacement	No
A400 HAMPSTEAD ROAD (LIDLINGTON PLACE TO EVERS HOLT STREET)	Footway replacement	No
A214, TRINITY RD (WANDSWORTH COMMON)	Footway replacement	No
A13 COMMERCIAL ROAD - 92 TO 188	Footway replacement	No
A10 GREAT CAMBRIDGE ROAD, CAMBRIDGE GARDENS TO SOUTHBURY STREET	Footway replacement	No
A12 EASTERN AVENUE (BARLEY LANE JUNCTION)	Footway replacement	No
A21 FARNBOROUGH COMMON-SEVENOAKS RD - THE FANTAIL JUNCTION TO STONEHOUSE RD	Lighting columns/lanterns replacement/refurbishment	Yes
A3200 STAMFORD ST INC WATERLOO BRIDGE RBT LIGHTING - BLACKFRIARS RD TO SHELL CENTRE	Lighting columns/lanterns replacement/refurbishment	No
A4 GREAT WEST ROAD PHASE 4B CATENARY START OF M4 ELEVATED TO BOSTON MANOR ROAD	Lighting columns/lanterns replacement/refurbishment	No
A2 OLD KENT ROAD LIGHTING - TOWER BRIDGE RD TO PECKHAM PARK RD	Lighting columns/lanterns replacement/refurbishment	Yes
A21 KENTISH WAY FARNBOROUGH COMMON LIGHTING - WIDMORE RD TO FANTAIL JUNCTION	Lighting columns/lanterns replacement/refurbishment	Yes
A2 ROCHESTER RELIEF ROAD - TUDWAY RD (ON KIDBROOKE PARK RD) UP TO AND INC SUN-IN-THE-SANDS RBT	Lighting columns/lanterns replacement/refurbishment	Yes
A232 CROYDON RD - A237 MANOR RD TO BOROUGH BOUNDARY CROYDON	Lighting columns/lanterns replacement/refurbishment	No
A22 GODSTONE ROAD - PURLEY CROSS JNC TO OLD BARN LN	Lighting columns/lanterns replacement/refurbishment	Yes
A3 KINGSTON RD - A306 ROEHAMPTON LANE TO A219 TIBBETS RNBDBT	Lighting columns/lanterns replacement/refurbishment	No
A503 CAMDEN SEVEN SISTERS ROAD CMS - A400 HAMSTEAD RD TO A107 AMHURST PARK	Lighting columns/lanterns replacement/refurbishment	No
A2 EAST ROCHESTER WAY LIGHTING, WYNN'S AVE TO END OF TLRN CMS	Lighting columns/lanterns replacement/refurbishment	No
A200 TOOLEY ST TO JAMAICA RD LIGHTING - BOROUGH HIGH ST TO LOWER RD	Lighting columns/lanterns replacement/refurbishment	No
A107 UPPER CLAPTON RD_HOMERTON RD-A10 STAMFORD HILL TO A106 EASTWAY	Lighting columns/lanterns replacement/refurbishment	No
A501 EUSTON ROAD LIGHTING - PARK SQUARE EAST TO UPPER WOBURN PLACE	Lighting columns/lanterns replacement/refurbishment	No
A24 BALHAM HIGH RD TOOTING HIGH ST - CLAPHAM COMMON STATION TO TOOTING GROVE	Lighting columns/lanterns replacement/refurbishment	No
A3 MALDEN WAY LIGHTING NO 73 (EB) TO COLLEGE GDNS (INCL MALDEN JNC)	Lighting columns/lanterns replacement/refurbishment	No
A1400 SOUTHEND RD_WOODFORD AVE - CHARLIE BROWN RBT TO GANTS HILL RBT	Lighting columns/lanterns replacement/refurbishment	No

APPENDIX 1

A3205 BATTERSEA PARK ROAD NINE ELMS LANE CMS - FALCON RD TO WANDSWORTH RD	Lighting columns/lanterns replacement/refurbishment	No
A3 KINGSTON BY-PASS - CRANBORNE AVENUE TO BOROUGH BOUNDARY	Lighting columns/lanterns replacement/refurbishment	Yes
A20 A210 ELTHAM ROAD - BOROUGH BOUNDARY (LEWISHAM TO QUAGGY RIVER)	Lighting columns/lanterns replacement/refurbishment	No
A4202 PARK LANE LIGHTING - MARBLE ARCH TO HYDE PARK CORNER	Lighting columns/lanterns replacement/refurbishment	No
A3 COOMBE LANE JUNCTION AND SLIPS LIGHTING	Lighting columns/lanterns replacement/refurbishment	Yes
A10 GCR ROUNDWAY HIGH RD CMS A406 NCR TO TOTTENHAM HALE GYRATORY	Lighting columns/lanterns replacement/refurbishment	No
A232 CROYDON RD - PRESTONS RD TO BASTON RD	Lighting columns/lanterns replacement/refurbishment	Yes
A23 FARTHING WAY LUMINAIRE REPLACEMENT - BRIGHTON RD TO BRIGHTON RD CMS	Lighting columns/lanterns replacement/refurbishment	No
A205 SOUTH CIRCULAR ROAD LIGHTING - KEW BRIDGE TO LOWER RICHMOND RD CMS	Lighting columns/lanterns replacement/refurbishment	No
A205 ACADEMY ROAD - HA-HA ROAD TO A207 SHOOTERS HILL	Lighting columns/lanterns replacement/refurbishment	Yes
A23 STREATHAM HIGH ROAD STREATHAM HILL LIGHTING-GLENELDON RD TO A205 CHRISTCHURCH RD	Lighting columns/lanterns replacement/refurbishment	No
A214 TRINITY ROAD TOOTING BEC ROAD CMS - DORLCOTE RD TO AMBLESIDE AVENUE	Lighting columns/lanterns replacement/refurbishment	No
A3 MALDEN WAY LIGHTING - QUEENS RD TO BUSHEY RD CMS	Lighting columns/lanterns replacement/refurbishment	No
A232 HIGH STREET - CAVENDISH WAY TO STATION RD	Lighting columns/lanterns replacement/refurbishment	Yes
A205 UPPER RICHMOND ROAD LIGHTING - CLIFFORD AVE TO PRIESTS BRIDGE (WESTERN ENTRANCE) CMS	Lighting columns/lanterns replacement/refurbishment	No
A3 BOROUGH HIGH STREET LIGHTING - LANT ST TO DUKE STREET HILL	Lighting columns/lanterns replacement/refurbishment	No
A202 PECKHAM HIGH STREET LIGHTING - DENMARK HILL TO RYE LN	Lighting columns/lanterns replacement/refurbishment	No
A501 PENTONVILLE ROAD LIGHTING - YORK WAY TO PENTON ST	Lighting columns/lanterns replacement/refurbishment	No
A3 ROEHAMPTON VALE LIGHTING - PUTNEY VALE CEMETERY TO BEVERLEY BROOK	Lighting columns/lanterns replacement/refurbishment	No
A202 QUEENS ROAD LIGHTING - CONSORT RD TO LAUSANNE RD	Lighting columns/lanterns replacement/refurbishment	No
A501 PENTONVILLE RD CITY RD A1 GOSWELL RD LIGHTING - CLARMONT SQ TO WAKLEY ST	Lighting columns/lanterns replacement/refurbishment	No
A202 PECKHAM HIGH ST QUEENS RD LIGHTING - LYNTHURST WAY TO ASTBURY RD	Lighting columns/lanterns replacement/refurbishment	No
OLD STREET STATION ROUNDABOUT SUBWAY LIGHTING	Lighting columns/lanterns replacement/refurbishment	No
A2 ROCHESTER WAY RELIEF RD LIGHTING, GLENESK RD TO WYANNS AVE CMS	Lighting columns/lanterns replacement/refurbishment	No
A232 FAIRFIELD ROAD - PARK LN GYRATORY TO RADCLIFFE RD	Lighting columns/lanterns replacement/refurbishment	Yes
A24 LONDON ROAD LIGHTING - COVEY RD TO GREEN LANE	Lighting columns/lanterns replacement/refurbishment	No
A205 CAVENDISH RD DULWICH COMMON CMS - CLAPHAM HIGH ST TO LORDSHIP LN	Lighting columns/lanterns replacement/refurbishment	No
A41 FINCHLEY RD LUMINAIRE REPLACEMENT - BURGESS HILL TO ST JOHNS WOOD RD INC AVENUE RD	Lighting columns/lanterns replacement/refurbishment	No
A2 ROCHESTER WAY RELIEF RD LIGHTING - KIDBROOK INTERCHANGE TO WELL HALL RD CMS	Lighting columns/lanterns replacement/refurbishment	No
A24 MORDEN ROAD LIGHTING - MERANTUN WAY TO LONDON RD	Lighting columns/lanterns replacement/refurbishment	No
A316 CHERTSEY ROAD, A3004 ST MARGARET'S ROAD TO B358 HOSPITAL BRIDGE ROAD	Lighting columns/lanterns replacement/refurbishment	Yes
A24 LONDON ROAD - WILLOWHAYNE GDNS TO COVEY RD	Lighting columns/lanterns replacement/refurbishment	No
A3200 SOUTHWARK STREET LIGHTING - BLACKFRIARS RD TO BOROUGH HIGH ST	Lighting columns/lanterns replacement/refurbishment	No
VAUXHALL GYRATORY LIGHTING WANDSWORTH RD KENNINGTON LN PARRY ST S LAMBETH RD	Lighting columns/lanterns replacement/refurbishment	No

APPENDIX 1

A232 STAFFORD ROAD - A23 PURLEY WAY TO DUPASS HILL RD	Lighting columns/lanterns replacement/refurbishment	No
A24 HIGH ST_PRIORY RD LIGHTING-VALLEY GDS TO CHRISTCHURCH ROAD	Lighting columns/lanterns replacement/refurbishment	No
A3 CLAPHAM HIGH STREET LIGHTING - STOCKWELL STATION TO CLAPHAM COMMON STATION	Lighting columns/lanterns replacement/refurbishment	No
A3 ROEHAMPTON VALE LIGHTING - NORSTEAD PL TO COOMBE LANE JUNCTION APPROACH	Lighting columns/lanterns replacement/refurbishment	No
A23 BRIXTON ROAD LIGHTING - STOCKWELL PARK WALK TO COLDHARBOUR LN	Lighting columns/lanterns replacement/refurbishment	No
A1205 BURDETT ROAD LIGHTING - MILE END RD TO EAST INDIA DOCK	Lighting columns/lanterns replacement/refurbishment	No
A3 KENNINGTON PARK RD NEWINGTON BUTTS LIGHTING - BRIXTON RD TO HAMPTON ST	Lighting columns/lanterns replacement/refurbishment	No
A202 CAMBERWELL NEW ROAD LIGHTING - KENNINGTON PARK RD TO COUNCILLOR ST	Lighting columns/lanterns replacement/refurbishment	No
A217 SWANDON WAY LIGHTING - YORK RD RBT TO EAST HILL	Lighting columns/lanterns replacement/refurbishment	No
A24 MERANTUN WAY CHRISTCHURCH RD LIGHTING - HIGH ST TO MORDEN RD CMS	Lighting columns/lanterns replacement/refurbishment	No
A3220 BATTERSEA BRIDGE RD LIGHTING - BATTERSEA PARK RD UP TO AND INC PRINCE OF WALES DR	Lighting columns/lanterns replacement/refurbishment	No
A100 TOWER BRIDGE ROAD ENVIRONMENTAL IMPROVEMENTS	Lighting columns/lanterns replacement/refurbishment	No
A501 MARYLEBONE ROAD - A41 GLOUCESTER PLACE TO A4201 PARK CRESCENT	Lighting columns/lanterns replacement/refurbishment	No
A217 WANDSWORTH ROUNDABOUT LIGHTING - INC SLIPS AND SUBWAYS	Lighting columns/lanterns replacement/refurbishment	No
A3203 LAMBETH BRIDGE LIGHTING	Lighting columns/lanterns replacement/refurbishment	Yes
A23 KENNINGTON ROAD LIGHTING - KENNINGTON LN TO KENNINGTON PARK RD	Lighting columns/lanterns replacement/refurbishment	No
A10 BISHOPSGATE STREET LIGHTING - ST HELENS PLACE TO COMMERCIAL ST	Lighting columns/lanterns replacement/refurbishment	No
OLD STREET LIGHTING	Lighting columns/lanterns replacement/refurbishment	No
A10 STAMFORD HILL STOKE NEWINGTON RD LIGHTING - CRAVEN PARK RD TO SHACKLEWELL LN	Lighting columns/lanterns replacement/refurbishment	No
A1 HOLLOWAY RD UPPER ST LIGHTING - HORNSEY RD TO PENTONVILLE RD	Lighting columns/lanterns replacement/refurbishment	No
A10 KINGSLAND ROAD LIGHTING - DALSTON JUNCTION STATION TO HACKNEY RD	Lighting columns/lanterns replacement/refurbishment	No
A100 TOWER BRIDGE ROAD LIGHTING - ABBEY ST TO DRUID ST	Lighting columns/lanterns replacement/refurbishment	No
A3220 HOLLAND ROAD LIGHTING - HOLLAND PARK RBT TO ADDISON CRESCENT	Lighting columns/lanterns replacement/refurbishment	No
CMS REMEDIAL WORK - C	Lighting columns/lanterns replacement/refurbishment	No
A1261 WEST INDIA ROAD LIGHTING - OUTSIDE DBFO	Lighting columns/lanterns replacement/refurbishment	No
A3200 STAMFORD STREET - (RSM BETTER STREETS SCHEME)	Lighting columns/lanterns replacement/refurbishment	No
A205 UPPER RICHMOND ROAD LIGHTING - PRIESTS BRIDGE (WESTERN ENTRANCE) TO PUTNEY PARK AVE	Lighting columns/lanterns replacement/refurbishment	No
A4 CROMWELL ROAD (WARWICK ROAD TO EXHIBITION ROAD)	Lighting columns/lanterns replacement/refurbishment	No
A201 BLACKFRIARS BRIDGE LIGHTING	Lighting columns/lanterns replacement/refurbishment	Yes
A23211 VICTORIA EMBANKMENT BLACKFRIARS - TEMPLE PLACE TO NEW BRIDGE ST	Lighting columns/lanterns replacement/refurbishment	No
A12 EASTERN AVENUE GALLOWES CORNER TO PETTITS LANE	Lighting columns/lanterns replacement/refurbishment	No
A12 BLACKWALL TUNNEL NORTHERN APPROACH (BOW UNDERPASS)	Lighting columns/lanterns replacement/refurbishment	No
A20 SIDCUP BYPASS LIGHTING - MONTBELLE RD TO THE AVENUE	Lighting columns/lanterns replacement/refurbishment	No
A12 BLACKWALL TUNNEL NORTHERN APPROACH	Lighting columns/lanterns replacement/refurbishment	No

BUS SHELTER ENGINEERING DESIGN 19/20	Bus shelters replacement	Yes
BUS SHELTER COUNCIL AND MOPS 19/20	Bus shelters replacement	Yes
BUS SHELTER ELECTRICAL CONNECTIONS 19/20	Bus shelters replacement	Yes
BUS SHELTER RE-BUILD 19/20	Bus shelters replacement	Yes
BUS SHELTER RENEWALS 19/20	Bus shelters replacement	Yes
BUS STOP NEW 19/20	Bus shelters replacement	Yes
BUS STOP RE-BUILDS 19/20	Bus shelters replacement	Yes
WEST AREA BUS SHELTER PROGRAMME 2018-19	Bus shelters replacement	
EAST AREA BUS SHELTER PROGRAMME 2018-19	Bus shelters replacement	
SOUTH AREA BUS SHELTER PROGRAMME 2018-19	Bus shelters replacement	
WEST AREA BUS SHELTER PROGRAMME 2019-20	Bus shelters replacement	
EAST AREA BUS SHELTER PROGRAMME 2019-20	Bus shelters replacement	
SOUTH AREA BUS SHELTER PROGRAMME 2019-20	Bus shelters replacement	
A222 STATION ROAD - A222 HURST ROAD - B2214 HALFWAY STREET	Traffic Infrastructure replacement/refurbishment	No
FINCHLEY ROAD - HENDON WAY	Traffic Infrastructure replacement/refurbishment	No
BROADWAY BY PICKFORD ROAD	Traffic Infrastructure replacement/refurbishment	No
STATION ROAD - GALLOWAY DRIVE	Traffic Infrastructure replacement/refurbishment	No
CREEK ROAD - GREENWICH CHURCH ST - GREENWICH HIGH ROAD - NELSON ROAD	Traffic Infrastructure replacement/refurbishment	No
SOUTHEND LANE - WORSLEY BRIDGE ROAD	Traffic Infrastructure replacement/refurbishment	No
NORTHFIELD AVENUE BY MATTOCK LANE	Traffic Infrastructure replacement/refurbishment	No
(ATM) A40 WESTBOUND ON SLIP BY A3220 WEST CROSS ROUTE	Traffic Infrastructure replacement/refurbishment	No
RENWICK ROAD BY CHOATS ROAD	Traffic Infrastructure replacement/refurbishment	No
KINGSTON BRIDGE - CLARENCE STREET - HORSEFAIR	Traffic Infrastructure replacement/refurbishment	No
GREAT NORTH WAY A1 (U TURN) - WATFORD WAY A1 - FIVE WAYS CORNER	Traffic Infrastructure replacement/refurbishment	No
PARK ROYAL ROAD - WESTERN ROAD - STANDARD ROAD	Traffic Infrastructure replacement/refurbishment	No
MAYPLACE ROAD EAST - MAYPLACE ROAD WEST - ERITH ROAD	Traffic Infrastructure replacement/refurbishment	Yes
HIGH ROAD WOODFORD GREEN BY MILL LANE BY JOHNSTON ROAD	Traffic Infrastructure replacement/refurbishment	No
BEXLEY ROAD BY VICTORIA ROAD	Traffic Infrastructure replacement/refurbishment	No
QUEENS ROAD BY BEXLEY ROAD EAST EASTBOUND	Traffic Infrastructure replacement/refurbishment	No
HIGH STREET BECKENHAM BY BURNHILL ROAD	Traffic Infrastructure replacement/refurbishment	No
GEORGE STREET BY EAST CROYDON STATION	Traffic Infrastructure replacement/refurbishment	No
WOODFORD GREEN HIGH ROAD - WAITROSE ENTRANCE	Traffic Infrastructure replacement/refurbishment	No
SURY BASIN - SEVEN KINGS	Traffic Infrastructure replacement/refurbishment	No
CLAPHAM COMMON SOUTHSIDE - THE AVENUE - CAVENDISH ROAD	Traffic Infrastructure replacement/refurbishment	Yes

APPENDIX 1

HARROW ROAD - LADBROKE GROVE - KILBURN LANE	Traffic Infrastructure replacement/refurbishment	No
UXBRIDGE ROAD BY HATCH END BROADWAY	Traffic Infrastructure replacement/refurbishment	No
PECKHAM RYE BY FRIERN ROAD	Traffic Infrastructure replacement/refurbishment	No
SOUTHWARK PARK ROAD - A200 JAMAICA ROAD - WEST LANE	Traffic Infrastructure replacement/refurbishment	No
OAK AVENUE BY VICTORS DRIVE	Traffic Infrastructure replacement/refurbishment	No
STAG LANE BY GROVE PARK	Traffic Infrastructure replacement/refurbishment	No
STOCKWELL ROAD BY RUMSEY ROAD	Traffic Infrastructure replacement/refurbishment	No
WADHAM ROAD BY WADHAM AVENUE	Traffic Infrastructure replacement/refurbishment	No
THE ROUNDWAY BY BEDWELL ROAD	Traffic Infrastructure replacement/refurbishment	No
SILVER STREET - SHELDON ROAD	Traffic Infrastructure replacement/refurbishment	No
B317 NORTH END ROAD BY BARONS COURT ROAD	Traffic Infrastructure replacement/refurbishment	No
KENTON ROAD BY CLAREMONT AVENUE	Traffic Infrastructure replacement/refurbishment	No
A219 THE BROADWAY WIMBLEDON BY QUEENS ROAD	Traffic Infrastructure replacement/refurbishment	No
A200 LOWER ROAD - A2208 ROTHERHITHE NEW ROAD - B206 PLOUGH WAY	Traffic Infrastructure replacement/refurbishment	No
WHITCHURCH LANE BY DONNEFIELD AVENUE BY CANONS PARK UNDERGROUND STATION	Traffic Infrastructure replacement/refurbishment	No
A205 CATFORD RD - CANADIAN AVENUE - THOMAS LANE - CATFORD BROADWAY	Traffic Infrastructure replacement/refurbishment	No
A1055 MERIDIAN WAY - ARDRA ROAD	Traffic Infrastructure replacement/refurbishment	No
A125 UPPER RAINHAM ROAD BY CHESTNUT AVENUE	Traffic Infrastructure replacement/refurbishment	No
B455 RUISLIP ROAD EAST BY GURNELL SWIMMING POOL	Traffic Infrastructure replacement/refurbishment	No
WESTFERRY ROAD BY MILLWALL FIRE STATION	Traffic Infrastructure replacement/refurbishment	No
A232 CROYDON ROAD BY THE MANOR WAY	Traffic Infrastructure replacement/refurbishment	No
WRYTHE LANE BY MUSCHAMP ROAD	Traffic Infrastructure replacement/refurbishment	No
BATTERSEA BRIDGE ROAD BY ETHELBURGA STREET	Traffic Infrastructure replacement/refurbishment	No
A2215 RYE LANE BY HOLLY GROVE (REPLACED 08/064)	Traffic Infrastructure replacement/refurbishment	No
A2217 ACRE LANE BY PORDEN ROAD AND BUCKNER ROAD	Traffic Infrastructure replacement/refurbishment	No
SOUTH END ROAD BY FARM WAY	Traffic Infrastructure replacement/refurbishment	No
HONEYPOT LANE BY GLEBE AVENUE	Traffic Infrastructure replacement/refurbishment	No
MANFORD WAY BY WOODMAN PATH (NEAR MANFORD PRIMARY SCHOOL)	Traffic Infrastructure replacement/refurbishment	No
A206 THAMES ROAD - HOWBURY LANE - OPTIMA PARK	Traffic Infrastructure replacement/refurbishment	No
MANDELA WAY BY DUNTON ROAD BY CHAUCER DRIVE	Traffic Infrastructure replacement/refurbishment	No
EAST END ROAD BY TANGLE TREE CLOSE	Traffic Infrastructure replacement/refurbishment	No
WESTBOURNE PARK ROAD - PORTOBELLO ROAD	Traffic Infrastructure replacement/refurbishment	No
B263 GREEN LANE BY MONTBELLE ROAD	Traffic Infrastructure replacement/refurbishment	No
YEADING LANE BY DUNEDIN WAY	Traffic Infrastructure replacement/refurbishment	No

APPENDIX 1

PUTNEY BRIDGE ROAD - FAWC PARK ROAD	Traffic Infrastructure replacement/refurbishment	No
A217 OLDFIELDS ROAD - B279 SUTTON COMMON ROAD - A217 REIGATE AVENUE	Traffic Infrastructure replacement/refurbishment	No
WOOD LANE BY BECONTREE HEATH BUS STATION BY RAINHAM ROAD NORTH	Traffic Infrastructure replacement/refurbishment	No
BUCKINGHAM PALACE RD - GROSVENOR GARDENS - TERMINUS PLACE	Traffic Infrastructure replacement/refurbishment	No
NORTH ROAD BY HIGHGATE HIGH STREET NORTHBOUND	Traffic Infrastructure replacement/refurbishment	No
CRICKLEWOOD BROADWAY BY EBBSFLEET ROAD	Traffic Infrastructure replacement/refurbishment	No
HARROW MANOR WAY BY CORALLINE WALK SOUTHBOUND	Traffic Infrastructure replacement/refurbishment	No
CLAPHAM HIGH STREET BY TREMADOC ROAD	Traffic Infrastructure replacement/refurbishment	No
A1000 HIGH ROAD BY CHURCH LANE	Traffic Infrastructure replacement/refurbishment	No
NORTHEND ROAD BY BOUNDARY STREET NORTHBOUND	Traffic Infrastructure replacement/refurbishment	No
LONDON ROAD BY SEYMOUR ROAD	Traffic Infrastructure replacement/refurbishment	No
HOLLOWAY ROAD BY WEDMORE GARDENS	Traffic Infrastructure replacement/refurbishment	No
A3205 BATTERSEA PARK ROAD BY FRERE STREET	Traffic Infrastructure replacement/refurbishment	No
EAST INDIA DOCK ROAD BY CANTON STREET EASTBOUND	Traffic Infrastructure replacement/refurbishment	No
CAMDEN ROAD BY CALEDONIAN ROAD BY BIDDESTONE ROAD SOUTHSIDE	Traffic Infrastructure replacement/refurbishment	No
CHAMBERLAYNE ROAD BY KENSAL RISE STATION	Traffic Infrastructure replacement/refurbishment	No
ST MARYS LANE BY ASHVALE DRIVE	Traffic Infrastructure replacement/refurbishment	No
EDEN STREET BY BROOK STREET	Traffic Infrastructure replacement/refurbishment	No
KINGSLAND ROAD BY PEARSON STREET	Traffic Infrastructure replacement/refurbishment	No
SILVER STREET BY HASLEBURY ROAD	Traffic Infrastructure replacement/refurbishment	No
HIGH STREET CROYDON BY MASONS AVENUE	Traffic Infrastructure replacement/refurbishment	No
ST NICHOLAS WAY BY ST NICHOLAS ROAD	Traffic Infrastructure replacement/refurbishment	No
SOUTH LODGE AVENUE BY HILLVIEW OUTSIDE NO.20	Traffic Infrastructure replacement/refurbishment	No
DAGNAM PARK DRIVE BY LEAMINGTON ROAD	Traffic Infrastructure replacement/refurbishment	No
STAG LANE - HOLMSTALL AVENUE - BEVERLEY DRIVE	Traffic Infrastructure replacement/refurbishment	No
AMPERE WAY BY IKEA ACCESS NORTHWEST BOUND	Traffic Infrastructure replacement/refurbishment	No
A203 SOUTH LAMBETH ROAD BY WHEATSHEAF LANE	Traffic Infrastructure replacement/refurbishment	No
KNATCHBULL ROAD - BRENTFIELD ROAD - A404 HILLSIDE - CRAVEN PARK	Traffic Infrastructure replacement/refurbishment	No
KENTON ROAD BY WATFORD ROAD EASTBOUND	Traffic Infrastructure replacement/refurbishment	No
SEVENOAKS ROAD BY RUSHMORE HILL	Traffic Infrastructure replacement/refurbishment	No
CHIGWELL ROAD BY CROSS ROAD	Traffic Infrastructure replacement/refurbishment	No
A13 EAST INDIA DOCK ROAD - WOODSTOCK TERRACE	Traffic Infrastructure replacement/refurbishment	No
TOOTING BEC ROAD BY FRANCISCAN ROAD	Traffic Infrastructure replacement/refurbishment	No
HARROW ROAD BY SIXTH AVENUE (WAS 01/321)	Traffic Infrastructure replacement/refurbishment	No

APPENDIX 1

OLD DOVER ROAD BY CHARLTON ROAD	Traffic Infrastructure replacement/refurbishment	No
LONG ROAD BY CLAPHAM COMMON NORTHSIDE	Traffic Infrastructure replacement/refurbishment	No
A3212 CHELSEA EMBANKMENT BY EMBANKMENT GARDENS	Traffic Infrastructure replacement/refurbishment	No
UPPER RAINHAM ROAD BY MEDICAL CENTRE	Traffic Infrastructure replacement/refurbishment	No
BEDDINGTON LANE BY DERRY ROAD	Traffic Infrastructure replacement/refurbishment	No
WATERLOO ROAD BY SANDELL STREET	Traffic Infrastructure replacement/refurbishment	No
CHURCH ROAD - ELM PARK	Traffic Infrastructure replacement/refurbishment	No
MOTTINGHAM ROAD - WHITEHORSE HILL - ELMSTEAD LA - WILLIAM BAREFOOT DR	Traffic Infrastructure replacement/refurbishment	No
GRAND DRIVE - CROSSWAY - MEADOW CLOSE	Traffic Infrastructure replacement/refurbishment	No
BECKENHAM ROAD BY CHURCHFIELDS ROAD EASTBOUND	Traffic Infrastructure replacement/refurbishment	No
CITY ROAD BY LEONARD STREET	Traffic Infrastructure replacement/refurbishment	No
NUNHEAD LANE - CONSORT ROAD - LINDEN GROVE	Traffic Infrastructure replacement/refurbishment	No
A1 WATFORD WAY - A41 GREAT NORTH WAY - FIVE WAYS CORNER	Traffic Infrastructure replacement/refurbishment	No
A504 PRIORY ROAD BY PRIORY AVENUE	Traffic Infrastructure replacement/refurbishment	No
B135 ROMAN ROAD FIRE STATION BY VICTORIA PARK SQUARE	Traffic Infrastructure replacement/refurbishment	No
A312 FAGGS ROAD BY FIRE & AMBULANCE STATION BY ARMADALE ROAD	Traffic Infrastructure replacement/refurbishment	No
TEVENOAKS ROAD BY WARREN ROAD	Traffic Infrastructure replacement/refurbishment	No
LOWER CLAPTON ROAD BY MARE STREET EASTBOUND	Traffic Infrastructure replacement/refurbishment	No
GARNET LANE BY OAKLANDS ROAD BY RAVENSCROFT SCHOOL	Traffic Infrastructure replacement/refurbishment	No
ADDISCOMBE ROAD BY BIRCHTREE WAY	Traffic Infrastructure replacement/refurbishment	No
LONDON ROAD BY TOOTING STATION BY MITCHAM ROAD	Traffic Infrastructure replacement/refurbishment	No
STOCKWELL ROAD BY STOCKWELL GREEN	Traffic Infrastructure replacement/refurbishment	No
EBURY STREET - GROSVENOR GARDENS - BEESTON PLACE	Traffic Infrastructure replacement/refurbishment	No
A1199 ST PAULS ROAD - A1201 HIGHBURY GROVE	Traffic Infrastructure replacement/refurbishment	No
ROCKS LANE - MILL HILL ROAD - COMMON ROAD	Traffic Infrastructure replacement/refurbishment	No
B202 ABBEY STREET - A200 JAMAICA ROAD - DOCKHEAD BY-PASS	Traffic Infrastructure replacement/refurbishment	No
CLAPHAM ROAD BY FENTIMAN ROAD	Traffic Infrastructure replacement/refurbishment	No
RICHMOND ROAD BY CHESTNUT ROAD BY OSBORNE ROAD	Traffic Infrastructure replacement/refurbishment	No
VAUXHALL BRIDGE ROAD BY CHAPTER STREET	Traffic Infrastructure replacement/refurbishment	No
RICHMOND ROAD BY SEYMOUR GARDENS	Traffic Infrastructure replacement/refurbishment	No
A10 STOKE NEWINGTON HIGH STREET - B104 STOKE NEWINGTON CHURCH STREET	Traffic Infrastructure replacement/refurbishment	No
DOWNHILLS WAY BY RUSPER ROAD	Traffic Infrastructure replacement/refurbishment	No
ERITH ROAD BY CHIEVELEY ROAD NORTHBOUND	Traffic Infrastructure replacement/refurbishment	No
SUTTON COURT ROAD - GREAT WEST ROAD	Traffic Infrastructure replacement/refurbishment	No

APPENDIX 1

DUNTON ROAD BY MARCIA ROAD	Traffic Infrastructure replacement/refurbishment	No
SOUTH NORWOOD HILL BY CYPRESS ROAD BY WHARNCLIFFE GARDENS	Traffic Infrastructure replacement/refurbishment	No
A21 LEWISHAM HIGH STREET BY LEWISHAM PARK SOUTH SOUTHBOUND	Traffic Infrastructure replacement/refurbishment	No
HIGHBURY GROVE BY BAALBEC ROAD	Traffic Infrastructure replacement/refurbishment	No
A217 LONDON ROAD BY VICTORIA ROAD	Traffic Infrastructure replacement/refurbishment	No
A237 WOODCOTE GROVE ROAD BY FAIRFIELD WAY	Traffic Infrastructure replacement/refurbishment	No
WIGHTMAN ROAD BY FAIRFAX ROAD	Traffic Infrastructure replacement/refurbishment	No
ROMFORD ROAD BY MANOR PARK ROAD	Traffic Infrastructure replacement/refurbishment	No
A2202 CROYDON LANE BY CARSHALTON ROAD	Traffic Infrastructure replacement/refurbishment	No
HARLINGTON ROAD EAST BY KINGS ROAD A312	Traffic Infrastructure replacement/refurbishment	No
KINGSTON ROAD BY SOUTHEY ROAD	Traffic Infrastructure replacement/refurbishment	No
EAST LANE BY LLANDOVER ROAD	Traffic Infrastructure replacement/refurbishment	No
ADDISON ROAD BY MELBURY ROAD	Traffic Infrastructure replacement/refurbishment	No
PUTNEY BRIDGE ROAD BY OAKHILL ROAD	Traffic Infrastructure replacement/refurbishment	No
KIDBROOKE PARK ROAD BY CAMBERT WAY	Traffic Infrastructure replacement/refurbishment	No
A4 BATH ROAD BY COMPASS CENTRE EASTBOUND	Traffic Infrastructure replacement/refurbishment	No
WELDFAY BY LODGE LANE EASTBOUND	Traffic Infrastructure replacement/refurbishment	No
A4088 NEASDEN LANE - QUAINTON STREET - BRAEMAR AVENUE	Traffic Infrastructure replacement/refurbishment	No
PARK LANE - UPPER GROSVENOR STREET	Traffic Infrastructure replacement/refurbishment	No
A23 STREATHAM HIGH ROAD - STREATHAM COMMON NORTH	Traffic Infrastructure replacement/refurbishment	No
TRINITY ROAD - BELLEVUE ROAD - BURNWOOD LANE	Traffic Infrastructure replacement/refurbishment	No
LODGE LANE - ADDINGTON VILLAGE INTERCHANGE	Traffic Infrastructure replacement/refurbishment	No
B229 BELLEVUE ROAD - B237 ST JAMES'S DRIVE	Traffic Infrastructure replacement/refurbishment	No
WARWICK ROAD - PEMBROKE ROAD	Traffic Infrastructure replacement/refurbishment	No
WELLESLEY ROAD - SYDENHAM ROAD	Traffic Infrastructure replacement/refurbishment	No
A11 LEYTONSTONE HIGH ROAD - CHURCH LANE	Traffic Infrastructure replacement/refurbishment	No
A206 GREENWICH HIGH ROAD - B208 NORMAN ROAD	Traffic Infrastructure replacement/refurbishment	No
LEWISHAM ROAD BY MORDEN HILL	Traffic Infrastructure replacement/refurbishment	No
TRAFALGAR ROAD BY LASSELL STREET	Traffic Infrastructure replacement/refurbishment	No
A3205 BATTERSEA PARK RD - YORK RD - A3207 FALCON RD - A3220 BATTERSEA HIGH ST	Traffic Infrastructure replacement/refurbishment	No
CRANBROOK ROAD BY REDCLIFFE GARDENS	Traffic Infrastructure replacement/refurbishment	No
A4020 UXBRIDGE ROAD - LOMBARDY ESTATE ACCESS	Traffic Infrastructure replacement/refurbishment	No
LOWER RICHMOND ROAD BY BENDEMEER ROAD	Traffic Infrastructure replacement/refurbishment	No
KINGSHILL AVENUE - LANSBURY DRIVE	Traffic Infrastructure replacement/refurbishment	No

APPENDIX 1

A315 KENSINGTON HIGH STREET BY EDWARDES SQUARE (WESTSIDE) W/B	Traffic Infrastructure replacement/refurbishment	No
BINCOTE ROAD BY LINKS SIDE	Traffic Infrastructure replacement/refurbishment	No
A1000 HIGH STREET BY FITZJOHN AVENUE EASTBOUND	Traffic Infrastructure replacement/refurbishment	No
BOUNDS GREEN ROAD BY SELBORNE ROAD	Traffic Infrastructure replacement/refurbishment	No
HIGH ROAD WOODFORD GREEN BY ST ALBAN'S ROAD	Traffic Infrastructure replacement/refurbishment	No
GROSVENOR ROAD BY ST GEORGE'S SQUARE WESTBOUND	Traffic Infrastructure replacement/refurbishment	No
CAMDEN ROAD BY SANDALL ROAD	Traffic Infrastructure replacement/refurbishment	No
WIMBLEDON HIGH STREET BY BELVEDERE GROVE	Traffic Infrastructure replacement/refurbishment	No
FORTY LANE BY TUDOR GARDENS EASTBOUND	Traffic Infrastructure replacement/refurbishment	No
WIMBLEDON HIGH STREET BY ALLINGTON CLOSE	Traffic Infrastructure replacement/refurbishment	No
ARDLEIGH GREEN ROAD BY HAVERING COLLEGE	Traffic Infrastructure replacement/refurbishment	No
UPPER BRENTWOOD ROAD BY COMPTON AVENUE	Traffic Infrastructure replacement/refurbishment	No
TULSE HILL BY CRAIGNAIR ROAD	Traffic Infrastructure replacement/refurbishment	No
BESSBOROUGH STREET BY BESSBOROUGH PLACE	Traffic Infrastructure replacement/refurbishment	No
ROXETH GREEN AVENUE BY EASTCOTE AVENUE	Traffic Infrastructure replacement/refurbishment	No
LODGE AVENUE BY ILCHESTER ROAD	Traffic Infrastructure replacement/refurbishment	No
WOLLISON DRIVE BY BARNARD CLOSE	Traffic Infrastructure replacement/refurbishment	No
WINDMILL HILL BY WAVERLEY ROAD	Traffic Infrastructure replacement/refurbishment	No
DOOMBE LANE WEST BY COOMBE HILL JUNIOR AND INFANTS SCHOOL	Traffic Infrastructure replacement/refurbishment	No
OAK AVENUE BY STEWART CLOSE	Traffic Infrastructure replacement/refurbishment	No
HARWOOD ROAD BY MOORE PARK ROAD	Traffic Infrastructure replacement/refurbishment	No
EATON SQUARE - ELIZABETH STREET - LYALL STREET	Traffic Infrastructure replacement/refurbishment	No
PENTONVILLE ROAD BY AFFLECK STREET EASTBOUND	Traffic Infrastructure replacement/refurbishment	No
ADDISCOMBE ROAD - ADDISCOMBE GROVE - CHERRY ORCHARD ROAD - NLA TOWER	Traffic Infrastructure replacement/refurbishment	No
A23 PURLEY WAY - IMPERIAL WAY - WADDON WAY	Traffic Infrastructure replacement/refurbishment	No
A2216 LORDSHIP LANE - A205 DULWICH COMMON	Traffic Infrastructure replacement/refurbishment	Yes
KINGSTON ROAD - HARTFIELD ROAD - TRAMWAY CROSSING	Traffic Infrastructure replacement/refurbishment	No
A1010 TOTTENHAM HIGH ROAD - BRANTWOOD ROAD	Traffic Infrastructure replacement/refurbishment	No
A315 KEW BRIDGE ROAD - CHISWICK HIGH ROAD - KEW BRIDGE	Traffic Infrastructure replacement/refurbishment	No
PURLEY WAY - CROYDON ROAD - DEVELOPMENT ACCESS	Traffic Infrastructure replacement/refurbishment	No
THURLOW PARK ROAD - CROXTED ROAD	Traffic Infrastructure replacement/refurbishment	No
DAVIES STREET - BROOK STREET	Traffic Infrastructure replacement/refurbishment	No
A3036 WANDSWORTH ROAD - WILCOX ROAD - PASCAL STREET	Traffic Infrastructure replacement/refurbishment	No
ARNSBERG WAY - HIGHLAND ROAD - BROADWAY	Traffic Infrastructure replacement/refurbishment	No

APPENDIX 1

B285 HARTFIELD ROAD - BUS STOP BY GRAHAM ROAD - REPLACING 22/121	Traffic Infrastructure replacement/refurbishment	No
STAINES ROAD BY LINK ROAD NORTHBOUND	Traffic Infrastructure replacement/refurbishment	No
A206 PLUMSTEAD RD - A206 PLUMSTEAD HIGH ST - PETTMAN CRESCENT	Traffic Infrastructure replacement/refurbishment	No
A105 GREEN LANES - COLINA ROAD	Traffic Infrastructure replacement/refurbishment	No
A2217 ACRE LANE BY BRANKSOME ROAD	Traffic Infrastructure replacement/refurbishment	No
STREATHAM HILL - STREATHAM HIGH RD - STERNHOLD AVE - LEIGHAM CT RD	Traffic Infrastructure replacement/refurbishment	No
BOROUGH HIGH STREET - GREAT DOVER STREET - MARSHALSEA ROAD - LONG LANE	Traffic Infrastructure replacement/refurbishment	No
A24 TOOTING HIGH STREET - LONGLEY ROAD - BLACKSHAW ROAD	Traffic Infrastructure replacement/refurbishment	No
A23 KENNINGTON ROAD - A3204 KENNINGTON LANE (DIAGONAL PED CROSSING)	Traffic Infrastructure replacement/refurbishment	No
ROTHERHITHE OLD ROAD BY SURREY QUAYS STATION	Traffic Infrastructure replacement/refurbishment	No
B515 LIVERPOOL ROAD - BEWDLEY STREET - ISLINGTON PARK STREET	Traffic Infrastructure replacement/refurbishment	No
ANERLEY ROAD BY MAPLE ROAD	Traffic Infrastructure replacement/refurbishment	Yes
BISHOPS WAY - CAMBRIDGE HEATH ROAD - HACKNEY ROAD	Traffic Infrastructure replacement/refurbishment	No
WHITEHORSE ROAD - WINDMILL ROAD - HAMPTON ROAD - NORTHCOTE ROAD - LIMES RD	Traffic Infrastructure replacement/refurbishment	No
REPLINGHAM ROAD - A218 MERTON ROAD	Traffic Infrastructure replacement/refurbishment	No
SOUTHAMPTON WAY - COTTAGE GREEN	Traffic Infrastructure replacement/refurbishment	No
(ATM) A308 KINGS ROAD - TADEMA ROAD - ASHBURNHAM ROAD - A3220 GUNTER GROVE	Traffic Infrastructure replacement/refurbishment	No
EDGE LANE SOUTH OF ADDINGTON VILLAGE INTERCHANGE	Traffic Infrastructure replacement/refurbishment	Yes
A4 GREAT WEST ROAD - BOSTON MANOR ROAD	Traffic Infrastructure replacement/refurbishment	No
A217 OLDFIELDS ROAD - COLLINGWOOD ROAD	Traffic Infrastructure replacement/refurbishment	No
KENNINGTON LANE - VAUXHALL STREET	Traffic Infrastructure replacement/refurbishment	No
FORTRESS ROAD - JUNCTION ROAD - BRECKNOCK ROAD - TUFNELL PARK ROAD	Traffic Infrastructure replacement/refurbishment	Yes
PURLEY WAY - STAFFORD ROAD - DENNING AVENUE - FIVEWAYS	Traffic Infrastructure replacement/refurbishment	No
SLOANE STREET - PONT STREET	Traffic Infrastructure replacement/refurbishment	No
(ATM) A2 OLD KENT ROAD - EAST STREET - HENDRE ROAD	Traffic Infrastructure replacement/refurbishment	No

APPENDIX 2

Anticipated major outputs based on the latest Business Plan figures

ASSET	Output	Year				
		2019/20	2020/21	2021/22	2022/23	2023/24
Minor Capital Intervention	Safety Critical Work (no.)	120	20			
Carriageways	Resurfaced (m ²)	36,000	250,000	350,000	300,000	400,000
Footways	Renewed (m ²)		10,000	25,000	25,000	32,000
Lighting	Columns/luminaires replaced (no.)	138	1,200	1,400	1,280	1,685
Vehicle Restraint System	Refurbished/replaced (m)		1,120	1,120	1,000	1,317
Drainage	Pipes refurbished/replaced (no.)		1,343	1,343	1,200	1,580
Structures	Structures refurbished (no)		5	6	5	7
River Piers	River Piers refurbished (no.)			1		1
Pumping Station	Pumping Stations Refurbished (no.)		2	1		1
Tunnels	Tunnel system refurbished (no.)		1	2	2	2
Traffic Signals	Junctions modernised (no.)		15	10	9	12
Bus Stations and Stands	Stations/Standards refurbished (no.)		2	2	2	2
Bus Stops and Shelters	Shelters replaced (no.)	120	350	350	350	350
Major Renewal	Major project implemented (no.)			1	2	1

This page is intentionally left blank

Subject: Quarter 1, 2019/20 GLA Group Monitoring Reports

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 11 September 2019

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 1 of 2019/20.

2. Recommendation

- 2.1 **That the Sub-Committee notes the monitoring reports for Quarter 1 of 2019/20.**

3. Background

- 3.1 At its meeting on 21 May 2019, the Budget and Performance Committee agreed to refer automatically to the Sub-Committee for the 2019/20 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 Commissioner (LFC); 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 1 of 2019/20 are included as follows:

- **Appendices 1a-1e** – GLA Q1 2019/20 Performance and Finance Pack;
- **Appendix 2** – LLDC Corporate Performance Report Quarter 1 2019/20;
- **Appendix 3** – TfL Quarterly Performance Report, Quarter 1 2019/20;
- **Appendix 4** – LFC Financial Position as at the end of June 2019;
- **Appendix 5** – OPDC Finance and Performance Monitoring Report, Quarter 1 2019/20; and
- **Appendix 6** – MOPAC (to follow).

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:

Appendices 1a-1e – GLA Q1 2019/20 Performance and Finance Pack;
Appendix 2 – LLDC Corporate Performance Report Quarter 1 2019/20;
Appendix 3 – TfL Quarterly Performance Report, Quarter 1 2019/20;
Appendix 4 – LFC Financial Position as at the end of June 2019;
Appendix 5 – OPDC Finance and Performance Monitoring Report, Quarter 1 2019/20; and
Appendix 6 – MOPAC (to follow).

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

Chief Officer's introduction: GLA Q1 2019/20 Performance and Finance Pack

Members of Budget & Performance Committee

I attach the GLA Q1 performance and finance pack. You will see it looks different to the pack from previous quarters and I lay out how and why it is different.

I have spent the past few months looking more closely at performance management and reporting across the GLA, with the objective of ensuring that we take a consistent approach to this in all areas. At the same time, teams have been asked to profile their projected spend across the financial year on a quarterly basis at a much greater level of detail than previously, so that we can consider performance in delivery and financial terms in a much more integrated way.

I have made these changes with the full support of the Mayor's Chief of Staff to help ensure that the Corporate Management Team are much better sighted on the detail of performance across the GLA and therefore better able to support the Mayoral administration in the tracking of delivery and discussions about mitigating actions when required. I am hoping that Budget & Performance Committee members, as well as other Assembly Members, will find these refreshed arrangements helpful too.

All of this represents quite a change from our previous arrangements and has taken some substantial effort by teams to achieve. We are not yet quite where I want us to be and the papers you have here for Q1 are reflective of the transition we are making. We will be fully there by the time you see the Q2 papers. I am very happy to discuss this Q1 set with you so I can take your views into account as we improve these reports further.

You have in this Q1 pack:

- **10 new performance dashboards**

Between them, these ten dashboards cover the large majority of GLA activity – and extend significantly beyond the coverage of the performance dashboards you have seen before. They cover: Communities & Social Policy; Culture & the Creative Industries; Education & Youth; Environment; Housing & Land; Health; Planning; Regeneration & Economic Development; Skills & Employment; and Team London & Sport. They are single A3 pages reporting against key aspects of 19/20 delivery and associated risks and issues. Dashboards covering the Human Resources and Organisation Development, Facilities Management and Technology Group units will be in the Q2 pack.

The dashboards also lay out the projected spend profiles for each area, by quarter, and spend against these profiles for Q1. We are doing further work on these financial pictures in the dashboards to be clearer not only about the accuracy of the profiling (recognising that this is a new process and there will be some learnings for colleagues), but also about the reasons for variances from projected profile which we do want to include in the dashboards from Q2. We will soon have the right posts in the finance team to support this work, following the changes on which I consulted the Oversight Committee in July.

- **Finance report**

At the moment, this remains the same as previous reports and does, as previously, lay out where there are spend variances. As I have said above, the key variances will be contained in the dashboards from Q2 and this finance report will then provide a higher-level overview.

- **Corporate Health Performance Indicators**

This remains the same as previous reports, although we continue to refine the indicators.

The goal in producing these new dashboards is to provide direct visibility on performance with a focus that wasn't possible with the large packs previously circulated; too much effort went into production and assurance of the pack rather than considering its contents.

Necessarily, this means that static or seldom changing content such as the definition of performance indicators and their relationship to overall objectives are not included on the dashboards. To document this information and enable the creation of the dashboards, we have produced new Unit Plans, to a common format across the GLA. These build on the 2019/20 budget document, of course, but contain considerably more detail. Progress (or otherwise) against them is the responsibility of Executive Directors, with their teams, and is reported in the dashboards. We are considering how best to make this information available in a way that recognises the often complex relationship between the work of individual GLA Units and cross-cutting Mayoral objectives, and without slipping back into producing the large packs we are trying to move away from. We are happy to provide information to Assembly Members as required to support scrutiny of the dashboards and our performance.

I hope all this is clear. As I have already said, I am more than happy to talk all this through.

Mary Harpley
Chief Officer

Greater London Authority (GLA)

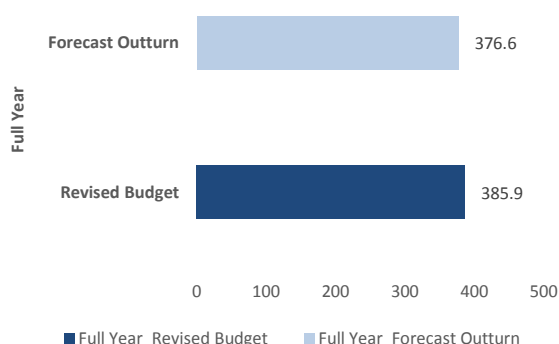
Finance Report Quarter 1 2019-20

1. Introduction

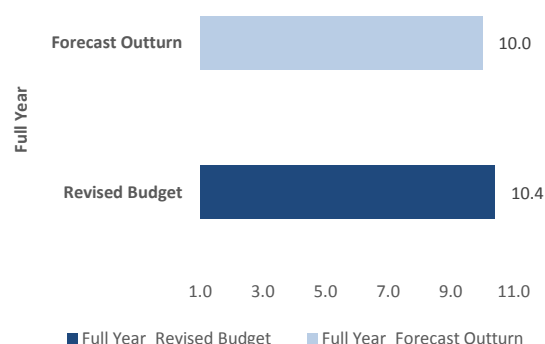
- 1.1 The revenue and capital forecasts (in gross terms) for the year are shown in the table below. A more detailed commentary can be found at Section 2 (Revenue) and Section 3 (Capital), to which the latest reserves forecast is appended. Details at a programme level of performance against profiled expenditure as at Q1 are included in the suite of ten dashboards which form part of this reporting pack. The GLA's Adult Education Budget (AEB) for 2019-20 stands at £192.8m and comprises as much as half of the GLA's net revenue budget for directorates of £385.9m.

Quarter 1	Full Year Position		
2019-20	Budget	Forecast	Variance
	£m	£m	£m
Revenue: Directorates	385.9	376.6	(9.2)
Revenue: Corporate items	10.4	10.0	(0.4)
Capital: Directorates	1,049.5	982.9	(66.6)
Capital: Corporate items	1,250.2	1,250.3	0.1
Total	2,696.0	2,619.8	(76.2)

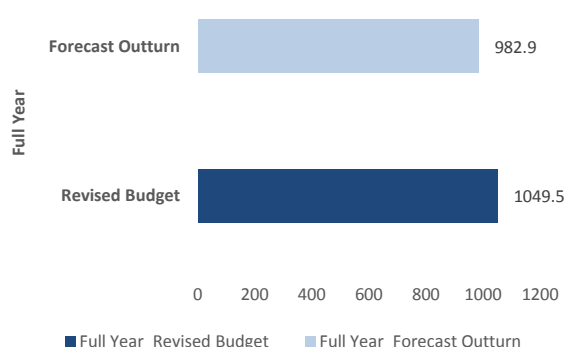
Revenue: Directorates



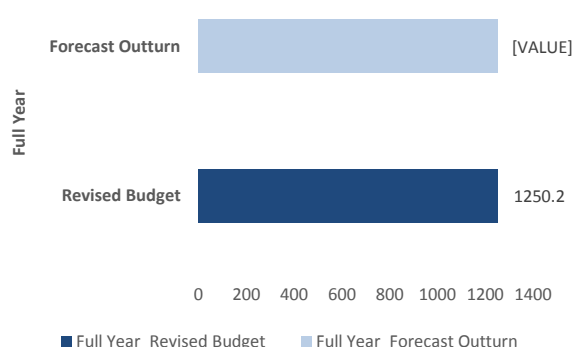
Revenue: Corporate



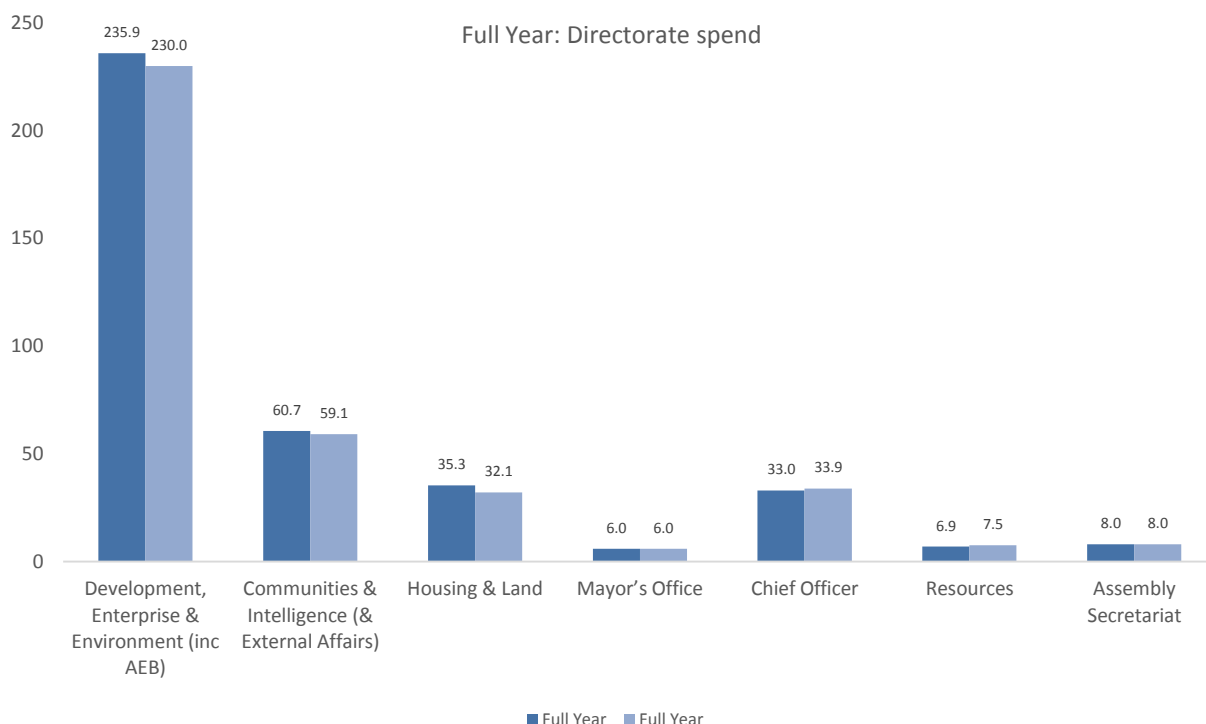
Capital: Directorates



Capital: Corporate



2. Revenue



Housing & Land

Directorate	Full Year Variance £m	Principal items £m
Housing & Land (H&L)	(3.2)	<ul style="list-style-type: none"> (2.7): Move On (income received early) (0.5): Homebuilders Capacity Fund

- 2.1 The forecast variance of £3.2m arises in part from £0.5m for the Homebuilders Capacity Fund. The Fund is a two-year programme which launched after the start of the current financial year. Boroughs were asked to reprofile their proposals, bearing in mind that they would not be in contract immediately. This has resulted in an adjustment of £0.5m to the profile of expenditure for this programme. The adjusted funding will be taken up in 2020-21. A further £2.7m variance relates to income received sooner than expected for the externally funded Move On programme. This income has the same effect on the forecast as a project underspend would have.

Development, Enterprise & Environment

Directorate	Full Year Variance £m	Principal items £m
Development, Enterprise & Environment	(5.9)	<ul style="list-style-type: none"> • (1.4): Skills & Employment • (3.7): Regeneration & Economic Development, comprising: <ul style="list-style-type: none"> - (0.7): FE Capital - (2.3): Skills for Londoners - (0.7): Good Growth Fund • (0.9): Environment

Skills & Employment

- 2.2 There is an underspend of £1.4m forecast of which £1.2m relates to the Mayor's Construction Academy due to delays with the Quality Mark review and application process, which stalled the Round 2 funding prospectus.

Regeneration & Economic Development

- 2.3 There is a forecast underspend of £3.7m as a result of:
- £0.7m of the FE Capital programme being held back for future years' independent monitoring services;
 - £2.3m from the Skills for Londoners' programme being ring-fenced for future developments in external applications, which in turn is dependent on confirmation from Government of future Growth Deal grant; and
 - £0.7m on the Good Growth Fund slipping due to the team prioritising the larger, capital expenditure items in the latest round of Good Growth Fund grant allocations.

Environment

- 2.4 There is a forecast underspend of £0.9m. This is mainly as a result of a revised timetable for the Tree Delivery Programme, as set out in MD2285.

Communities & Intelligence

Directorate	Full Year Variance £m	Principal items £m
Communities & Intelligence including External Affairs	(1.6)	<ul style="list-style-type: none"> • (2.7): Health, Education & Youth, comprising: <ul style="list-style-type: none"> - (2.6): Various items across Education & Youth - (0.1): Health • 0.5: Team London & Sport, comprising: <ul style="list-style-type: none"> - (0.3): Various minor variances - 0.8: EURO 2020 • 0.3: Culture & Creative Industries <ul style="list-style-type: none"> - 0.3: Various programme items • 0.4: External Affairs <ul style="list-style-type: none"> - 0.4: Events

Health, Education & Youth

- 2.5 There is a £2.7m underspend forecast, which relates to a proposed re-profiling of the Health, Education & Youth budget up to 2022-23 to reflect delivery plans.

Team London & Sport

- 2.6 For EURO 2020, an overspend of £0.8m is forecast, reflecting the increased budget secured through MD2486.

External Affairs

- 2.7 External Affairs has a forecast overspend of £0.4m, due to £0.3m of additional funding for Notting Hill Carnival (agreed via MD2425) for increased stewarding, a new community stewarding programme and enhanced community engagement and also due to £0.1m of additional funding for London Pride (agreed via MD2251) for increased presence at the Parade, a GLA Pride reception, funding for UK Black Pride and for other activity to support the LGBT community.

Chief Officer

Directorate	Full Year Variance £m	Principal items £m
Chief Officer	0.9	<ul style="list-style-type: none"> 0.4: Facilities Management 0.4: Technology Group

Facilities Management

- 2.8 There is a forecast overspend of £0.4m which is mainly due to:
- Unbudgeted hire costs for a mobile elevated working platform to clean the City Hall windows (an MD is being prepared for a capital purchase); and
 - Income not achieved due to large number of GLA or waived cost events reducing capacity for fee paying events.

Technology Group

- 2.9 Staffing spend is currently forecast to be over budget at year end due to the current need to use agency temps to fill service desk and engineer positions as a result of challenges encountered in trying to hire permanent staff.

Resources

Directorate	Full Year Variance £m	Principal items £m
Resources	0.6	<ul style="list-style-type: none"> 0.6: Finance & Governance, comprising: <ul style="list-style-type: none"> 0.4: Staffing 0.2: Procurement

Finance & Governance

- 2.10 The full year forecast of an overspend for the unit arises in part from agency staffing costs. A restructuring is currently underway to address this issue.
- 2.11 In addition, there is a forecast overspend on the procurement budget due to increased activity levels, comprising the following areas of GLA activity: events, marketing, community & rough sleeping services and ESF.

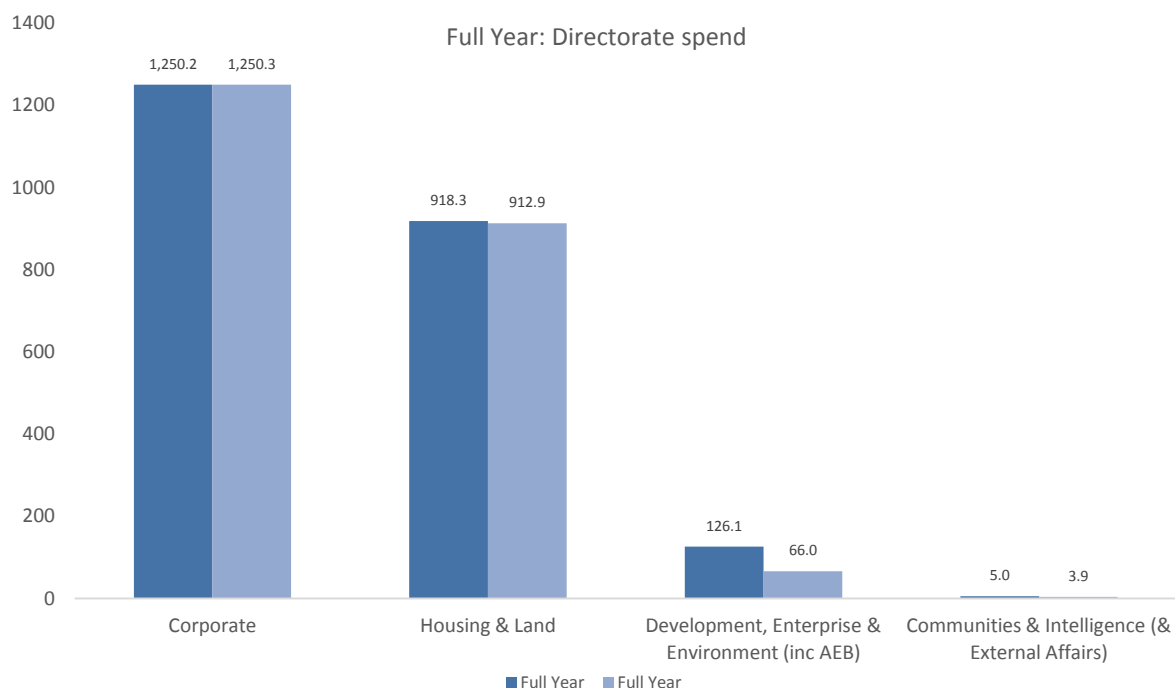
2019-20 Quarter 1 REVENUE

	Full Year		
	Revised Budget at Q1	Forecast Year End Expenditure/ Income	Variance (FY Revised Budget v Forecast)
	£000	£000	£000
Directorate Expenditure			
Chief Officer			
City Ops	602	602	0
Core CMT	504	557	53
Elections	3,700	3,700	0
Facilities Management	17,819	18,214	395
HR & OD	4,124	4,124	0
Mayoral Boards	174	174	0
Standards (Monitoring Officer)	19	19	0
Technology Group	4,597	5,043	446
Transformation Fund	1,500	1,500	0
Total Chief Officer	33,039	33,933	894
Mayor's Office			
Deputy Mayors' Support	1,087	1,087	0
Mayoral Support Teams	1,971	1,971	0
Mayor & Mayoral Appointees	2,222	2,222	0
Private Office & Correspondence	694	694	0
Total Mayor's Office	5,974	5,974	0
Resources			
Executive Director	1,777	1,777	0
Finance and Governance	4,092	4,692	600
Group Finance	1,063	1,063	0
Total Resources	6,932	7,532	600
Development, Enterprise & Environment			
Environment	16,336	15,483	(853)
EPMU	354	354	0
Executive Director	575	575	0
Growth & Infrastructure	758	708	(50)
London Economic Action Partnership (LEAP)	495	495	0
Planning	3,045	3,045	0
Regeneration & Economic Development	15,120	11,459	(3,661)
Skills & Employment	5,834	4,471	(1,363)
Transport	657	657	0
Total Development, Enterprise & Environment	43,174	37,247	(5,927)
Communities & Intelligence			
City Intelligence	3,724	3,612	(112)
Communities & Social Policy	3,783	3,767	(16)
Culture	9,928	10,219	291
Executive Director	927	927	0
External Affairs	9,458	9,883	425
Health, Education and Youth	18,960	16,225	(2,735)
Team London & Sport	13,919	14,459	540
Total Communities & Intelligence	60,699	59,092	(1,607)
Housing and Land			
Executive Director	203	203	0
Investment and Operations	2,801	2,800	(1)
Programmes Policy and Services	29,930	26,741	(3,189)
Strategic Projects and Property	2,384	2,384	0
Total Housing and Land	35,318	32,128	(3,190)
AEB	192,760	192,741	(19)
Total Directorate Expenditure	377,895	368,647	(9,248)

2019-20 Quarter 1 REVENUE

	Full Year		
	Revised Budget at Q1	Forecast Year End Expenditure/ Income	Variance (FY Revised Budget v Forecast)
	£000	£000	£000
Corporate Items			
Contingency	978	978	0
London and Partners	13,456	13,456	0
Museum of London	11,600	11,600	0
Net Service Expenditure	403,929	394,681	(9,248)
GLAP			
L&P	1,229	1,229	0
Strategic Projects and Property	5,598	5,598	0
Tax, Interest Payable & Recharges	12,756	12,756	0
Total GLAP	19,583	19,583	0
Bank Charges and Bad Debt	0	0	0
Council Tax Maximisation Projects	0	0	0
Financing costs - Crossrail	124,745	124,745	0
Financing costs - Other (Interest Payable GLA)	6,100	6,100	0
NLE Capital Financing	19,600	19,600	0
Revenue funding LLDC	12,800	12,800	0
Strategic Investment Fund (Group Led)	108,800	108,800	0
Total Net Expenditure	695,557	686,309	(9,248)
Income			
Adjustment for direct net GLAP expenditure	(19,583)	(19,583)	0
Crossrail Business Rate Supplement	(124,745)	(124,745)	0
GLAP Recharge Income	(5,304)	(5,304)	0
Interest Receivable GLA	(13,700)	(13,700)	0
Interest Receivable GLAP Loan	(9,885)	(9,885)	0
NLE Contributions	(19,600)	(19,600)	0
Total Income	(192,817)	(192,817)	0
Total Net Cost of Service	502,740	493,492	(9,248)
Reserves			
Transfer to/(from) reserves GLA	(59,339)	(59,764)	(425)
Utilised Strategic Investment Funds	(57,500)	(57,500)	0
Transfer to MDC Reserve held in Group items budget	2,400	2,400	0
Total Financing Requirement	388,301	378,628	(9,673)
Assembly & Secretariat			
Executive Director	253	253	0
Committee and Member Services	4,869	4,869	0
Scrutiny	1,842	1,842	0
Special Projects	1,036	1,036	0
Total Assembly & Secretariat	8,000	8,000	0
Total Budget including A&S	396,301	386,628	(9,673)

3 Capital



Housing & Land

Directorate	Full year Variance £m	Principal items £m
Housing & Land (H&L)	(5.4)	<ul style="list-style-type: none"> (5.4): Land & Property

- 3.1 H&L is forecasting an underspend of £5.4m for the Land & Property programme. The current year budget was set as part of the corporate capital strategy work in December 2018 and, since then, the expenditure profile has been adjusted to reflect the current position on each project. The profile set in December 2018 included some headroom to allow for additional capital programme expenditure should the need arise for new projects. This year the Land & Property programme capital expenditure relates to three principal projects: Barking Riverside, the London Sustainable Industrial Park and Beam Park Station.

Development, Enterprise & Environment

Directorate	Full year Variance £m	Principal items £m
Development, Enterprise & Environment	(60.1)	<ul style="list-style-type: none"> • (51.7): Regeneration & Economic Development comprising: <ul style="list-style-type: none"> - (10.5): FE Capital - (1.5): London Regeneration Fund - (11.3): Good Growth Fund - (28.4): Skills for Londoners • (8.4): Environment comprising: <ul style="list-style-type: none"> - (1.5): Energy Supply Company - (6.5): Cleaner Heat Cashback - (0.4): Other minor variances

Regeneration & Economic Development

3.2 The slippage is as a result of:

- FE Capital (£10.5m); the Ada project is no longer projected to spend in 2019-20;
- London Regeneration Fund (£1.5m); the proposed reallocation of budget is awaiting approval as part of Good Growth Fund Round 3;
- Good Growth Fund (£11.3m); the budget for 2019-20 was set prior to entering into grant agreements for Good Growth Fund Rounds 1 and 2. The current forecast reflects live project reporting and activities which are in contract. This variance may reduce following further Good Growth Fund Round 2 projects entering into contract; and
- Skills for Londoners (£28.4m); there has been a ring-fencing of certain funds for other purposes, including a Brexit contingency and a reserve for Round 2 projects, which has led to a proposed reprofiling of this budget.

Environment

3.3 The slippage is as a result of:

- £1.5m underspend against the Energy for London Supply Company; this capital budget is due to be converted to revenue and this amount is being held in reserves for that purpose; and
- £6.5m underspend against Cleaner Heat Cashback; following endorsement at the LEAP Board, an MD is being finalised which seeks approval to reallocate £9.0m of capital funds from Cleaner Heat Cashback to other air quality programmes. As part of that, the Energy Saving Trust will be returning £2.5m in 2019-20.

Communities & Intelligence

Directorate	Full year Variance £m	Principal items £m
Communities & Intelligence	(1.1)	<ul style="list-style-type: none"> • (1.0): Creative Land Trust •

Culture: Creative Land Trust

- 3.4 Recruitment to the Board for the Creative Land Trust was undertaken during Q4 2018-19 and Q1 2019-20. This took longer than anticipated. The funding agreement between GLA and the Creative Land Trust can now be finalised and this element of the GLA budget can be reprofiled accordingly.

2019-20 Quarter 1 CAPITAL

	Full Year		
	Revised Budget at Q1	Forecast Outturn	Fcst Variance to Revised Budget
	£m	£m	£m
Housing & Land			
Affordable Housing Programme	300.6	300.6	(0.0)
Care & Support	24.0	24.0	0.0
Community Led Housing	2.8	2.8	0.0
Community Housing Fund	16.0	16.0	0.0
Homelessness Change and Platform for Life	6.3	6.3	0.0
Housing Zones (Grants)	123.6	123.6	0.0
Housing Zones (Loans)	106.3	106.3	0.0
Land and Property	31.0	25.6	(5.4)
Land Assembly Fund (MHCLG)	146.8	146.8	0.0
Land Fund (GLAP)	125.5	125.5	0.0
Move On	6.3	6.3	0.0
Royal Docks	23.9	23.9	0.0
Small Sites (H&L)	5.3	5.3	0.0
Total Housing & Land	918.3	912.9	(5.4)
Corporate			
Cross-rail	905.0	905.0	0.0
Northern Line Extension (NLE)	217.0	217.0	0.0
LLDC Loan Funding	87.6	87.6	0.0
LLDC East Bank grant Funding	17.9	17.9	0.0
UCL Cultural & Education District	15.0	15.0	0.0
LLDC JV Trf to GLAP	3.4	3.4	0.0
Elephant & Castle	-	0.1	0.1
Facilities Management	2.6	2.6	0.0
Technology Group	0.6	0.6	0.0
Corporate Operating Open Systems	1.1	1.1	0.0
Total Corporate	1,250.2	1,250.3	0.1
Regeneration & Economic Development (DEE)			
London Regeneration Fund	1.5	-	(1.5)
Mayor's Regeneration Fund/London Enterprise Fund	1.3	1.3	0.0
Growing Places Fund	7.0	7.0	0.0
Further Education	25.3	14.8	(10.5)
Skills For Londoners	47.0	18.6	(28.4)
Good Growth Fund	25.2	13.9	(11.3)
Total Regeneration & Economic Development	107.3	55.7	(51.7)
Environment (DEE)			
Greener City Fund	1.5	1.5	0.0
Bunhill Smart Energy	0.2	0.2	0.0
Air Quality (GD 3)	0.2	0.2	0.0
RE:FIT for Schools	0.2	0.2	0.0
Warmer Homes	3.4	3.4	0.0
Energy Supply Company	1.5	-	(1.5)
Cleaner Heat Cashback	6.5	-	(6.5)
Energy Leap	0.5	0.5	0.0
E-FLEX	0.2	-	(0.2)
Plastic Bottles	1.3	1.1	(0.2)
Total Environment	15.5	7.1	(8.4)
Skills and Employment (DEE)			
Digital Skills	1.5	1.5	0.0
Mayor's Construction Academy	1.5	1.5	0.0
Total Skills & Employment	3.0	3.0	0.0
Planning (DEE)			
London Development Database	0.3	0.3	(0.0)
Total Planning	0.3	0.3	(0.0)
Total Development, Enterprise & Environment	126.1	66.0	(60.1)
Communities & Intelligence			
Museum of London	0.5	0.5	0.0
A Sporting Future for London	1.0	1.0	0.0
Fourth Plinth	0.1	0.1	0.0
Creative Enterprise Zones	0.4	0.3	(0.1)
Creative Land Trust	3.0	2.0	(1.0)
Total Communities & Intelligence	5.0	3.9	(1.1)
Total Capital	2,299.7	2,233.2	(66.5)

Reserves 2019/20		FORECAST	
GLA Reserves	Balance at 1 April 2019	Net Transfer	FORECAST 31st March 2020 Balance
	£000	£000	£000
Reserves to support key revenue budget outcomes			
Directorate Programme	62,018	(28,776)	33,242
Election	12,853	3,175	16,028
Environment Drainage	354	0	354
Major Events	10,995	(5,484)	5,511
New Museum Project	8,000	0	8,000
Planning Smoothing	781	1,800	2,581
Pre Application Planning	1,942	0	1,942
Pre-Application Planning	1,068	0	1,068
Rev Grants Unapp Res	75,194	(20,505)	54,689
Sport Unites	6,743	(3,371)	3,372
Young Londoners Fund Reserve	23,939	0	23,939
Capital Programme - revex/capex funding	0	(5,423)	(5,423)
Total	203,887	(58,584)	145,303
Reserves to support organisational change and transformation			
Development	2,408	0	2,408
Mayoral Resettlement	77	0	77
Total	2,484	0	2,484
Reserves to support on-going asset management			
City Hall Lease Smoothing	3,143	(1,180)	1,963
Estates	7,868	0	7,868
Total	11,010	(1,180)	9,830
Reserves to support on-going capital activity			
Capital Programme	52,234	(8,785)	43,449
LLDC Capital Funding Reserve	126,047	0	126,047
Compulsory Purchase Orders	1,329	0	1,329
Total	179,611	(8,785)	170,826
General			
General Reserve	10,000	0	10,000
Total GLA Reserves	406,991	(68,549)	338,442
Group Reserve	Balance at 1 April 2019	Net Transfer	FORECAST 31st March 2020 Balance
Group Reserve			
Business Rates	188,200	0	188,200
Development Corporations	3,137	0	3,137
Strategic Investment Funds	111,193	0	111,193
Total Group Reserves	302,530	0	302,530
Third party Reserve	Balance at 1 April 2019	Net Transfer	FORECAST 31st March 2020 Balance
Third party Reserve			
London & Partners	2,245	0	2,245
New Homes Bonus	5,163	0	5,163
Total Third Party Reserves	7,408	0	7,408
TOTAL RESERVES	716,930	(68,549)	648,381
Assembly Reserves	Balance at 1 April 2019	Net Transfer	FORECAST 31st March 2020 Balance
Assembly Reserves			
Assembly Development & Resettlement	1,610	0	1,639
Total Assembly Reserves	1,610	0	1,639
	718,540	(68,549)	650,020

This page is intentionally left blank

Overview: **Communities & Social Policy**

Objectives	Time	Spend	Capability	Risk
G	G	G	G	A

- We will exceed our target for 50,000 Londoners with insecure status to access information on the EU Londoners portal.

- We are on track to meet our targets for the London Family Fund, advocacy on insecure status for young Londoners and voter registration.

- Due to delays in recruitment, the unit will keep forecasts for business engagement in the Workforce Integration Network programme under review.

- We are recruiting to fill gaps in capacity and should have a full compliment of staff in September 2019, following some staff departures in the spring/summer 2019.

Financial review



£m Rev	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				3.9		
Q3				2.7		
Q2				1.6		
Q1	3.9	3.9	99% (-0.02)	0.7	0.2	32% (-0.5)

Performance indicators

Q1	3	2	1		
		19/20 →	Target	YTD	Conf.
1a	London Family Fund: Families supported		150	Q3	G
1b	London Family Fund: % families reporting a benefit		70%	Q3	G
2a	Workforce Integration Network: Employers in the digital & construction sector signed up		30	Q3	A
2b	Workforce Integration Network: Peer ambassadors engaged		25	Q3	N/A
3a	Individuals accessing online guidance for young Londoners with insecure status		5,000	759	A
3b	Individuals accessing the online portal for European Londoners		50,000	30,347	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	The UK's exit from the EU may have a detrimental impact on social integration	6	↑	Continuing Brexit uncertainty, together with hate crime trends since the referendum, suggest that 31/10 Brexit date could be a flash point
2	A snap general election could lead to uncertainty or policy/funding change and impact our ability to deliver projects (some of the unit's work is directly funded by Govt)	3	→↔	Govt funds GLA strategic immigration work; and this is likely to continue to be seen as important
3	Of potential financial mismanagement of funding provided by the GLA to partners involved in social integration, leading to a loss of funds	1	→↔	Sound due diligence and grant management systems are in place
Issue		Rating	Trend	Explanation for trend
1	Payment of small providers is delayed affecting our reputation with civil society partners and project delivery timelines	H	→↔	Backlogs have been cleared and new systems are being developed to avoid future payment delays
2	Procurement delays are making it more challenging to deliver projects on time	M	↓	A full procurement plan is now in place
3	Recruitment timescales have led to understaffing. This issue has largely been resolved; but had impacted on the team's ability to meet some interim deadlines	M	→↔	The pace of recruitment remains a challenge but changes to corporate HR processes are having a positive impact

Goals

Q1	10	1		
		Base	F'Cast	Conf.
1	Update the social integration dashboard; plan strategically for what and how to improve social integration; advocate for policy change by others	Q1 19/20	-	CG
2	Design Lab: Complete a learning report & recommendations for a potential year 2	Q4 19/20	-	G
3	Recommendations for GLA funding for ESOL 'plus' projects based on learning from pilot	Q4 19/20	-	G
4	Work with up to 16 schools to reduce child poverty. Publish a project evaluation	Q4 19/20	-	G
5a	50,000 additional 16-24 year-old Londoners register to vote	Q4 19/20	-	G
5b	Digital and print voter registration resources are accessed 5,000 times	Q4 19/20	-	G
6	11 citizen-led community-based research projects influence City Hall policy	Q4 19/20	-	G
7a	Employment rights site launched with full capability and hosted on london.gov.uk	Q2 19/20	-	G
7b	Evaluation report of the employment rights site with recommendations for future iterations	Q4 19/20	-	A
8a	Civil Society Action Plan: Improved data skills for 4 refugee and migrant orgs; & 20 attended capacity building workshops	Q2 19/20	-	G
8b	Civil Society Action Plan: 25 Civil Society Leaders trained	Q4 19/20	-	G

Overview: Culture & Creative Industries

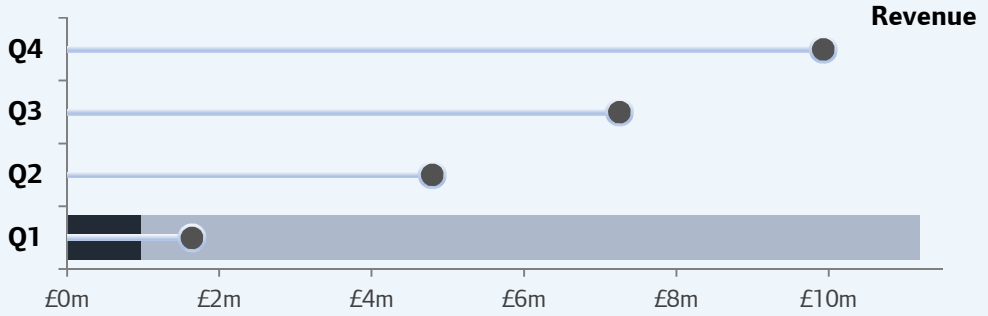
Objectives	Time	Spend	Capability	Risk
G	A	G	A	G

- Q1 was a strong quarter for delivery, with all major Mayoral projects now launched. Highlights included opening round two of London Borough of Culture, working with cross-policy colleagues to publish the Mayor’s response to the Night Time Commission’s report, and launching a Night Time Enterprise Zones pilot grant and a new Safer Sounds Partnership. London Games Festival achieved an all-time high of 97,000 attendances. World Cities Culture Forum secured EU URBACT funding so that London can work with 7 EU cities to improve access, inclusion and diversity.

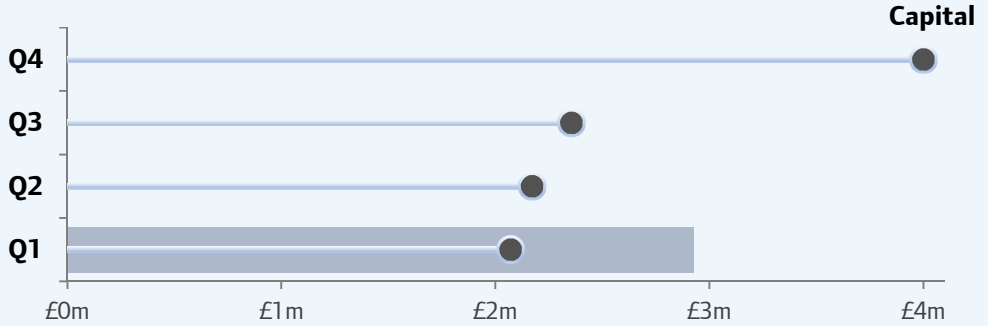
- Progress has been slower than expected on finalising grant agreements for Creative Enterprise Zones due to borough staffing capacity challenges; and on recruiting the new Creative Land Trust board so as to ensure significant diversity of trustees was achieved.

- The Culture at Risk Office continues to work at full capacity, with greater demand than it can meet and cases prioritised.

Financial review



£m Rev	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				9.9		
Q3				7.3		
Q2				4.8		
Q1	9.9	10.2	102% (0.3)	1.6	1.0	59% (-0.7)



£m Cap	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				4.0		
Q3				2.4		
Q2				2.2		
Q1	4.0	2.9	73% (-1.1)	2.1	0.0	0% (-2.1)

Performance indicators



	19/20 →	Target	YTD	Conf.
1a	London Borough of Culture: Visits to public events	0.40m	Q2	A
1b	London Borough of Culture: Schools engaged	21	Q2	G
1c	London Borough of Culture: Volunteer days	4,471	Q2	A
2	Culture Seeds: Audience and participation	35,000	9,186	G
3a	Creative Enterprise Zones: Workspace created (sqm)	2,156	Q4	A
3b	Creative Land Trust: Creative workspaces created/secured	TBC	Q4	A
4a	Museum of London: Visitors	1.04m	0.25m	G
4b	Museum of London: Engagement with young people	143,000	40,389	G
5a	London Design & Games Festivals: Audience	650,000	97,000	G
5b	Creative industries funding: Value of sales, exports and inward investment	£380.2m	Q2	G
5c	Creative industries funding: Employment opportunities	3,193	Q2	G
5d	Creative industries funding: Traineeships, work experience and apprenticeships	253	Q2	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	Of delays to the Museum of London's Smithfield development from extended timescales for: negotiations between the City & market tenants; landlord works (by the City)	9	↔	Negotiations with traders are continuing.
2	There may be fewer or lower quality bids for round 2 of LBOC, due to the timing of the application process	6	↓	Positive conversations are taking place with at least 10 boroughs. Some boroughs are still waiting for cabinet approval to proceed
3	Fundraising for the Creative Land Trust from the private sector may not be successful	6	↓	Trustees in place; 1st board meeting held with interim chair. Chair in place by Sept. Interim Director progressing fundraising with strategy in Oct
Issue		Rating	Trend	Explanation for trend
1	The GLA has not yet tendered for the £1.5m ESF skills projects across the 5 CEZs (excluding Tottenham)	M	↓	We have set out two workable options now set out, resulting in additional match funding. Procurement can get underway in Sept
2	Creative Land Trust grant agreement not finalised due to extensive board recruitment to ensure diversity and skillsets required. May result in slower delivery	M	↓	Funding agreement will be finalised by the end Q2 when a first GLA payment will be made to the Creative Land Trust
3	Two boroughs are yet to sign their CEZ agreements due to their resourcing challenges	M	↓	GLA has been informed both agreements will be signed by end August

Goals



		Base	F'Cast	Conf.
1	London Borough of Culture: Announce 2021 & 2023 awards and 3 Cultural Impact Awards	Q4 19/20	-	A
2a	Publish 2 Cultural Infrastructure resources: a) how to set up; and b) how to run a grassroots music venue	Q2 19/20	-	G
2b	Publish 2 additional Cultural Infrastructure resources on: the planning system; mixed-use development	Q1 20/21	-	G
3	Fourth Plinth: Unveil the 13th commission with media reach of 150m & Advertising Value Equivalency of £1.5m	Q4 19/20	-	G
4	EURO 2020: Deliver a 5 week culture programme and 8 events	Q3 20/21	-	A
5a	Award the tender for a pilot ESF skills programme in Tottenham Creative Enterprise Zone	Q3 19/20	-	G
5b	Award the tender for a pilot ESF skills programme in 5 Creative Enterprise Zones (excluding Tottenham)	Q1 20/21	-	A
6	Deliver 2+ 'Unpacking the Credits' industry careers advice films, with extensive distribution	Q4 19/20	-	G
7	Deliver evaluation & action plan from Night Time Enterprise Zone pilot and research into the impact of later opening hours	Q4 19/20	-	G
8	Launch the New Night Time Data Observatory	Q4 19/20	-	G
9	Publish guidance for boroughs on creating Night Time Strategies & support 5 boroughs to publish new Night Time Strategies	Q4 20/21	-	G
10	Oversee delivery of a World Cities Culture Forum summit in Lisbon, attracting reps from 30+ city governments	Q3 19/20	-	G

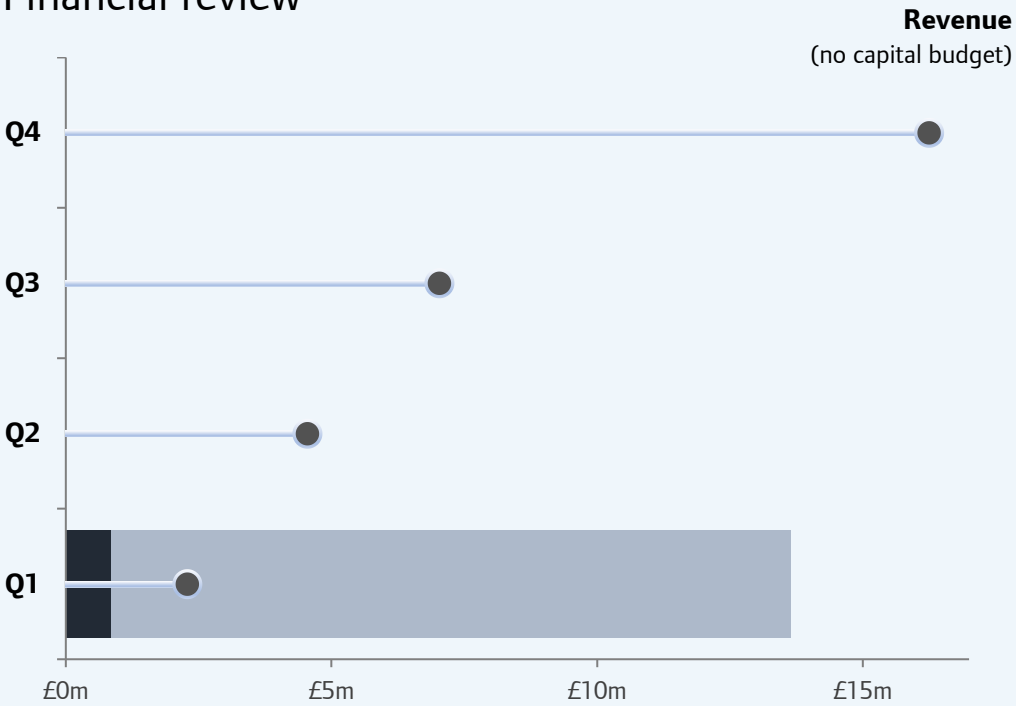
Overview: Education & Youth

Objectives	Time	Spend	Capability	Risk
G	G	G	A	G

- The unit is on track against the milestones and indicators in the Unit Plan. Round 2 of the Young Londoners Fund (YLF) launched in May and the initial sift of applications is taking place. Coaches have been matched with participants on the Early Years Leader programme and applications have closed for the next year of Getting Ahead London teachers. A new exclusions programme is being developed as part of the Violence Reduction Unit (VRU) work programme.

- Spend is rated as green as, although there was underspend against Q1 profiles, we are confident we will spend by year end. Capability is amber as staffing resource is stretched by the imperative to score and award round 2 of the YLF; and because additional workstreams are coming through now from the VRU.

Financial review



£m Rev	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				16.2		
Q3				7.0		
Q2				4.5		
Q1	16.2	13.6	83% (-2.6)	2.3	0.9	37% (-1.4)

Performance indicators

Q1	7			
19/20 →		Target	YTD	Conf.
1	Early Years provider organisations supported	170	94	G
2	Students supported by Stepping Stones	1,300	Q4	G
3	Getting Ahead London: Teachers on the leadership programme	60	Q2	G
4a	London Curriculum: Primary schools engaged	34%	27%	G
4b	London Curriculum: Secondary schools engaged	65%	60%	G
5	London Scientist: Students achieving BSA CREST award	6,832	1,037	G
6	Young Londoners Fund (R1&2): Young people participating	TBC	Q2	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	The tight timeframe to develop E&Y elements of the VRU work plan may mean spend isn't achieved in 2019/20	4	➡⬅	Emerging risk so no trend yet
2	A lack of staffing may mean Young Londoners Fund application scoring is delayed	3	➡⬅	Allocations expected to be made in Q2
3	Young Londoners Fund grant applications may not be evenly spread across London, resulting in sub-optimal geographical coverage	2	➡⬅	Analysis of Round 2 applications to determine geographical spread will be undertaken, allowing a clearer assessment
Issue		Rating	Trend	Explanation for trend
1	Low application numbers mean elements of the ESF youth programme will need to be reprocured	M	➡⬅	Staying the same until we know final information on which lots are appointable
2	Flexi-grant portal management information system not able to pull off all Young Londoners Fund programme level data reports in a timely manner '	L	➡⬅	Staying the same until we see impact of IT changes
3	Delays to third party input in providing content for the new London Curriculum Key Stage Fashion resource.	L	➡⬅	Staying the same until we see significant progress from the writer

Goals

Q1	8			
		Base	F'Cast	Conf.
1	Complete the Mayor's early years campaign to increase take up of free early years education	Q3 19/20	-	G
2	90 schools recognised at a celebration event for tackling low student achievement	Q2 19/20	-	G
3	Gender Action Award pilot completed, evaluated and rolled out nationally by Institute of Physics	Q4 19/20	-	G
4	5 new and updated London Curriculum resources published	Q3 19/20	-	G
5	Peer Outreach Team: Increase membership of participation network by 20% to 400 members	Q1 20/21	-	G
6	Award round 2 Young Londoners Fund grants	Q3 19/20	-	G
7	70% of YLF round 1 projects achieve the London Youth Quality Mark	Q3 20/21	-	G
8	Exclusion and missing from school research & consultation underway. Response provided to next phase of Timpson consultation	Q4 19/20	-	G

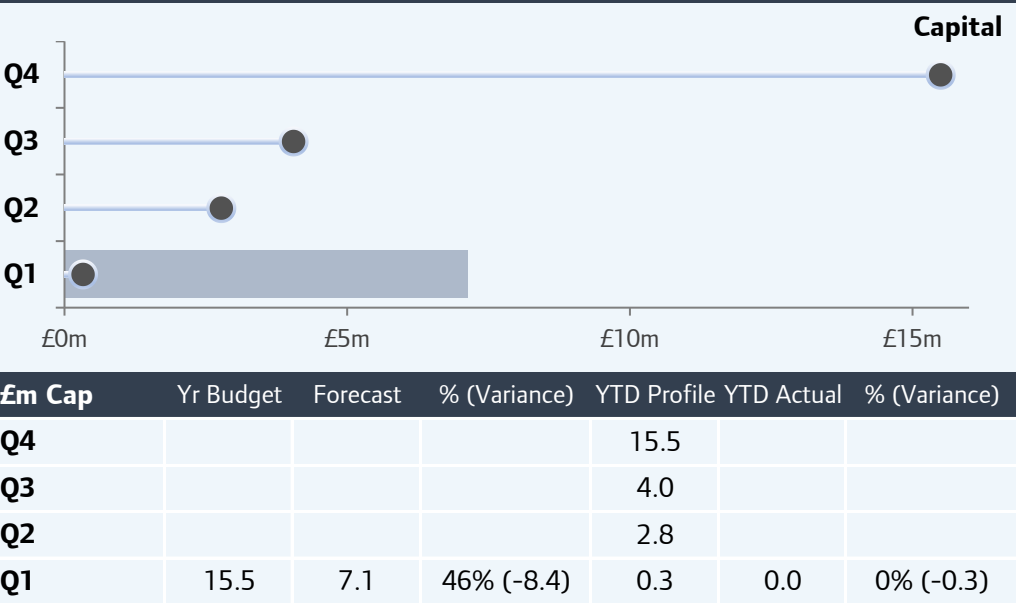
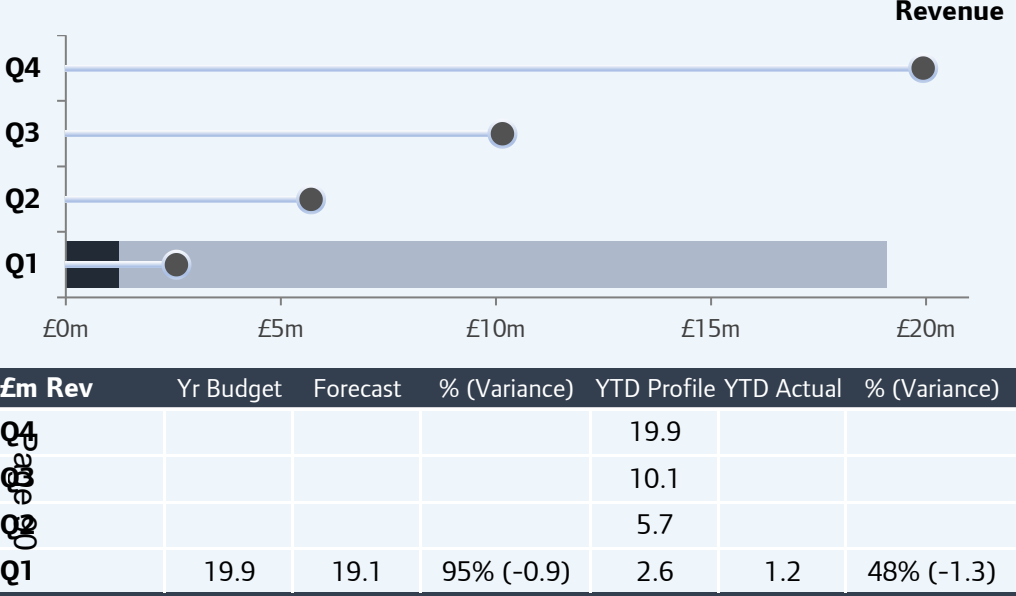
Overview: **Environment**

Objectives	Time	Spend	Capability	Risk
G	G	A	G	G

With action to reallocate/reprofile the Cleaner Heat Cashback budget, and the closing down of License Lite, RAGs are green. Risks and issues are broadly the same as Q4, but risk is reducing. Highlights:

- The Ultra Low Emission Zone launched in April. 9,400 fewer older, more polluting vehicles are entering the zone daily.
- 40 applications were received for R3 community tree planting grants. Over 50,000 trees will be planted this winter.
- Following procurement and site selection, the installation phase of the Drinking Water Fountains programme was expected to begin in July.
- Phase 1 & 2 Reduction & Recycling Plans were received from boroughs on schedule. These are being reviewed with feedback to boroughs for amendment in some cases.
- The Mayor's Entrepreneur scheme awarded £20k to winners in 3 categories.
- The supplier of services to Energy for Londoners Supply Company was selected. Contracts are expected to be signed on time.
- Phase 1 of Warmer Homes closed to new applicants. Installs are being completed. To date, 762 homes have been supported.

Financial review



Performance indicators

Q1	6	5		
19/20 →		Target	YTD	Conf.
1	Change in NOx from 2013	Not set	Q4	G
2	Change in bus fleet NOx from 2016	-85%	Q4	G
3	Change in black taxi emissions from 2013 (& number of ZEC taxis)	-21%	Q4 (1,958 ZECt)	A
4a	Greener City Fund: Trees planted	50,000	Q4	G
4b	Greener City Fund: Green space projects supported	78	Q4	G
5a	Warmer Homes: Homes in which energy efficiency improvements are installed	1,151	164	G
5b	Warmer Homes Advice Service: Households assisted	2,000	0	A
6	RE:NEW extension period: Homes retrofitted	2,000	566	CA
7	RE:FIT: Annual CO2 savings	11,450	787 (prov)	A
8	Drinking fountains installed in partnership with Thames Water	50	Q2	A
9	Better Futures: SMEs given intensive support	7	7	CG

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	The complexity & uncertainty inherent in installing at least 100 water fountains in different locations in London may mean roll out is slower than expected	6	↔	No change given the programme is in its early stages
2	Delays in decision-making or in branding/marketing work for Energy for Londoners Supply Company may delay launch	4	↓	Branding and marketing work is underway and to schedule. Risk of delays remain but are reducing as milestones are passed
3	Potential low uptake of the small business and low income scrappage scheme, including due to qualifying criteria and complexity	2	↓	The eligibility criteria for sole traders has been adjusted to increase scheme participants
Issue		Rating	Trend	Explanation for trend
1	Achieving Mayoral environmental & climate change goals requires Govt. to devolve more statutory powers & resources, with no clear path for this currently	M	↑	Brexit approach and recent changes in to the ministerial team have increased uncertainty
2	Issues arising from the UK's exit from the EU cut across the Environment Strategy, affecting policy and delivery. Programmes need to adapt to meet LES objectives	M	↔	Will require careful monitoring in light of political changes in central Government
3	Following publication of the LES, a wider skill set and different ways of working are required within the team to ensure delivery of a range of programmes	M	↑	The range and complexity of the programmes being delivered has increased with the incorporation of Energy for Londoners Supply Company

Goals

Q1	13	1		
		Base	F'Cast	Conf.
1	Transform 10 polluted locations into Low Emission Neighbourhoods	Q4 19/20	-	G
2	Starter grants awarded to 49 schools to implement air quality audit recommendations	Q2 19/20	-	G
3a	Installation, assessment and, if needed, removal of air filtration systems at 6 nurseries; and feasibility study	Q2 19/20	-	G
3b	At least 50% of recommendations in the 20 nursery air quality audits delivered	Q3 19/20	-	G
4	Extend the Ultra Low Emission Zone to Inner London	Q3 21/22	-	G
5	Full implementation of the Non-Road Mobile Machinery Zone, including delivering a positive recognitions scheme	Q3 20/21	-	G
6	London becomes the first National Park City, with over 300 events engaging 1,000s of Londoners	Q2 19/20	-	G
7	Complete 6 large-scale green space projects	Q4 19/20	-	G
8	Energy for Londoners Supply Company launched	Winter 19/20	-	G
9	London hosts its first Climate Action Week with 100 successful and well-promoted events	Q2 19/20	-	G
10	Decentralised Energy Enabling Project: Save 17,400t of carbon and generate 3MW of renewable energy capacity	Q3 21/22	-	G
11	Up to 10 performance-guaranteed, near net-zero energy home retrofits	Q4 19/20	-	G
12	Each London borough has produced a Reduction and Recycling Plan	Q4 19/20	-	A
13	Four sectors in London (education, health, housing and retail) receive guidance on retrofitting sustainable drainage	Q3 19/20	-	G

Overview: **Health**

Objectives	Time	Spend	Capability	Risk
G	G	G	A	A

Programmes to realise objectives are in delivery, with non-business critical delays in a few areas. Highlights include:

- Health and care partners are developing a Health & Care Vision. This will be featured in October's London Health Board Conference.
- The Child Obesity Taskforce is developing a call for action for an autumn launch.
- Healthy Early Years London and Youth Mental Health First Aid are on track.
- 'Next Steps for London Social Prescribing' will be published in the summer alongside other GLA commissioned reports. The roll-out of link-workers into Primary Care Networks, part of the NHS Long-Term Plan, has begun. We are developing a work plan to help partners implement and grow social prescribing. The focus is the voluntary and community sector.
- The Fast Track Cities London partnership is working towards HIV reduction targets. An international conference is planned for September.
- Work is ongoing on application of the Mayor's 'six texts', as outlined in the King's Fund report.

Financial review



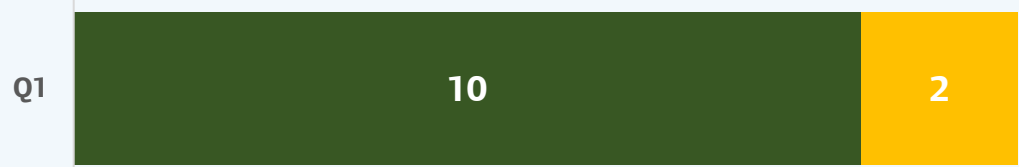
£m Rev	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				3.2		
Q3				2.5		
Q2				1.5		
Q1	3.2	3.0	95% (-0.1)	0.5	0.3	52% (-0.2)

Performance indicators



	19/20 →	Target	YTD	Conf.
1	Health Early Years London: Total number settings signed up	1,330	1,225	G
2	Healthy Schools London: Total number schools registered (% all schools)	2,150 (est 85%)	2,123	G
3	Youth Mental Health First Aid: Additional education & peer mentors in London schools trained	1,000	Q2	G
4	Dementia Friends: Total number of GLA staff trained	262	40	A
5a	Healthy Workplace Award London: Total number of organisations signed up	1,000	1,033	G
5b	Healthy Workplace Award London: Total number of employees of accredited organisations	TBC	608,865	N/A

Goals



		Base	F'Cast	Conf.
1	Publish the Child Obesity Taskforce action plan/call to action	Q2 19/20	-	A
2	Host the annual Healthy Early Years London and Healthy Schools London celebration events	Q1 19/20	-	CG
3	Undertake a process evaluation of the Healthy Workplace Award	Q4 19/20	-	G
4	Publish 'Next Steps for Social Prescribing in London' paper	Q2 19/20	-	A
5	London to be a dementia friendly city	2022	-	G
6	Publish London Health Inequalities Strategy guides	Q2 19/20	Q1 19/20	CG
7	Host five workshops to progress key priorities in the Health Inequalities Strategy	Q4 19/20	-	G
8	Convene the annual London Health Board conference	Q3 19/20	-	G
9	Support development and publication of a contemporary health and care vision for London	Q4 19/20	-	G
10	With the VRU, commission a violence strategic needs assessment & homicide review, and mobilise health care contribution to violence reduction	Q3 19/20	-	G
11	Pilot and apply the Mayor's six tests to appropriate projects and schemes, and provide a Mayoral position	Q4 19/20	-	G
12	Publish learning from work on health super zones around schools	Q4 19/20	-	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	The London Innovation and Transformation Architecture (LITA) review may impact on the capacity of the health and care partnership to champion and challenge the NHS	4	➡⬅	Risk static while the LITA review is ongoing (to be completed in September 2019)
2	The anticipated green paper on adult social care is not published during this Mayoralty	4	➡⬅	New Prime Minister has signalled that he will have a position on adult social care, but Brexit is likely to continue to delay this
3	Potential competing views on the Child Obesity Taskforce action plan mean consensus is difficult to achieve, affecting buy-in and delaying its launch	2	➡⬅	Risk stable following implementation of mitigating actions, including support for the Taskforce's chair and vice-chair in achieving consensus
Issue		Rating	Trend	Explanation for trend
1	Current reliance on interim staffing arrangements: do not yet have permanent staff in post to complete work outlined in team plan	M	↓	A small number of posts remain under discussion
2	Limited public health specialist capacity to support Mayoral commitments on health in all policies and health inequalities due to staff turnover	M	➡⬅	Work initiated to scope capacity to support work programme
3	Lack of certainty in terms of partners expectations of, and commitments to supporting, the London Health Board conference	M	➡⬅	Discussions with partners are continuing and work is progressing

Overview: **Housing & Land**

Objectives	Time	Spend	Capability	Risk
G	G	A	G	A

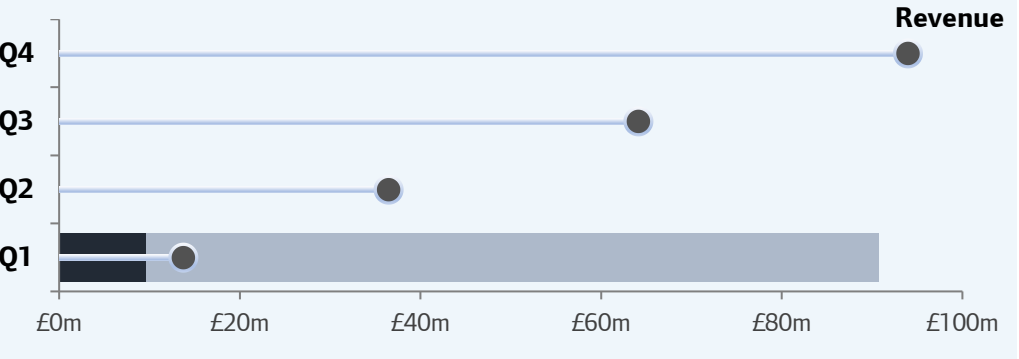
- We are on track to hit the Mayor's target of 116k affordable housing starts by March 2022, providing more Londoners with access to good quality homes that meet their needs and they can afford. To the end of Q1, 2,672 starts were achieved against the 17,000 annual target. There have been 44,376 starts against the 116k target.

- Dialogue with housing provider partners is ongoing to review risks such as planning delays and market uncertainty caused by Brexit. This could impact expenditure plans.

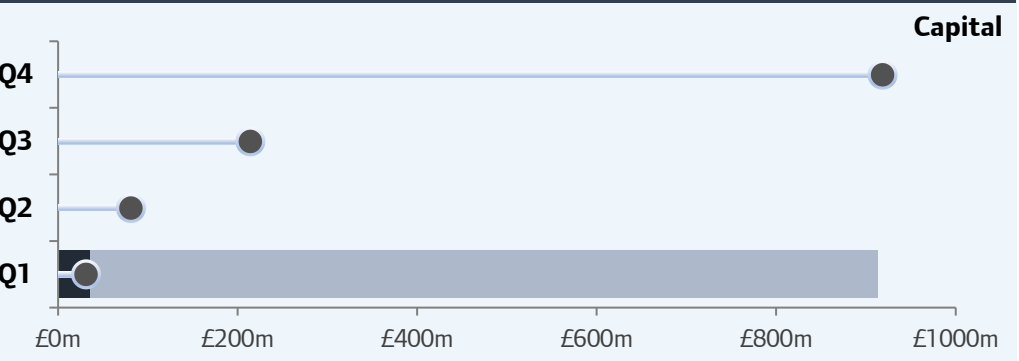
- The Land Fund project pipeline is strong, holding proposals capable of delivering over 30,000 homes, at least 50% affordable. We are on track to commit £250m by end of 2019/20.

- To the end of Q1, 91% of those supported by Mayoral programmes and services exited rough sleeping (85% target).

Financial review



£m Rev	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				94.0		
Q3				64.1		
Q2				36.5		
Q1	94.0	90.8	96% (-3.2)	13.7	9.7	70% (-4)



£m Cap	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				918.3		
Q3				214.0		
Q2				80.7		
Q1	918.3	912.9	99% (-5.4)	30.7	35.7	116% (5)

Performance indicators



	19/20 →	Target	YTD	Conf.
1	Affordable homes built between 2015-22	17,000	2,672 (prov)	A
2	Genuinely affordable homes started by councils in London	2,500	73 (prov)	G
3	Rogue landlord and letting agent checker clicks	28,900	10,951	G
4	Mayoral services: % of those supported exiting rough sleeping (total supported)	85%	91% (498)	A

Goals



		Base	F'Cast	Conf.
1	Each Investment and Operations Area Team to produce an outline action plan on an area of focus	Q3 19/20	-	G
2	Agree terms for the Land Assembly Centre of Excellence	Q4 19/20	-	G
3a	Establish a Land Fund pipeline of projects capable of delivering 35,000 homes	Q3 19/20	-	G
3b	Deploy Land Fund investment of £250m	Q1 20/21	-	G
4	Facilitate starts of 3,000 homes of all tenures on GLA land and joint venture interest	Q4 19/20	-	A
5	Accelerate Beam Park development by finalising funding package	Q4 19/20	-	A
6	Launch the London bidding round for the Private Sector Cladding Fund Programme	Q2 19/20	-	G
7	Start 500 community-led homes	Q4 22/23	-	A
8	Rough sleeping - Launch: a rapid response team; a winter programme; a service for rough sleepers not new to the street	Q1 20/21	-	G

Top risks and issues

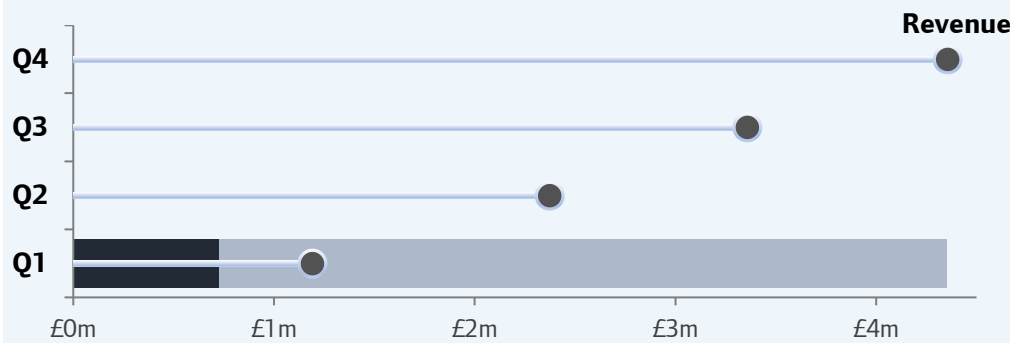
There is a risk...		Score	Trend	Explanation for trend
1	Brexit & market uncertainty may impact on housing delivery due to: a still further impact on investment; affects on labour & materials supply	12	↑	Government's current approach to Brexit negotiations with the EU has increased the likelihood of a disorderly exit
2	Affordable homes delivery may not meet targets due to: insufficient identified land; lack of capacity of providers & in construction; rental income undermined by welfare reform	6	↑	Projects may be delayed due to planning issues
3	The Private Sector Cladding Remediation Fund may not be ready to launch at end Sep 19 due to a failure to implement system functionality and procure external advice	6	→↔	The Directorate is moving at pace to implement the London element of the PSCRF
Issue		Rating	Trend	Explanation for trend
1	Uncertainty - largely as a result of Brexit - is impacting on investment decisions. Without a positive resolution soon, this will have a direct impact on future housing supply	H	↑	Government's current approach to Brexit negotiations with the EU has increased the likelihood of a disorderly exit
2	The number of EU-national rough sleepers is increasing, and the lack of options for this group limits the progress we can make in reducing the numbers on the streets	H	↑	The annual CHAIN statistics will show an increase in the number of rough sleepers in London during 2018/19
3	Not all boroughs or G15 housing associations are contributing their quota of properties to Housing Moves	M	→↔	Performance has stabilised and the impact of measures that have been put in place will be reflected over the remainder of the year

Overview: **Planning**

Objectives	Time	Spend	Capability	Risk
G	G	G	A	A

- The Unit is delivering against its plan for the year, scaling up to deliver new work areas, including implementing a communications strategy to raise the profile and influence of the GLA in the planning system.
- A reorganisation of the Unit has been embedded over the past year. A further reorganisation of a small section of the service will need to be completed over the next few months to complete the transformation.
- The scale of the work means that the service has needed to expand and further resource is required on a temporary basis to ensure delivery of Mayoral objectives.
- The Mayor is increasing his use of call-in powers to increase the delivery of housing; however, MHCLG is calling in applications for Secretary of State consideration, leading to delays to schemes.

Financial review



£m Rev	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				4.4		
Q3				3.4		
Q2				2.4		
Q1	4.4	4.4	100% (0)	1.2	0.7	61% (-0.5)



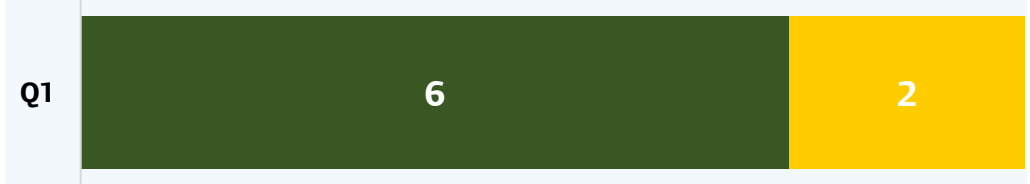
£m Cap	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				0.3		
Q3				0.2		
Q2				0.1		
Q1	0.3	0.3	90% (-0.03)	0.0	0.0	-

Performance indicators



	19/20 →	Target	YTD	Conf.
1	% referred planning applications responded to in time	80%	96%	G
2	Pre-application fee income secured	£1.2m	Q2	G

Goals



		Base	F'Cast	Conf.
1	Publish the new London Plan	Q1 20/21	-	A
2	Implement a new back office system for Development Management	Q3 19/20	-	G
3a	Have a live feed of development in the planning process (LDD Automation)	Q1 20/21	-	G
3b	Launch the Open Data Planning Constraints Map	Q3 20/21	-	G
4	Implement a new Communications Strategy	Q3 19/20	-	G
5	Launch a new GLA planning website	Q1 20/21	-	G
6	Implement a new planning performance dashboard, which will be available to the public	Q1 20/21	-	A
7	Introduce new digital tool to support project management & transparency of the Unit	Q4 19/20	-	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	Staffing issues within the team may be further exacerbated as top quality planners are in short supply	9	↑	We are finding it increasingly hard to retain staff who are being approached for roles both inside and outside the GLA Group that offer better terms
2	The Minister may not sign off the London Plan, despite it completing the planning inspection process	4	↑	The change in Prime Minister and Ministers, and potential further changes at national government level, have the potential to exacerbate this risk
3	MHCLG may call in all referable applications, undermining the ability of the Mayor to deliver housing numbers and increase the delivery of affordable housing	4	→↔	MHCLG has committed to calling in all referable applications in London. The appointment of a new Minister may change this position
Issue		Rating	Trend	Explanation for trend
1	Staff Retention: Retaining staff is proving challenging in a market where there is a shortage of town planners. This has capacity implications for the team	H	↑	The shortage of planners has become more acute
2	Delays in securing comments on referable schemes from relevant teams	M	→↔	Long-standing & impedes delivery of Mayoral priorities through planning system. Requires renewed commitment from teams to meet deadlines
3	Developers are telling boroughs they have GLA support for developments, when this is not necessarily the advice of the planning function	M	↑	Borough chief planners say issue is trending up, especially as achieving viability becomes more challenging, GLA support becomes more crucial

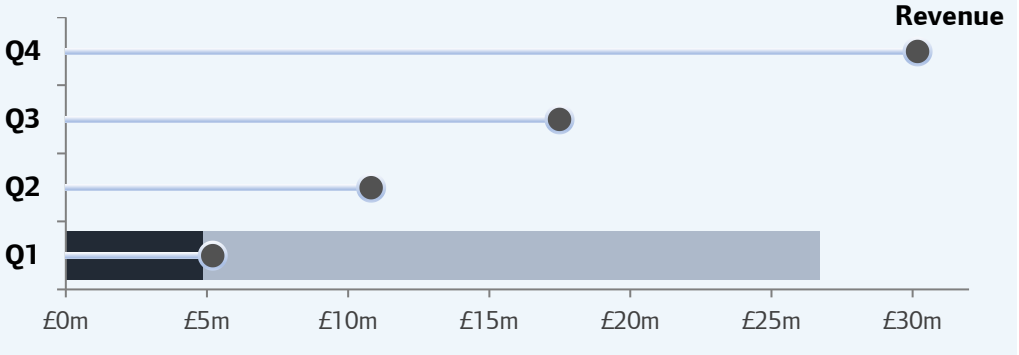
Overview: **Regen & Economic Development**

Objectives	Time	Spend	Capability	Risk
G	G	A	G	G

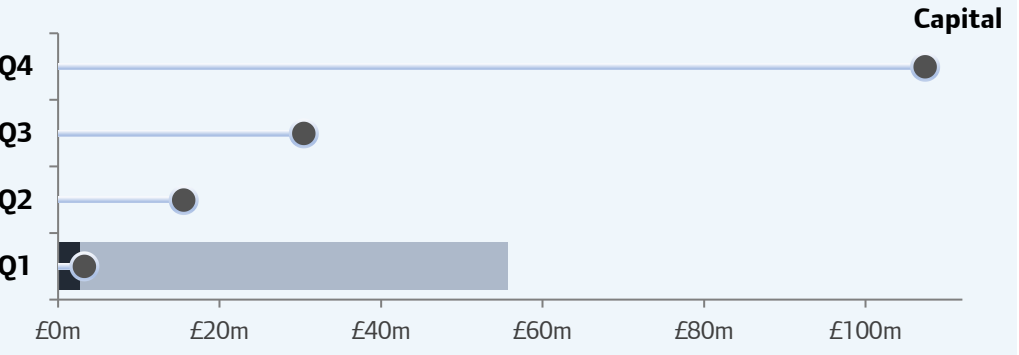
Programmes remain on target, with significant strategic achievements. Spend is behind profile and amber. Highlights:

- All R1 Good Growth projects are in grant and underway. 18 R2 projects are in grant, 7 are with partners for signing. Review of unsigned contracts to take place.
- The Mayor pledged £600k to 23 Crowdfund London campaigns, a record.
- 14 Further Education projects have completed and are providing evaluation reports. Richmond College is progressing well and spend is ahead of forecast.
- 28 Skills for Londoners projects are in delivery. 33 have completed.
- MedCity secured funding from Research England.
- The Mayor's Technology for Business Service launched and has been recruiting companies to help them grow using AI.
- Officers are in discussions with partners regrading the 2019/20 Civic Innovation Challenge, which will deliver a scaled version of the project at a lower proportional cost.
- We held 3 TechInvest events, each with over £1bn of deployable capital represented.

Financial review

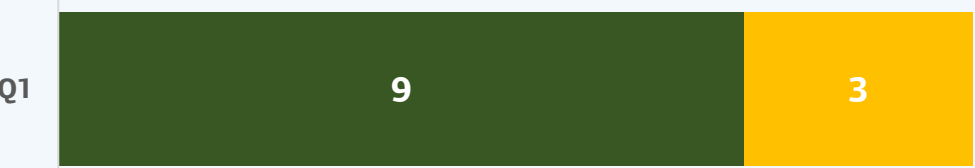


£m Rev	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				30.2		
Q3				17.5		
Q2				10.8		
Q1	30.2	26.7	88% (-3.5)	5.2	4.9	93% (-0.3)



£m Cap	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				107.3		
Q3				30.4		
Q2				15.5		
Q1	107.3	55.7	51% (-51.7)	3.2	2.7	83% (-0.5)

Performance indicators

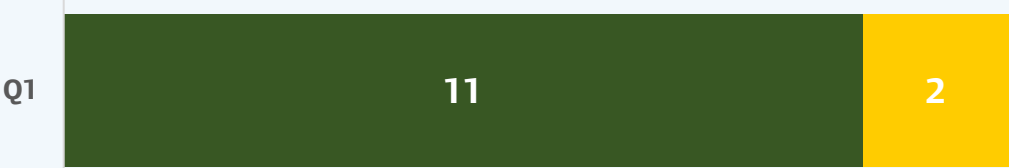


	19/20: Target	YTD	Conf.
1 Good Growth: Cultural & community events	381	0	G
2a Good Growth: Jobs created or safeguarded	1,057	0	G
2b Good Growth: Sqm public realm created or improved	19,900	0	G
2c Good Growth: Sqm commercial space created, improved, brought back into use	20,000	0	G
3a Skills for Londoners and Further Education Capital: New learners assisted	10,000 (TBC)	0	A
3b Skills for Londoners and Further Education Capital: Apprenticeship starts	500	0	A
4 London & Partners: Gross Value Added across key sectors	£190m	£85m	G
5a London Growth Hub: Businesses receiving information & support (high & medium intensity)	500	Q2	A
5b MedCity: Engagement and new customers supported	125	61 (TBC)	G
5c Funding London: SME jobs created and safeguarded	479	Q2	G
6 Good Growth Fund and Skills for Londoners Capital Fund: Match funding leveraged	£33m	Q2	G
7 Civic Innovation Challenge: Companies benefiting from codesign & access to market opportunities	40	Q2	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	RED is unable to maximise the impact of its programmes due to funding not being allocated and/or spent within approved timescales	6	➡➡	2018/19 spend met revised forecasts. Q1 spend is £0.4m below forecast. Good progress across Good Growth Fund and SfL Capital Fund
2	Of no/reduced future Growth Deal funding after 2021 due to government prioritising investment outside of London/ GLA remit and on capital infrastructure	6	⬆	Uncertainty from changes at national government level. Consultation on the Shared Prosperity Fund has been continually delayed
3	Employers don't engage with the Good Work Standard, because it is felt to be too hard or not useful	2	➡➡	34 employers accredited at launch. 49 are working through the process. Mayor has called for as many orgs as possible to sign up
Issue		Rating	Trend	Explanation for trend
1	Project outputs are not always initially evidenced properly by partners. The data collection process needs to be made more consistent and streamlined	M	⬇	GLA-OPS will be used to manage R3 of the GGF to enhance data capture; albeit there is some delay in OPS roll out to other areas
2	Ongoing Brexit uncertainty is impacting programme delivery, particularly construction projects, availability of labour and the broader business community	M	⬆	No deal Brexit end Oct would be major economic shock. Officers are reviewing GLA's potential response to complement emergency-planning work
3	Aligning the LEAP's investment priorities for the London Co-Investment Fund with LEAP priorities, including diversity focus, and what Funding London can deliver	L	⬆	New issue. Meeting being organised between FL and LEAP Members to find way forward

Goals



	Base	F'Cast	Conf.
1 Launch the Good Work Standard	Q2 19/20	-	G
2 Working with L&P, deliver a Domestic Tourism Campaign	Q4 19/20	-	G
3a Publish the draft Evidence Base for London's Local Industrial Strategy	Q2 19/20	-	G
3b Finalise London's Industrial Strategy	Q4 19/20	-	G
4 Launch the GovTech Programme	Q2 19/20		G
5 Finalise CleanTech London Strategic Partnership	Q3 19/20		G
6 Launch the £100m Greater London Investment Fund	Q1 19/20	-	CG
7a Launch Round 2 of the Small Projects and Equipment Fund	Q2 19/20	Q3 19/20	A
7b Launch Round 3 of Skills for Londoners Capital Fund	Q1 20/21	-	A
8 Launch Round 3 of the Good Growth Fund	Q2 19/20	-	G
9 Fully commit LEAP Growth Deal Fund	Q4 20/21	-	G
10 Publish a Housing Design Guide	Q3 19/20	-	G
11 Agree the Crystal Palace National Sports Centre operator procurement strategy	Q3 19/20	-	G
12 Complete stage 2 design development for the Crystal Palace National Sports Centre	Q3 20/21	-	G

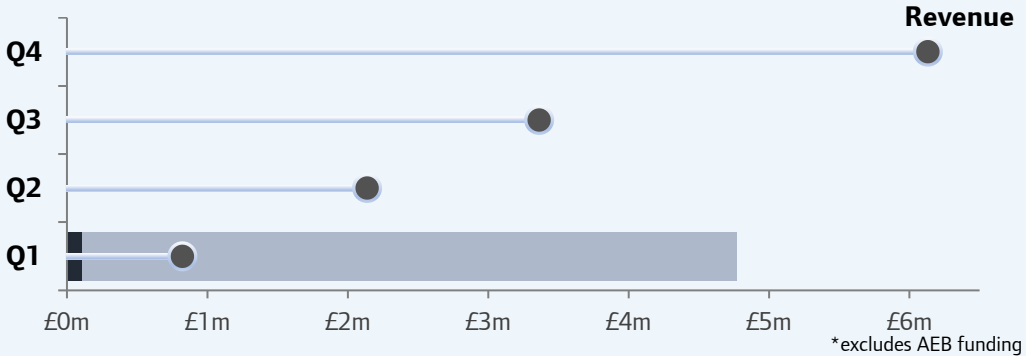
Overview: Skills & Employment

Objectives	Time	Spend	Capability	Risk
G	A	G	G	A

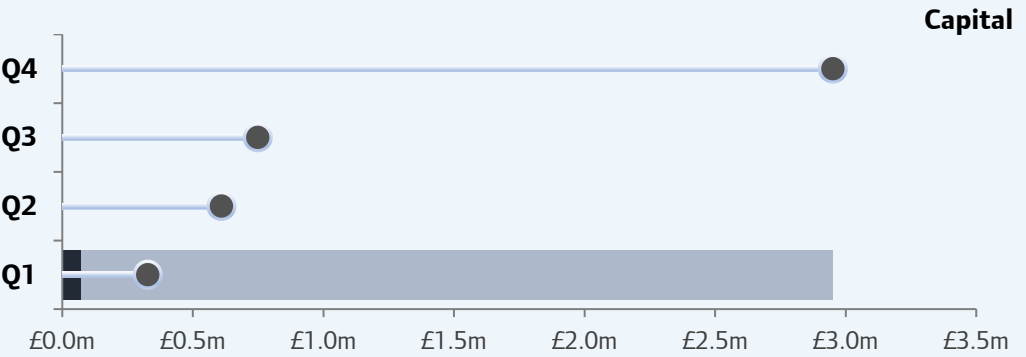
Delivery highlights include:

- Adult Education Budget (AEB) implementation remains on track for 1 August. Both AEB grant and procured providers have completed onboarding sessions and registered on GLA OPS. Related policies/guidance have been published. Work is ongoing to finalise audit approach and develop OPS reporting functionality.
- ESF 19-23 procurement is subject to some delays; but up to 22 of a likely 33 contracts will start delivery in September. Overall ouputs over the 4-year contracts are not at risk. Further procurement activities are planned for the autumn, over two or more rounds, to allocate the full budget for overall 37 ESF contracts. An ESF Programme ‘Project Change Request’ was submitted in June to combine both ESF programmes, ensuring the unspent commitment will be addressed in the new programme.
- Procurement of Mayor's Construction Academy capital projects was completed and the successful organisations were announced in May.
- While there are slight delays in a small number of areas, these are not critical.

Financial review



£m Rev	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				6.1		
Q3				3.4		
Q2				2.1		
Q1	6.1	4.8	77% (-1.4)	0.8	0.1	13% (-0.7)



£m Cap	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				3.0		
Q3				0.7		
Q2				0.6		
Q1	3.0	3.0	100% (0)	0.3	0.1	22% (-0.3)

Performance indicators



	19/20 →	Target	YTD	Conf.
1a	Digital Talent Programme: Start-ups and SMEs accessing higher-level skills	133	Q3	N/A
1b	Digital Talent Programme: Educators supported	300	Q2	N/A
1c	Digital Talent Programme: University students supported	250	Q4	N/A
1d	Digital Talent Programme: Young Londoners accessing learning opportunities	255	Q2	A
2	Apprenticeships Pilot: Starts	250	Q3	N/A
3a	Construction Academy: Employers engaged	547	Q2	G
3b	Construction Academy: Learners into employment or apprenticeships	1,776	Q2	G
4a	ESF 19-23 Priority 1: Participants entering employment	565	Q2	A
4b	ESF 19-23 Priority 1: Participants entering education or training	648	Q2	A
4c	ESF 19-23 Priority 1: Participants sustaining EET for 26 weeks of 32	156	Q2	A
5a	ESF 19-23 Priority 2: Gaining an L3 (or a unit of) qualification or higher	60	Q3	A
5b	ESF 19-23 Priority 2: Micro businesses and SMEs completing projects	648	Q3	N/A

Goals



		Base	F'Cast	Conf.
1	Launch and publish the Mayor’s Vision for skills and employment for Londoners	Q2 19/20	-	G
2	Publish draft funding rules policy in preparation of year two of AEB delivery	Q3 19/20	Q2 19/20	G
3	Complete the commissioning of the Mayor’s ESF 2019-23 Programme	Q1 20/21	-	G
4	Complete full allocation of 2019/20 delegated AEB	Q4 19/20	-	G
5	Develop MVP 1 and 2 of GLA OPS for AEB and ESF projects (various functionality for provides & analyse and reporting)	Q4 19/20	-	A
6	Begin delivery of the Mayor’s Apprenticeship Programme	Q4 19/20	-	G
7	Announce the Mayor's Construction Academy Hub, Capital and Quality Mark providers	Q4 19/20	-	G

Top risks and issues

There is a risk...		Score	Trend	Explanation for trend
1	The apprenticeship programme experiences further slippage due to staff shortage and complexity of the collaboration with main pilot delivery lead	6	↔	Additional staff resource has been allocated to the project, including governance structures. Too early to determine if risk is reducing
2	Individualised Learner Record (ILR) data returns may not be ready in time to support a smooth transition to GLA AEB programme delivery	3	↓	Trend decreasing as a result of control measures in place
3	Construction Academy Hub Diversity targets (Female 30% / BAME 32%) may be achieved given current representation in the construction industry	2	↓	Close monitoring, sharing of best practice and the planned careers campaign are reducing the risk
Issue		Rating	Trend	Explanation for trend
1	ESF 2014-21 total budgets yet to be fully committed, pending the development of further suitable proposals	H	↓	Rolling budget from the 14-20 into 19-23 programme will ensure underspends are utilised
2	Delays to the careers campaign due to lack of staffing resource. The careers campaign is integral to broadening participation in construction learning and employment	M	↔	Decision drafted. This would allow for additional resource to progress activity. Discussions with Marketing and the Hubs in train
3	Delays to finalising GLA AEB Supplementary Data requirements and collection arrangements, which providers need to be aware of at enrolment	M	↓	The actions in place is seen as sufficient to reduce the probability of risk

Overview: Team London & Sport

Objectives	Time	Spend	Capability	Risk
G	G	G	A	A

- Feedback on the new volunteering website has been positive. We are now looking to a 2nd development phase. However, the reporting mechanism is not working (although data are being captured) so we are unable to quantify the new site's impact. This is being worked on as a matter of urgency.

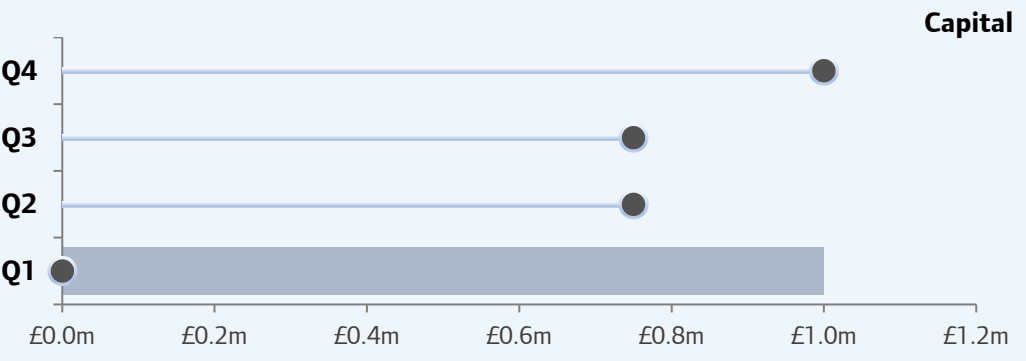
- Community Sport and Team London continue to integrate their work. This is leading to smoother work processes. With the approval of the new Unit structure, there will be further progress. Understaffing continues to impact on the work of Community Sport. Recruitment can now begin to put in place a permanent team. The aim is to have new team members in place by October.

- Community Sport spend and budgets have been validated and remodelled. Refreshed budgets take into account the historic delays to Sport Unites arising from understaffing, including funding agreements we had not been able to enter into and the delay appointing a monitoring and evaluation contractor.

Financial review



£m Rev	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				14.9		
Q3				8.8		
Q2				4.7		
Q1	14.9	15.4	103% (0.5)	1.7	0.9	52% (-0.8)



£m Cap	Yr Budget	Forecast	% (Variance)	YTD Profile	YTD Actual	% (Variance)
Q4				1.0		
Q3				0.8		
Q2				0.8		
Q1	1.0	1.0	100% (0)	0.0	0.0	-

Performance indicators



	19/20:	Target	YTD	Conf.
1	Volunteering through GLA programmes	25,000	7,073 (partial)	G
2	Forces for London: Veterans into employment, education or training	64	1	A
3	Head 2Work: Young people sustaining employment, education or training	TBC	Q4	N/A
4	HeadStart Action R1: Young people completing a social action project	425	154	A
5	London Enterprise Adviser Network: Volunteers active	310	100	G
6	Young Londoners Inspired: Volunteers recruited	350	142	G
7a	Sport Unites Sport for Social Integration grants: Participants	7,500	3,500	A
7b	Sport Unites Active Londoners grants: Participants	3,500	Q2	G
7c	Sport Unites workforce, tech & capacity building pilot: Participants	1,500	350	A

Goals



		Base	F'Cast	Conf.
1	Deliver the EURO 2020 Host City Volunteer programme, recruiting 2,000 volunteers	Q1 20/21	-	R
2	Recruit a Team London Ambassador and major events volunteer cohort that matches London demographics more closely	Q2 21/22	-	G
3	Work with at least 10 volunteer involving organisations to understand volunteering messaging	Q2 20/21	-	G
4	Deliver at least one coordinated funding campaign/event with London Giving stakeholders/philanthropy community	Q2 20/21	-	A
5	Allocate the final round of Young Londoners Inspired funding (£116k) to approximately 15 groups	Q4 19/20	-	G
6	Recruit 470 Enterprise Advisers	Q2 20/21	-	G
7	To succeed LEAN, develop new partnerships with Careers & Enterprise Company or new internal careers offer support prog	Q3 20/21	-	G
8	Develop a successor programme to Team London Young Ambassadors	Q2 20/21	-	G
9	Analyse outputs and outcomes of Sport Unites and design Phase 2 programme	Q2 21/22	-	G
10	Sports Unites funding: x3 rounds for London Together; x1 for workforce dev; and mobilise for x3 Model City coalitions	Q1 21/22	-	A

Top risks and issues

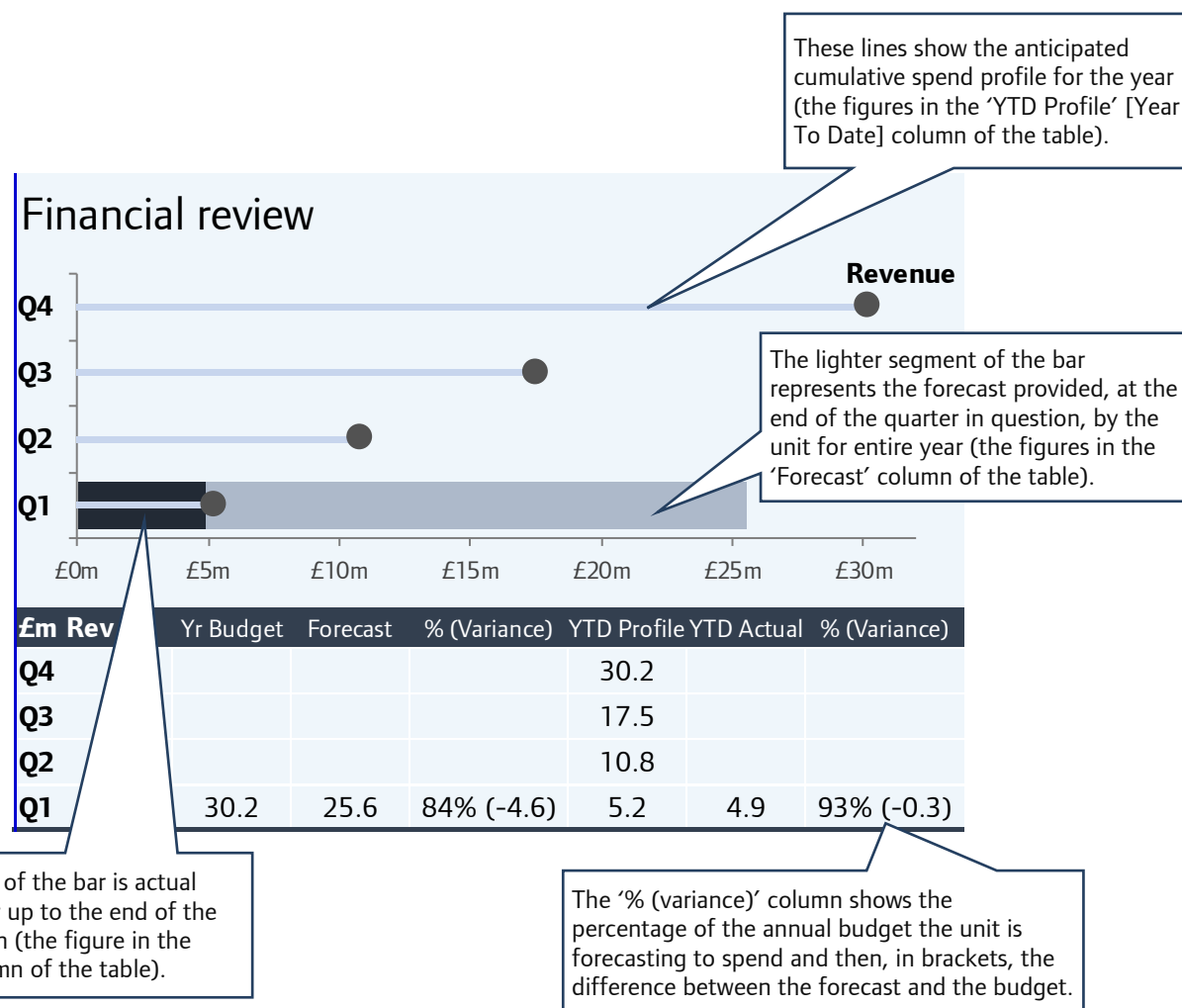
There is a risk...		Score	Trend	Explanation for trend
1	Of a low number of applications for the Head2Work procurement, or sub-standard responses, because the contract value is low and the social action element specialist	8	↔	Lessons learnt from previous procurement applied and market warming undertaken. But now largely out of GLA hands
2	Forces for London may not meet targets because participants are further away from employment than anticipated (take-up of vol. opportunities is well behind profile)	4	↓	Team London is identifying suitable volunteering opportunities. Targets are being reprofiled
3	Sport Unites' targets not met due to: staffing issues taking longer to resolve than planned; poor data; delays in scoping the thought leadership & sport tech workstreams	2	↓	Temporary staff and a monitoring and evaluation provider are in place
Issue		Rating	Trend	Explanation for trend
1	Lower than anticipated rate of applications for the 2,000 EURO 2020 volunteer roles	H	↓	Working to deliver social media and press campaign. Potential to extend the recruitment period to September
2	Sport Unites Active Londoners grants have been delayed due to vacant post in the team; protracted due diligence process; and need for legal sign-off of grant agreements	M	↓	The severity is reducing thanks to temporary cover and because recruitment for GLA roles is underway
3	No resources outside Team London to develop GLA Employer Supported Volunteering strategy to support staff volunteering. Delays due to a vacant Team London post	L	↔	Issue is being managed, but remains static

Appendix 3: Explanation of charts, abbreviations and traffic light ratings on unit dashboards

Charts and abbreviations used in the unit dashboards

Finance chart

Charts and figures encompass the entire gross budget/spend for the unit.



Performance indicator tables

- Targets shown are for the financial year (noting a couple of indicators relate to academic years). Performance ('YTD' column) is the most up to date cumulative performance available for the financial year.
- Where 'Q2' or similar is displayed in the 'YTD' column, this indicates data pertaining to this financial year is not yet available but is expected to be available in 'quarter two' and so on.

Goal tables

- In the goal table, the 'Base' column shows the baseline target date for achieving the goal in question.
- The 'F'Cast' column shows the forecast date for achieving the goal; but only where it differs from the baseline.

Risk and issue tables

- An up-arrow indicates the risk or issue is tending to increase in severity (get worse); down the severity is decreasing. Two level arrows indicate the trend is staying about the same.

Traffic lights

Traffic light (RAG) ratings are used on unit dashboards to indicate whether performance and delivery is on track. Ratings are subject to challenge and moderation, to ensure consistency, by the Governance Team and Performance & Delivery Review Group (PDRG).

Overview

Objectives	
G	Progress is on track to deliver the unit's objectives, as set out in its unit plan, to time, quality and budget.
A	Progress is broadly on track, but delivery of some objectives is currently at risk.
R	On current trajectory, a number of objectives – or one critical objective – will not be delivered to time, quality or budget.
Time	
G	Set timescales will be met across the objectives in the unit plan and their supporting PIs and goals.
A	There are some not insignificant delays, but these are not critical to overall delivery and should not significantly affect quality or cost.
R	There are critical delays against one or more of the unit plan's objectives.
Spend	
G	Spend remains largely to profile and in all critical areas. Any variances will not impact on time or quality. Budget is sufficient to meet agreed objectives.
A	There is some deviation from profile. This may affect the pace of delivery; and/or some budgets may be insufficient to meet objectives to time, quality or budget.
R	Significant deviation from profile. Delivery is being adversely impacted and/or set budgets are no longer sufficient.

Capacity & Capability	
G	The unit continues to have sufficient capacity and capability to deliver its objectives.
A	The unit is short of capacity/capability in some areas and this is having an impact on achieving objectives to time, quality or budget.
R	The unit has insufficient capability to deliver its objectives and this is having a critical impact.
Risk	
G	Risks are not, and are not likely to, impact on time, quality or budget. Any risks are being well managed.
A	There are complex/severe risks, although these are largely well managed. Nevertheless, as things stand, there could be a not insignificant impact on time, quality or budget.
R	There are complex/severe risks that are likely to be realised and to have a critical effect on delivery of the unit's objectives to time, quality or budget.

Performance indicators

Confidence (Conf.)	
G	End targets and interim targets will be met in full and on time.
A	Some interim targets are likely to be missed. But it is likely the main target will be hit / not missed significantly. Careful monitoring required.
R	As things stand, there is a high probability the main target will be missed significantly. Action needed.
C (G/A/R)	Complete. CG indicates the target was met in full or exceeded. CA that the target was missed, but not significantly. CR means the target was missed significantly.
N/A	It is not possible to set a traffic light. This might be because there is not yet a target or comparator. Or it might be that there is insufficient information to reach a reasoned judgement (see note below).

Determining traffic lights where there is no PI data for the period in question

Given the traffic light is a measure of confidence in achieving targets, it follows that it may still be reasonable to set a traffic light where there is no data for the period in question. In such cases, the traffic light might be based on past progress against targets; and/or it might be based on sound intelligence and/or ancillary data about how well delivery is going.

Traffic lights are not set where the rating is essentially guesswork. Green traffic are, similarly, not used as a default: there must be evidence delivery is going well.

A justification for the traffic light must be given.

Goals

Overall rating	
G	Successful delivery to time, quality and budget is highly likely. There are no risks or issues significantly threatening delivery.
A	Successful delivery is feasible. But there are serious risks/issues and these could lead to a not insignificant delay and/or impact on quality or budget. Close attention is required.
R	Successful delivery is in significant doubt as things stand. Urgent and extensive action is required.
C (G/A/R)	Complete. CG indicates the goal was delivered in full. CA that the goal was delivered, but with a not insignificant delay and/or not the full extent anticipated. CR means the goal was not delivered; or not in a way that realised set ambitions, with a significant adverse impact compared with delivering it in full.

Risk

Risks are scored as per the methodology in the GLA's Risk Management Framework. The impact is judged with reference to the unit's objectives; ie. the rating flows from the question: How likely and to what extent is the risk likely to impact on delivery of unit objectives?

PROBABILITY	4 Highly Likely	M	M	H	H
	3 Probable	L	M	H	H
	2 Improbable	L	L	M	H
	1 Remote	L	L	M	M
		1 Moderate	2 Significant	3 Substantial	4 Catastrophic
IMPACT					

Issues

Issues are similarly judged with reference to the impact on delivery of the unit's objectives; ie with reference to the question: How much of an impact is the issue having on unit objectives - high, medium or low?

This page is intentionally left blank

Corporate Health Performance Indicators

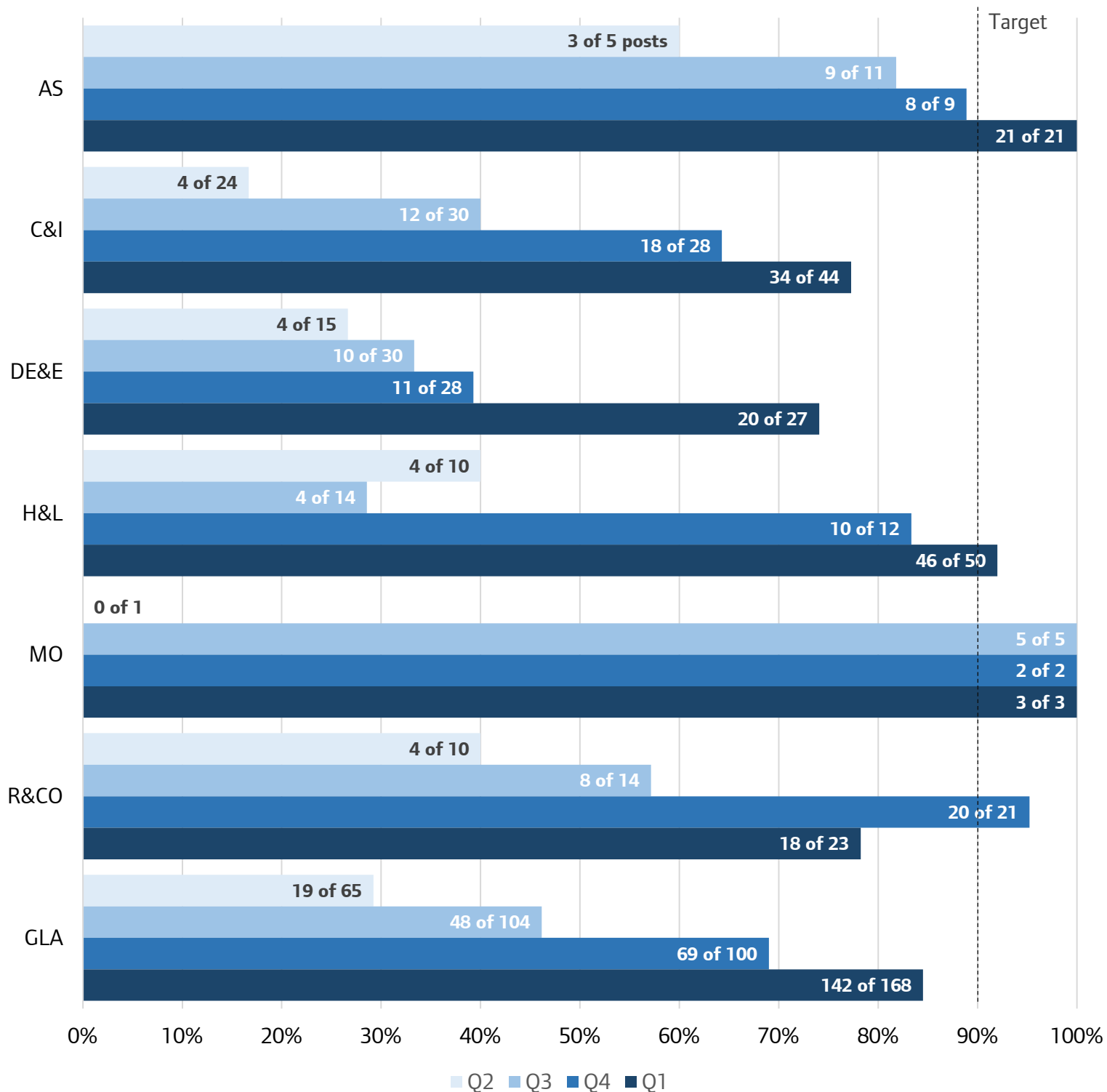
Quarter 1 - 2019/20

KEY	
Abbreviation	Meaning
AS	The Assembly Secretariat
C&I	Communities & Intelligence and External Affairs
DE&E	Development, Enterprise & Environment
H&L	Housing & Land
MO	The Mayor's Office
R&CO	Resources and Chief Officer's
↑	Improved performance from the previous quarter
↔	No significant change in performance
↓	Deteriorating performance

Note where performance is meeting or is above target, the traffic light is green; where performance is missing the target, a bespoke and pre-determined threshold is used to determine whether performance is amber or red.

Q1 CHPI Report Summary						
Theme	Ref.	PI Title	Target	Performance	RAG	Trend
An organisation with efficient and effective support services	E1	Percentage of posts moving from 'approval to fill' to advert within 10 working days	90%	85%	A	↑
	E2	Percentage of agency staff that are covering posts on the establishment	80%	76%	A	↑
	E3	Spend on temporary agency staff as a percentage of total staffing costs	5.5%	5.6%	A	↓
	E4	Percentage of time for which the GLA network is available	99.9%	98.2%	R	↓
	E5	Percentage of time for which the GLA email service is available from City Hall	99.9%	99.9%	G	↑
A greener organisation	G1a	Percentage reduction in usage of electricity and gas at City Hall from a 2017/18 baseline	-2%	12%	R	↓
	G1b	Percentage fall in CO2 emissions from City Hall electricity, gas and travel from a 1990 baseline	-50%	-49%	A	↓
	G2a	Percentage reduction in waste produced at City Hall against a 2017/18 baseline	-13% By year-end	-23%	G	↑
	G2b	Percentage of waste recycled	86.5% By year-end	84%	G	↑
	G3	Change in number of sides printed on City Hall multi-functional devices from 2018/19 baseline	-10% By year end	-5.0%	G	↑
A people focussed organisation	P1	The average number of days lost to sickness absence per member of staff	5.0	3.1 Yr to end Q1	G	↑
	P2	Leavers in the past 12 months as a percentage of the total number of staff	15%	16% Yr to end Q1	A	↔
	P3	Fixed-term contracts as a percentage of all fixed-term and permanent staff in post	15%	20%	A	↑
	P4a	Percentage of female staff within the workforce	46% London	58%	G	↑
	P4b	Percentage of BAME staff within the workforce	36% London	27%	R	↔
	P4c	Percentage of disabled staff within the workforce	12% London	4.5%	R	↔
An organisation that is responsive to the public	R1a	Percentage of all invoices paid within 30 days	90%	94%	G	↑
	R1b	Percentage of invoices from SMEs paid within ten working days	90%	86%	A	↔
	R2	Volume of correspondence responded to within 20 working days	90%	79%	R	↓
	R3	Percentage of Freedom of Information requests responded to within 20 working days	90%	94%	G	↔
	R4a	The number of data breaches within the GLA over the past year	10	9 Yr to end Q1	G	↑
	R4b	The number of notifiable data breaches within the GLA over the past year	0	0 Yr to end Q1	G	↔
	R5	Percentage of Mayoral Questions for the GLA published by the statutory deadline	95%	96%	G	●

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Mnth Perf.
E1	Percentage of posts moving from 'approval to fill' to advert within 10 working days	90%	85%	A	↑	64%

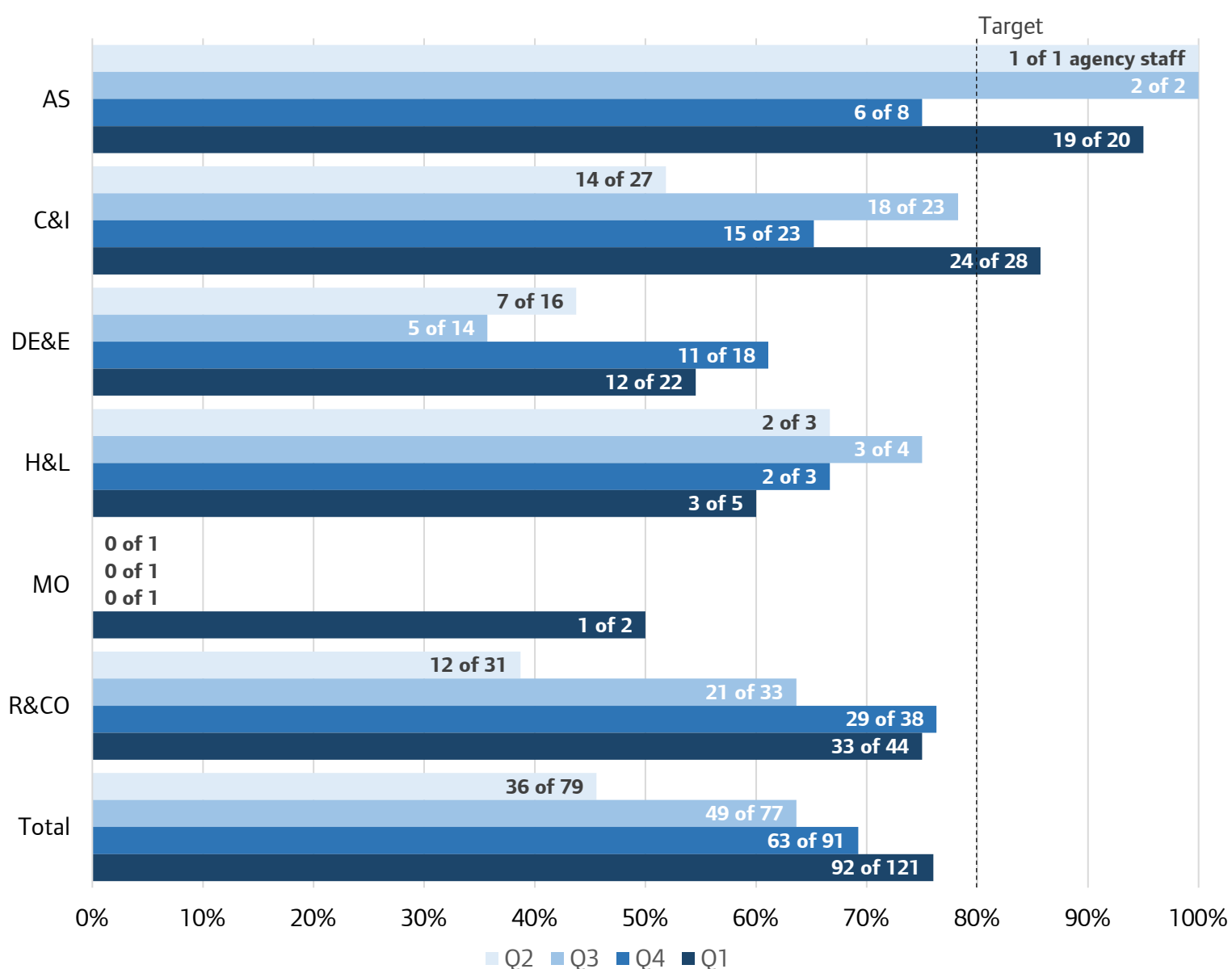


Commentary

There was a marked increase in the number of posts advertised compared to Q4. Performance continues to improve, despite the increase in volume: there was a marked improvement between Q4 and Q1 (69% to 85%). The average number of days to advertise a post in Q1 was 9.5.

The improved performance has been supported by HR&OD putting in place measures to speed up recruitment times for established posts. Cohort recruitment and the streamlining of the interview stage, in particular, have both helped significantly. The streamlining has reduced the time pressures and administrative burden of the HR Resourcing team, allowing more time and effort to be invested in reducing wait times from approval to advert.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Mnth Perf.
E2	Percentage of agency staff that are covering posts on the establishment	80%	76%	A	↑	65% Avg of end each Q



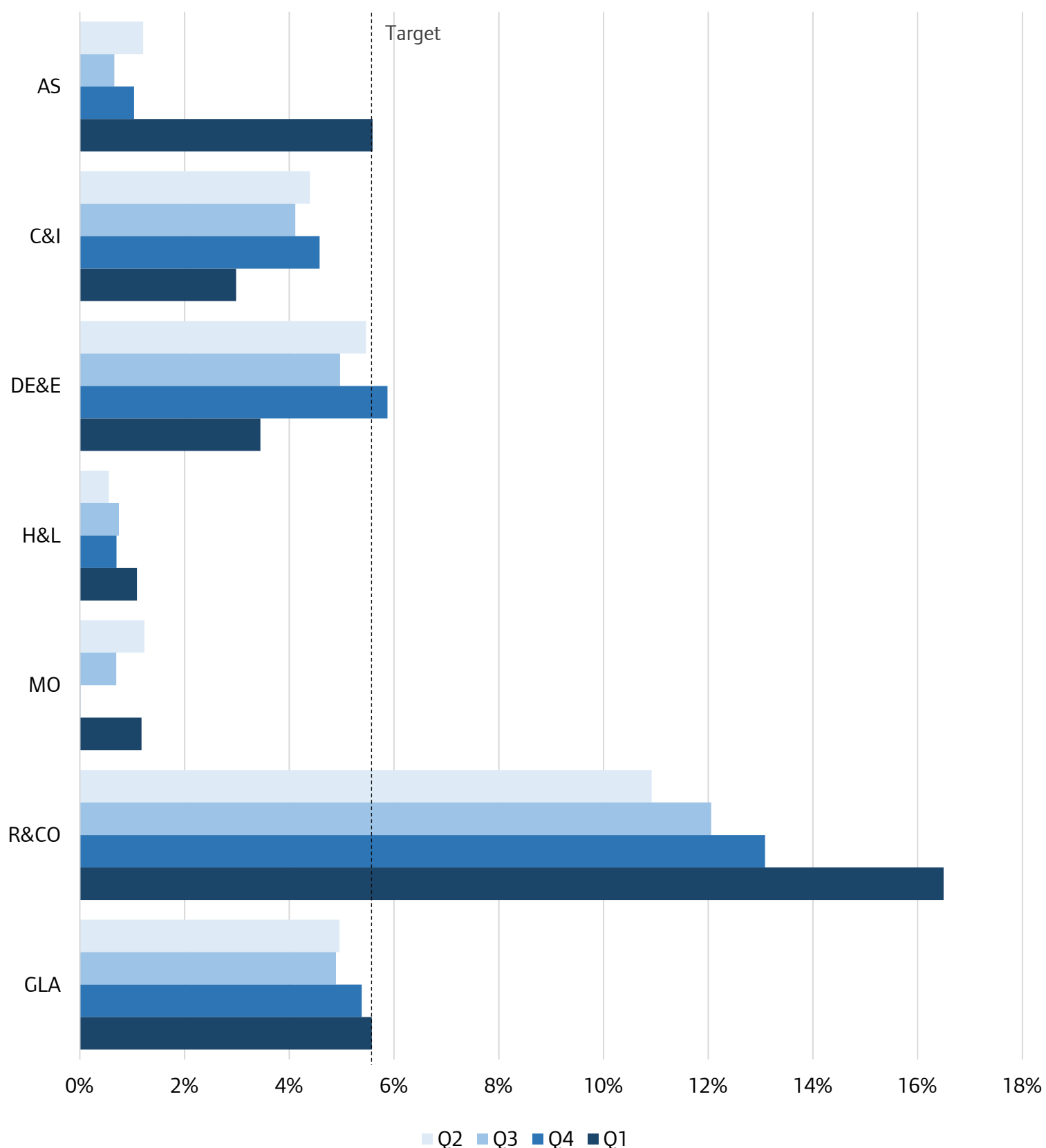
Q1	Covering Established Post			Not Covering Established Post			All Temps
Directorate	<1 Yr	>=1 Yr	Total	<1 Yr	>=1 Yr	Total	
AS	19	0	19	1	0	1	20
C&I	21	3	24	4	0	4	28
DE&E	11	1	12	8	2	10	22
H&L	2	1	3	2	0	2	5
MO	1	0	1	1	0	1	2
R&CO	22	11	33	7	4	11	44
GLA	76	16	92	23	6	29	121

Commentary

The number of agency staff engaged by the GLA increased to 121 by the end of Q1, compared with 91 at the end of Q4. The increase in the establishment as the GLA takes on additional responsibilities has, over the medium term, in turn increased use of agency staff; in particular, to cover established posts while recruitment takes place.

The proportion of agency staff covering an established post continues to increase. The GLA only uses agency staff when there is a clear business need and Corporate Management Team closely monitors agency staffing. New measures to expedite recruitment times (see E1) are expected to reduce the reliance on agency staff.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Mnth Perf.
E3	Spend on temporary agency staff as a percentage of total staffing costs	5.5%	5.6%	A	↓	5.2%



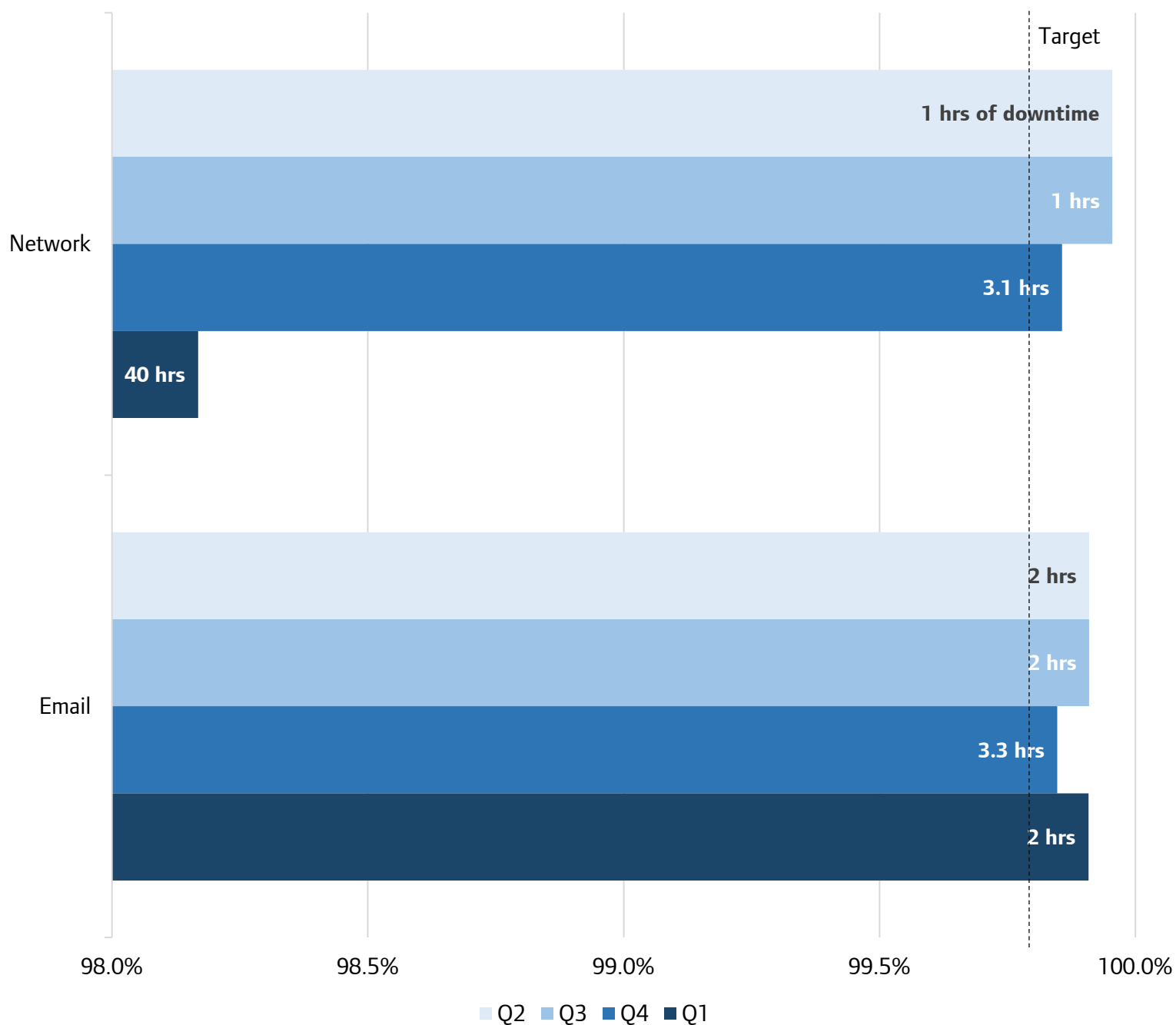
Commentary

Across Q4 last year and Q1 this year, spend on agency staff remained broadly constant.

The primary contributor to the high proportion of spend on agency staff in Resources is the Finance & Governance Unit. This has been to backfill vacancies at short notice and where specialist staff have been required.

See also commentary for E2.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Mnth Perf.
E4	Percentage of time for which the GLA network is available	99.9%	98.2%	R	↓	99.5%
E5	Percentage of time for which the GLA email service is available from City Hall	99.9%	99.9%	G	↑	99.9%

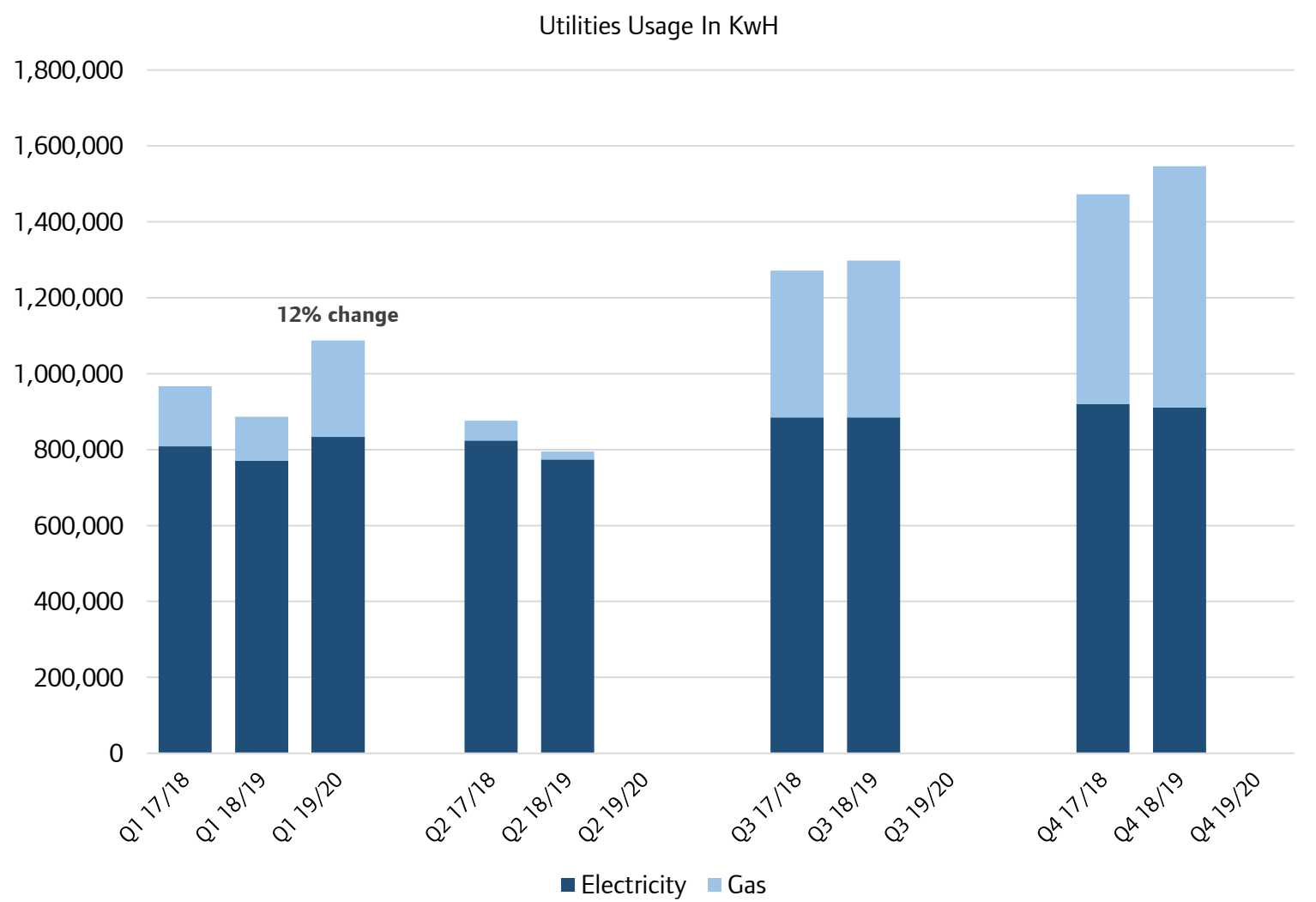


Commentary

E4 - Network reliability: During Q1 the GLA network experienced serious and separate problems that caused outages and disruption to IT services. The problems have persisted and our supplier and contractors are working to resolve them. Improved procedures have been put in place to enable TfL to reset the network link to Woking (our shared drive data store location) more quickly and get systems back on-line. Note the figures include planned (out of working hours) as well as unplanned downtime.

E5 - Email service reliability: The problems noted above also impacted on the email service via Outlook. Emails were, however, available by other means during these periods.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Month Perf.
G1a	Percentage reduction in usage of electricity and gas at City Hall from a 2017/18 baseline	-2%	12%	R	↓	5%



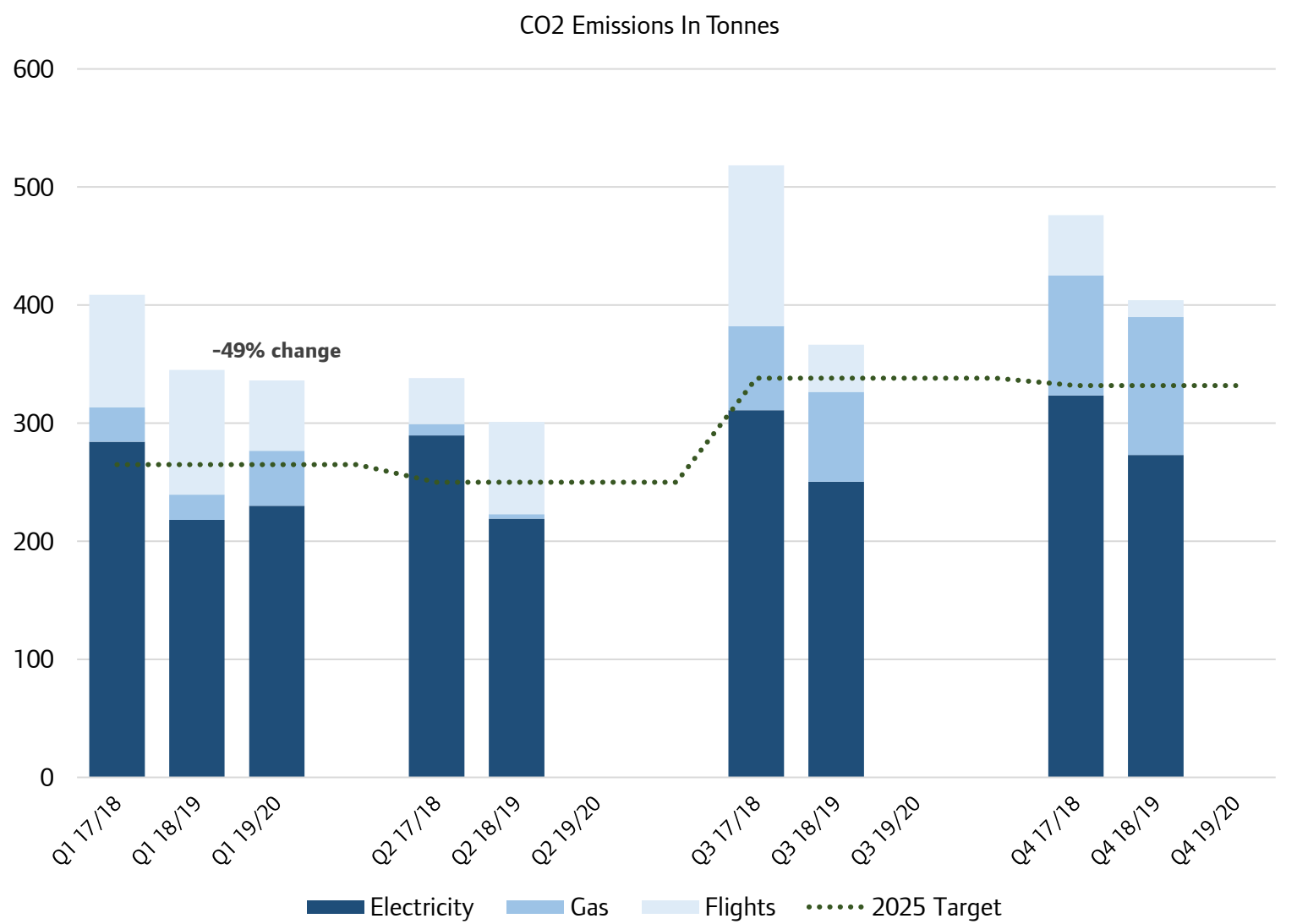
2019/20	Electricity (KwH/tCO2)			Gas (KwH/tCO2)			Total		
Quarter	17/18	18/19	19/20	17/18	18/19	19/20	17/18	18/19	19/20
Q1	808,788	770,587	833,459	158,081	115,669	253,683	966,869	886,256	1,087,142
Q2	823,542	774,168		52,843	20,415		876,385	794,583	
Q3	884,642	884,677		387,221	413,525		1,271,863	1,298,202	
Q4	920,085	910,865		552,308	635,924		1,472,393	1,546,789	
Total KwH	3,437,057	3,340,297	833,459	1,150,453	1,185,533	253,683	4,587,510	4,525,830	1,087,142
Q1	284	218	230	29	21	47	313	239	277
Q2	290	219		10	4		299	223	
Q3	311	250		71	76		382	327	
Q4	323	273		102	117		425	390	
Total tCO2	1,208	961	230	212	218	47	1,420	1,179	277

Commentary

The data show gas consumption was more than double that in Q1 2018/19. This was due to the gas being turned on until mid-June, later than previous years.

Electricity consumption was 8% higher than Q1 of 18/19; reflecting in part the roll-out of mobile IT equipment (meaning many staff have both a desktop PC and a laptop). Facilities Management continues to work with TfL and external consultants to review and develop capital investments at City Hall that will improve energy efficiency (e.g. replacing light bulbs with LEDs). Once an energy efficiency refit plan has been approved, the current target will be updated.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Month Perf.
G1b	Percentage fall in CO2 emissions from City Hall electricity, gas and travel from a 1990 baseline	-50% -60% by '25	-49%	A	↓	-52%



tCO2	Electricity			Gas			Flights			Total		
Quarter	17/18	18/19	19/20	17/18	18/19	19/20	17/18	18/19	19/20	17/18	18/19	19/20
Q1	284	218	230	29	21	47	95	106	59	409	345	336
Q2	290	219	0	10	4	0	39	78	0	338	301	0
Q3	311	250	0	71	76	0	136	40	0	518	366	0
Q4	323	273	0	102	117	0	51	14	0	476	404	0
Total	1,208	961	230	212	218	47	322	238	59	1,742	1,417	336

Commentary

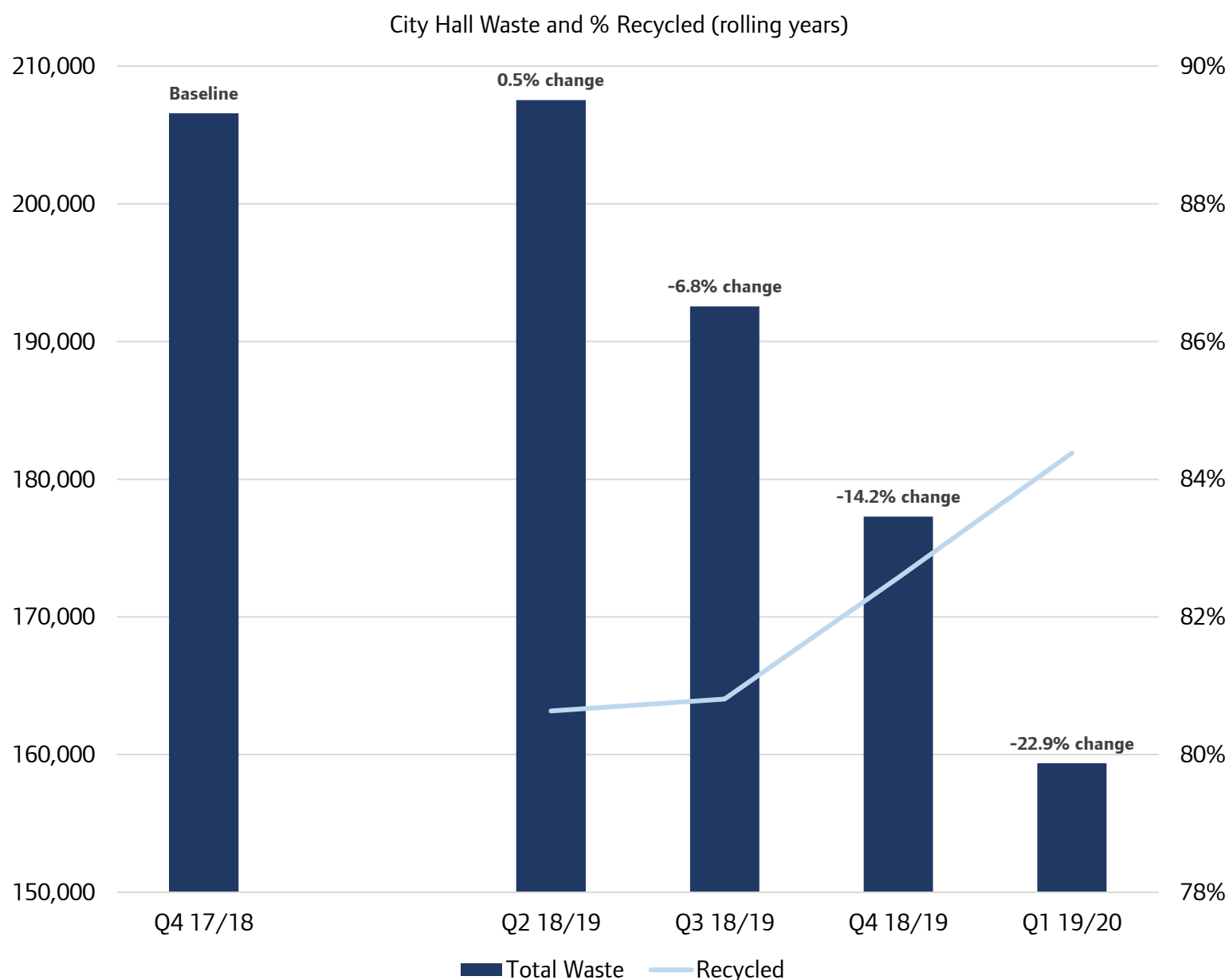
There are two recommended approaches to reporting emissions: market-based, which reflects the GLA's choice of electricity supply (and that, as of April, we have chosen a 100% renewable energy supply); and location-based, which reflects the emissions from the UK grid. Previously our primary measure was the former; but it will now be the latter. We will, however, continue to report the market-based emissions figure in commentary.

Using the location-based method, our carbon emissions are slightly higher than those in Q4. Given the reducing carbon intensity of the national grid, the increase in energy consumption at City Hall (see G1a) was the main cause.

Using the market-based method, carbon emissions are now 91% lower than the baseline, meaning emissions from flights are the GLA's only remaining source.

Note: a) electricity use at Trafalgar Square (about 10 per cent of City Hall's electricity usage) is estimated; b) flight data are not currently available for Q1 so the average of last year's quarters has been used as a proxy.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend
G2a	Percentage reduction in waste produced at City Hall against a 2017/18 baseline	-13.3%	-23%	G	↑
		By year-end			
G2b	Percentage of waste recycled	86.5%	84.4%	G	↑
		By year-end			



Commentary

G2a: The amount of waste produced in City Hall continues to fall and the March 2021 target is currently being surpassed. If this reduction is maintained, then the target will be reviewed. In addition, the Environment Team is considering introducing sub-targets for particular categories of waste - residual waste, food waste, plastics and paper - to drive further reductions.

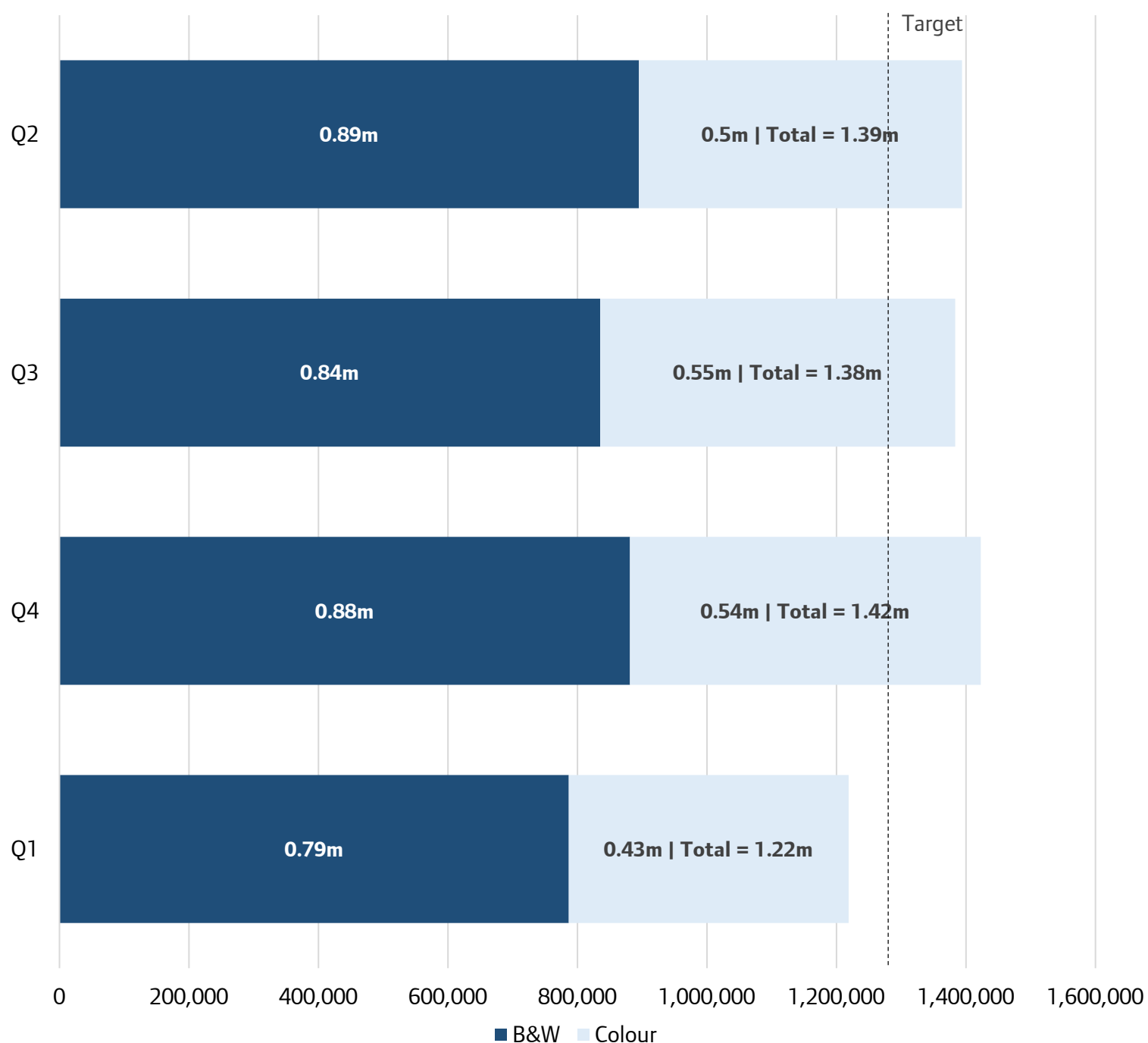
The quality of the data supporting this PI has improved. From April 2019, all contractor waste trucks have onboard weighing apparatus, negating the need to estimate elements of the data using industry standards.

G2b: The recycling rate for the quarter (88%) was above the 2019/20 target (rolling year performance was 84%). This explains the green traffic light. City Hall performs far better than the Better Building Partnerships good practice benchmark of 52%.

Note the targets for both these PIs have been updated for 2019/20 to reflect the need to meet longer-term ambitions.

Work has progressed on a new measure to track the percentage of hot drinks served in the City Hall cafe in reusable cups. Data shows, of the number of 'take away' coffees served in Q1, 16% were in a reusable cup. It is planned to report on this as a measure in its own right from Q2. Performance improvement will be supported by the 10p surcharge for disposable cups.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend
G3	Change in number of sides printed on City Hall multi-functional devices from 2018/19 baseline	-10% By year end	-5.0%	G	↑



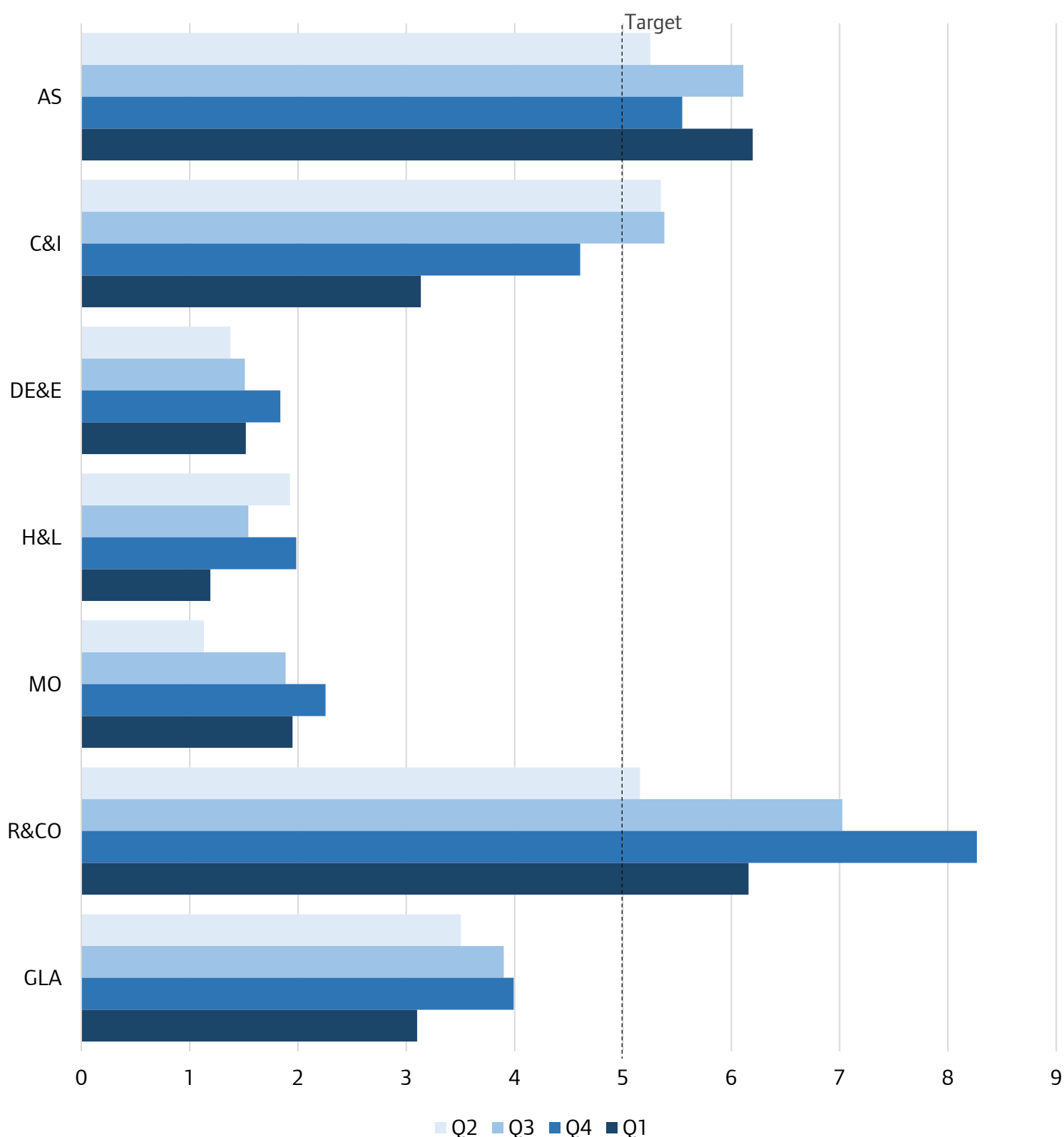
Commentary

Paper is the most common contributor to waste in offices and a major purchasing and disposal cost: it is estimated the average office worker uses up to 45 sheets of paper per day, of which over half is considered waste.

The GLA printed 5.7m sides of paper on multi-functional devices in 2018/19 - roughly 23 pages per member of staff per working day - which is the baseline for this PI. An aspirational target has been adopted to achieve a 30% reduction by March 2020, with a 10% cut this year.

Note that, given uncertainties related to this indicator - the lack of timeseries data, the impact of new ways of working and staffing levels, among others - it may be necessary to amend the target in future.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend
P1	The average number of days lost to sickness absence per member of staff	5.0	3.1 Yr to end Q1	G	↑



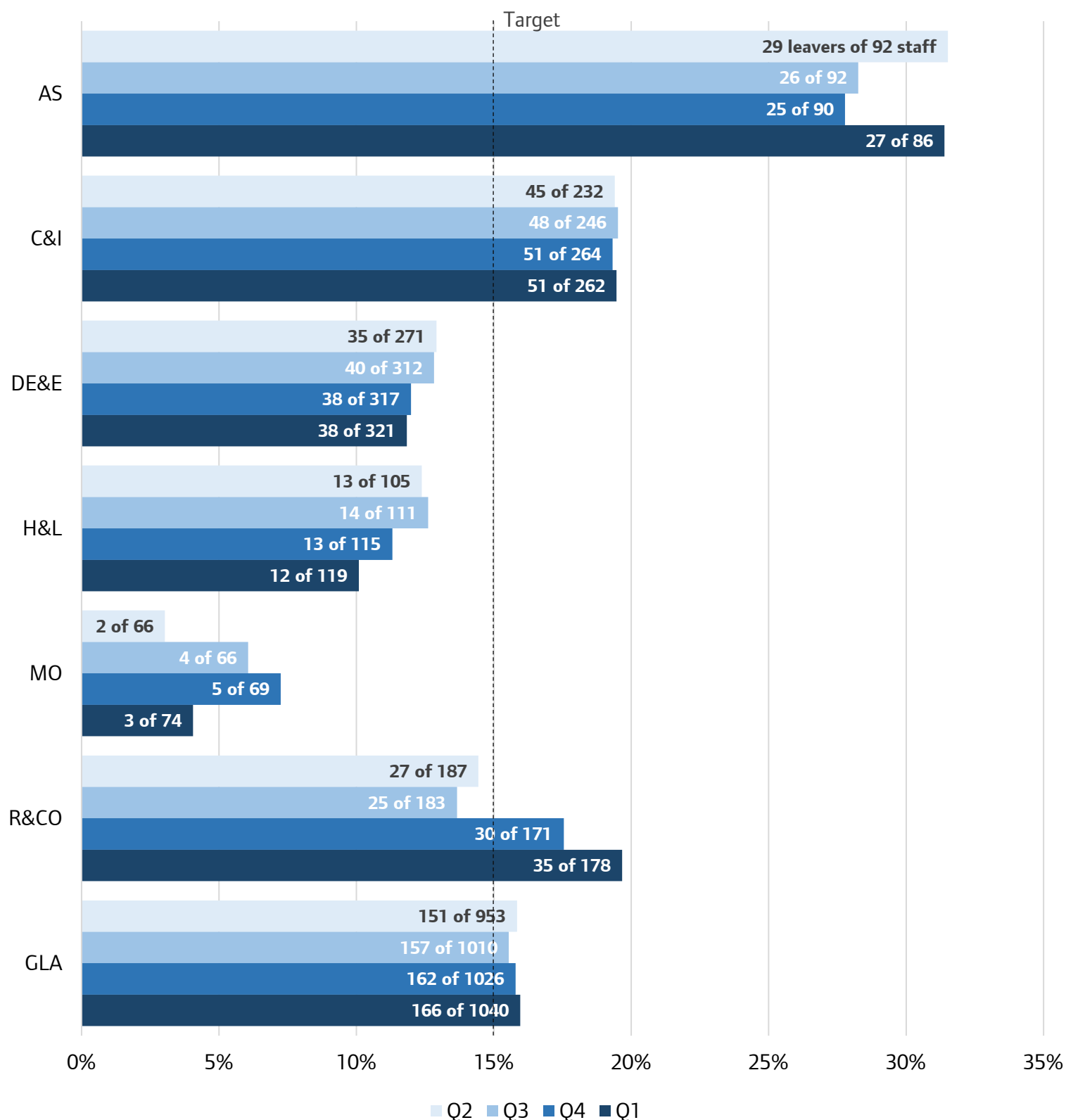
Commentary

Sickness rates at the GLA continue to compare favourably to both the public and private sector (as reported in the CIPD Health and Well-Being at Work Survey, May 2019), with a large decline in sickness absence since Q4 of 18/19.

GLA managers are responsible for recording sickness on internal systems as part of their management duties. The GLA offers a wide range of flexible working options to support staff - for example, dependency leave - which may contribute to the relatively low levels of sickness absence.

The target has been reduced to five days for 2019/20 to reflect that sickness across sectors has reduced. It is currently an average of 5.6 days in the private sector.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend
P2	Leavers in the past 12 months as a percentage of the total number of staff	15%	16% Yr to end Q1	A	↔

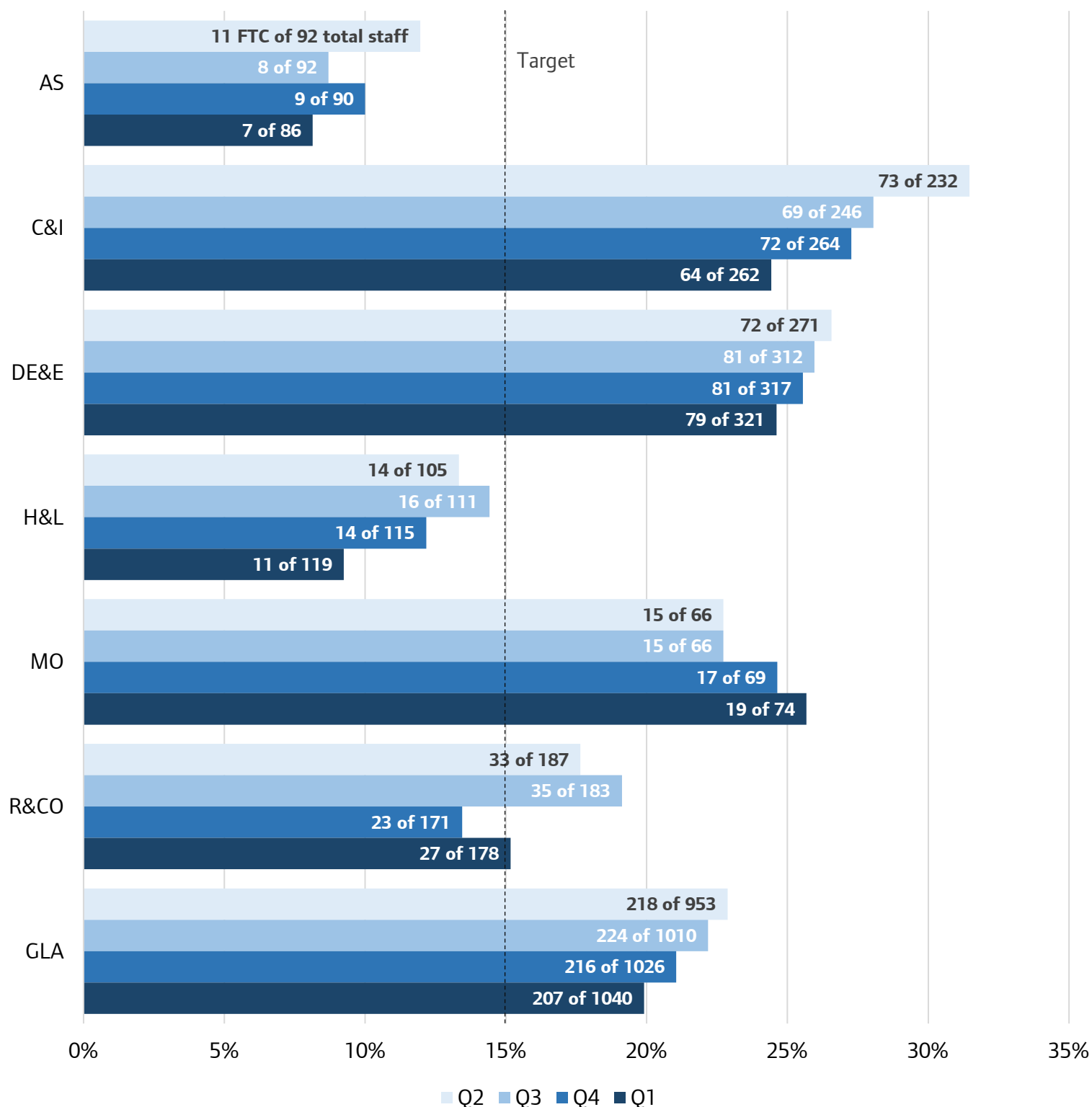


Commentary

Turnover is consistent with previous quarters. The GLA has the same turnover rate as the public sector, but a lower turnover than the private sector (27%, XPert HR Labour Turnover Survey, 2018).

Although high turnover is problematic, some churn can be positive in order to bring in new talent. Therefore, a target of 15% has been set for 2019/20.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend
P3	Fixed-term contracts as a percentage of all fixed-term and permanent staff in post	15%	20%	A	↑



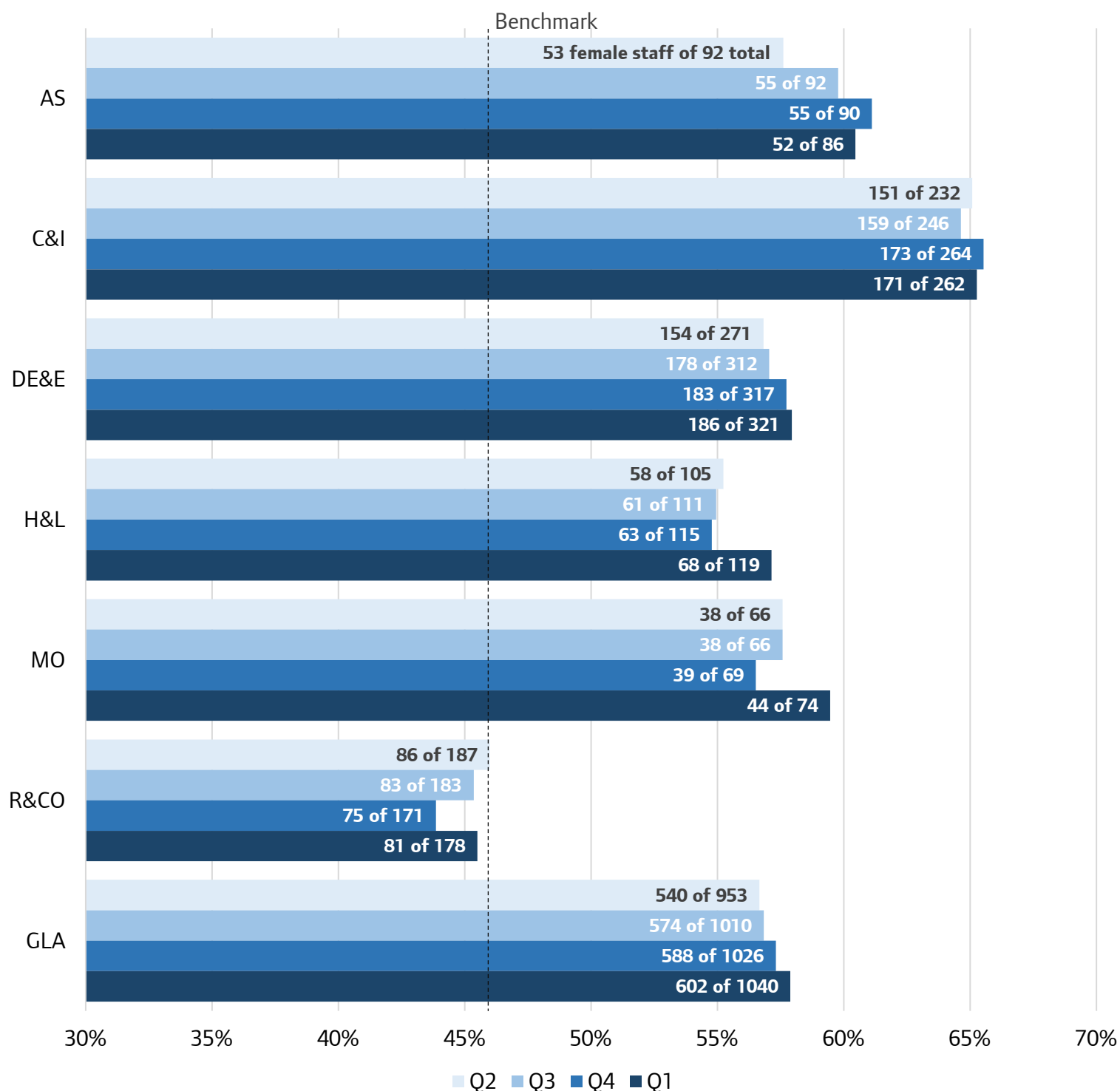
Commentary

Fixed-term contracts (FTC) have an important place in any workforce strategy, offering flexibility where employees are needed for a specific project or where funding is uncertain. Too high a proportion of FTCs can, however, limit an organisation's ability to retain the right skills and knowledge in the organisation and can impact engagement. Therefore, a target of 15% FTCs of the total payroll workforce has been set.

The proportion of FTCs in Q1 was slightly lower than Q4. This was in part due to 24 fixed-term posts being converted to permanent on 1 April. It has been agreed to convert a further 30 posts in July and this will be reflected in the Q2 data.

Note this PI includes both Mayoral Advisors (on fixed-term contracts by law) and apprentices. It is proposed these two cohorts are removed from figures in future.

Ref.	PI Title	B'mark	Q1 Perf.	RAG	Trend
P4a	Percentage of female staff within the workforce	46% London	58%	G	↑



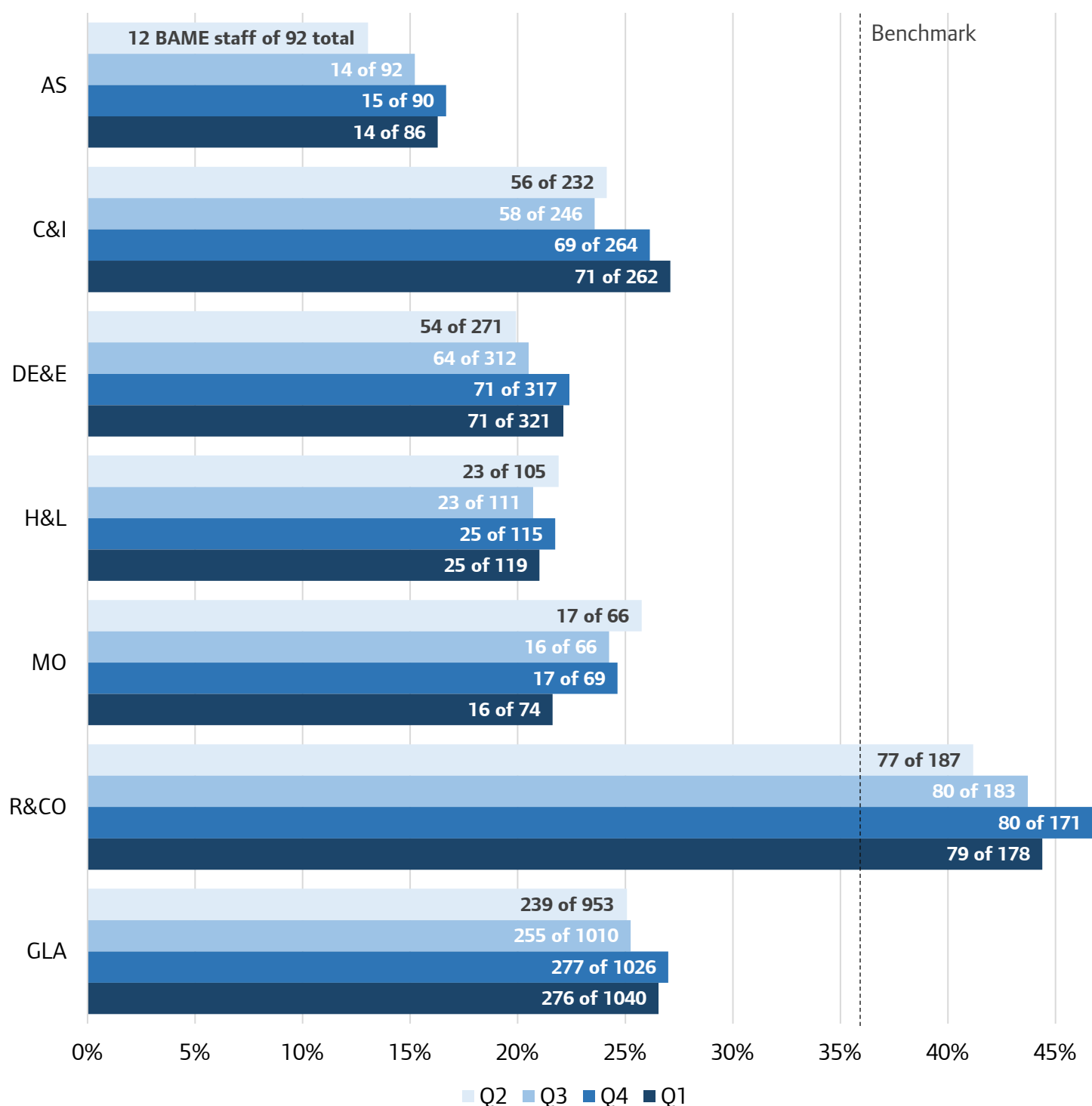
Commentary

The GLA continues to perform well, with females making up 58% of staff compared with 46% of London's economically active population (ONS survey). Females make up 47% of the Senior Leadership Team.

The 2019 GLA gender pay gap action plan, which was published with the GLA 2017/18 gender pay gap analysis in January 2019, is intended to ensure we continue to perform well on gender balance. The action plan includes initiatives to strengthen succession planning and talent management processes and to review our policies and practice around additional payments to ensure it is fair and transparent so that women, and other groups, are not disadvantaged.

We are also helping to develop and maintain a pipeline of future senior women leaders by running a second cohort of Our Time to support the development of women, particularly those facing multiple barriers to progression.

Ref.	PI Title	B'mark	Q1 Perf.	RAG	Trend
P4b	Percentage of BAME staff within the workforce	36% London	27%	R	↔



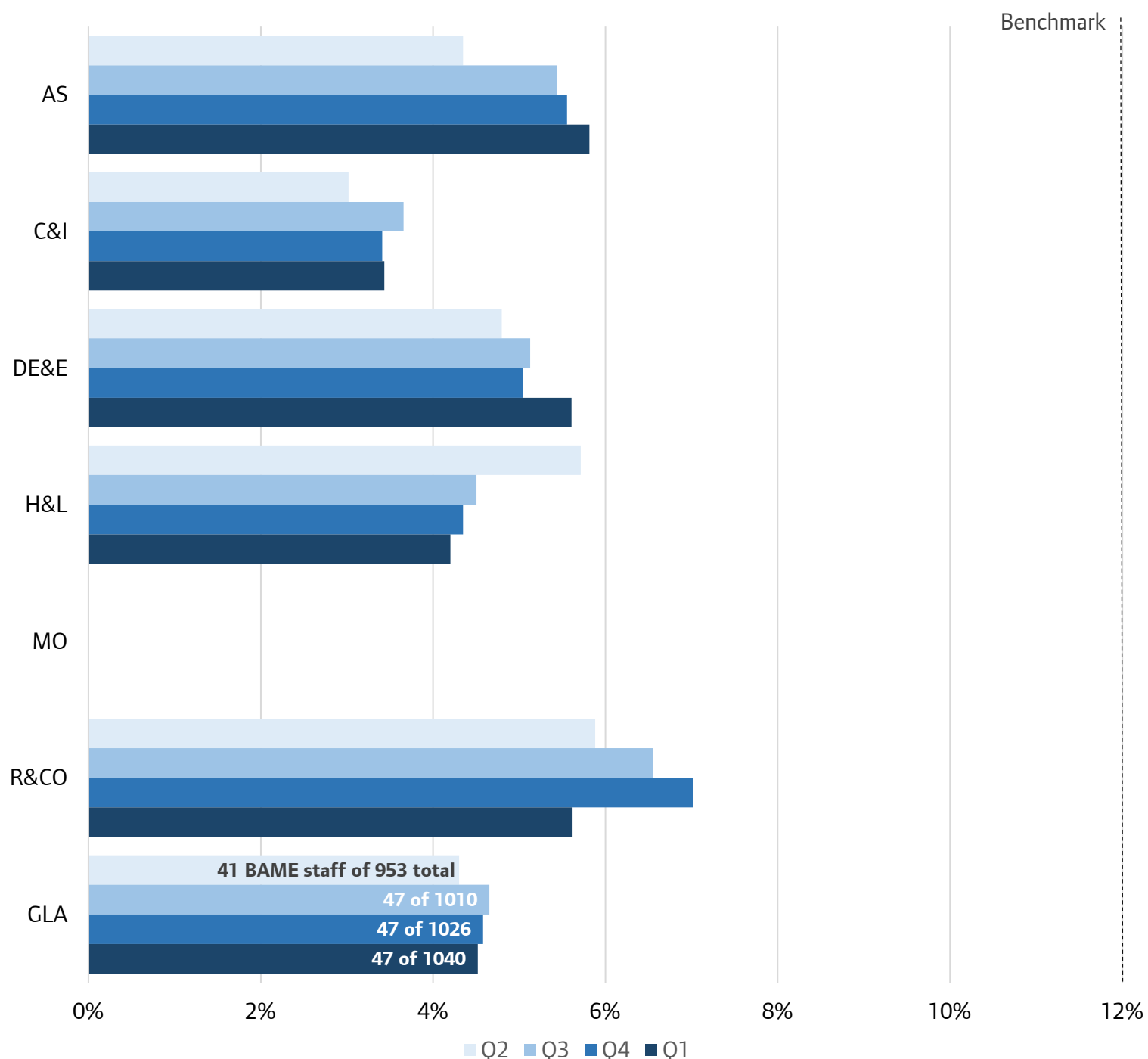
Commentary

The percentage of BAME staff within the GLA workforce remains at 27%, below the representation in London's economically active population, which is 36%. BAME staff make up 13% of the Senior Leadership Team.

The 2019 GLA ethnicity pay gap action plan, published with the GLA 2018 ethnicity pay gap analysis in January 2019, seeks to address under-representation and promote an inclusive culture. Some of the interventions we have already introduced include supporting the establishment of a BAME staff network, which was instrumental in developing the action plan, and signing up to Business In The Community's Race at Work Charter.

In addition, Executive Directors are overseeing directorate-level action plans to support the continued development of an inclusive GLA culture. The organisation has started rolling out the 'Inclusive GLA' programme - unconscious bias learning to all managers and staff. Other initiatives include developing a pool of GLA BAME staff to participate in interviews at any level and widening the use of specialist recruitment search firms to attract more diverse candidate pools.

Ref.	PI Title	B'mark	Q1 Perf.	RAG	Trend
P4c	Percentage of disabled staff within the workforce	12% London	5%	R	↔



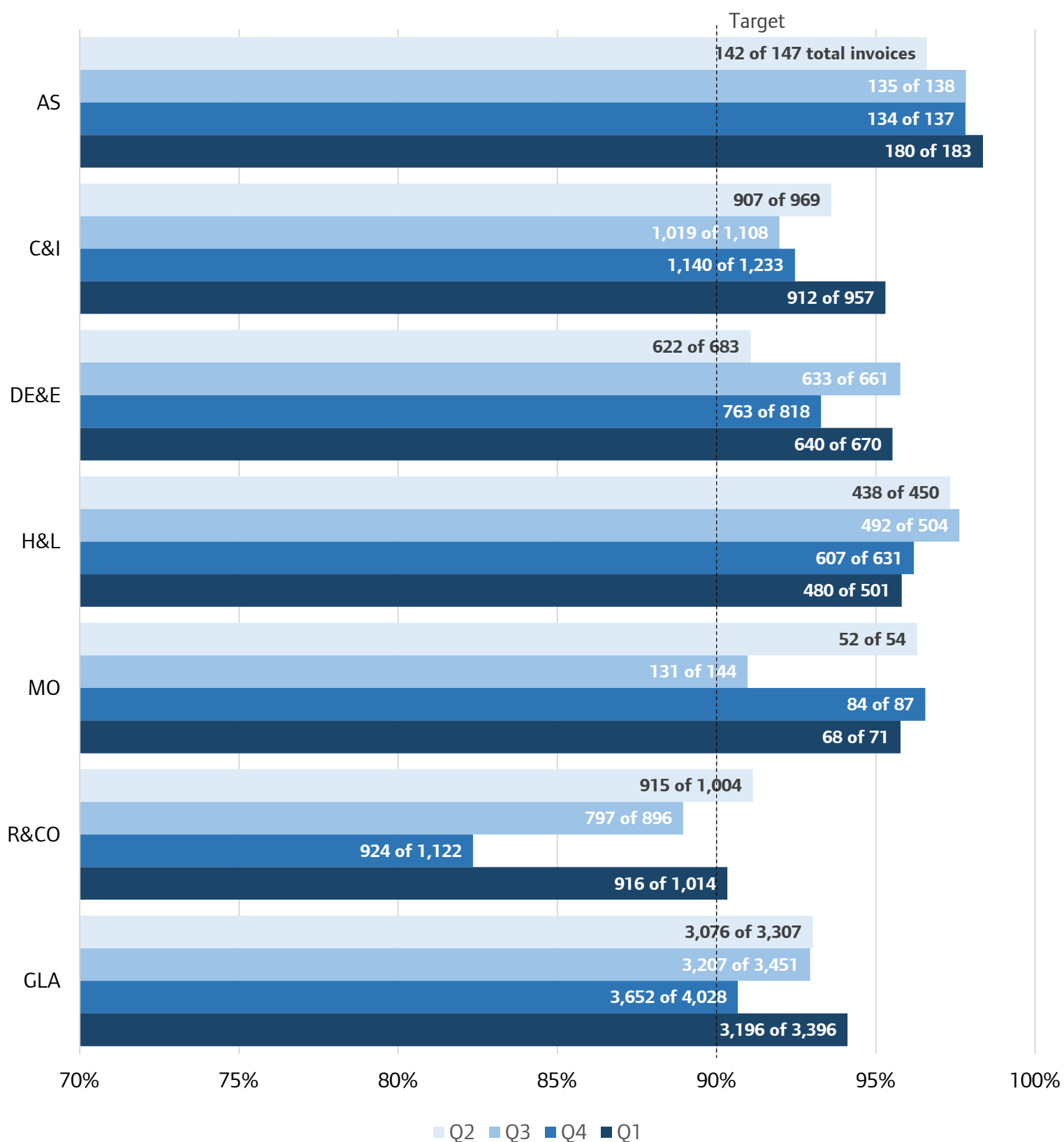
Commentary

Representation of disabled staff at the GLA, at 5%, falls below the level of representation in London's economically active population, which is 12%. Disabled staff make up 3% of the Senior Leadership Team.

The GLA recognises work is needed to address this as a priority; that includes improving the response rates for employee declarations so that data is more robust. The GLA Staff Network for Disability now has an Executive and Mayoral Sponsor and has appointed two co-chairs. The network will support the GLA's work to benchmark against Disability Confident - a DWP-sponsored scheme that supports employers to make the most of the talents and insights disabled people can bring to the workforce. Working towards this will enable us to improve our HR policies and processes as well as our inclusive culture.

The GLA is also taking part in TfL's Steps into Work supported internship scheme for people with learning disabilities and/or autism, by offering three (three-month) placements due to start in September. A second cohort is planned for January 2020.

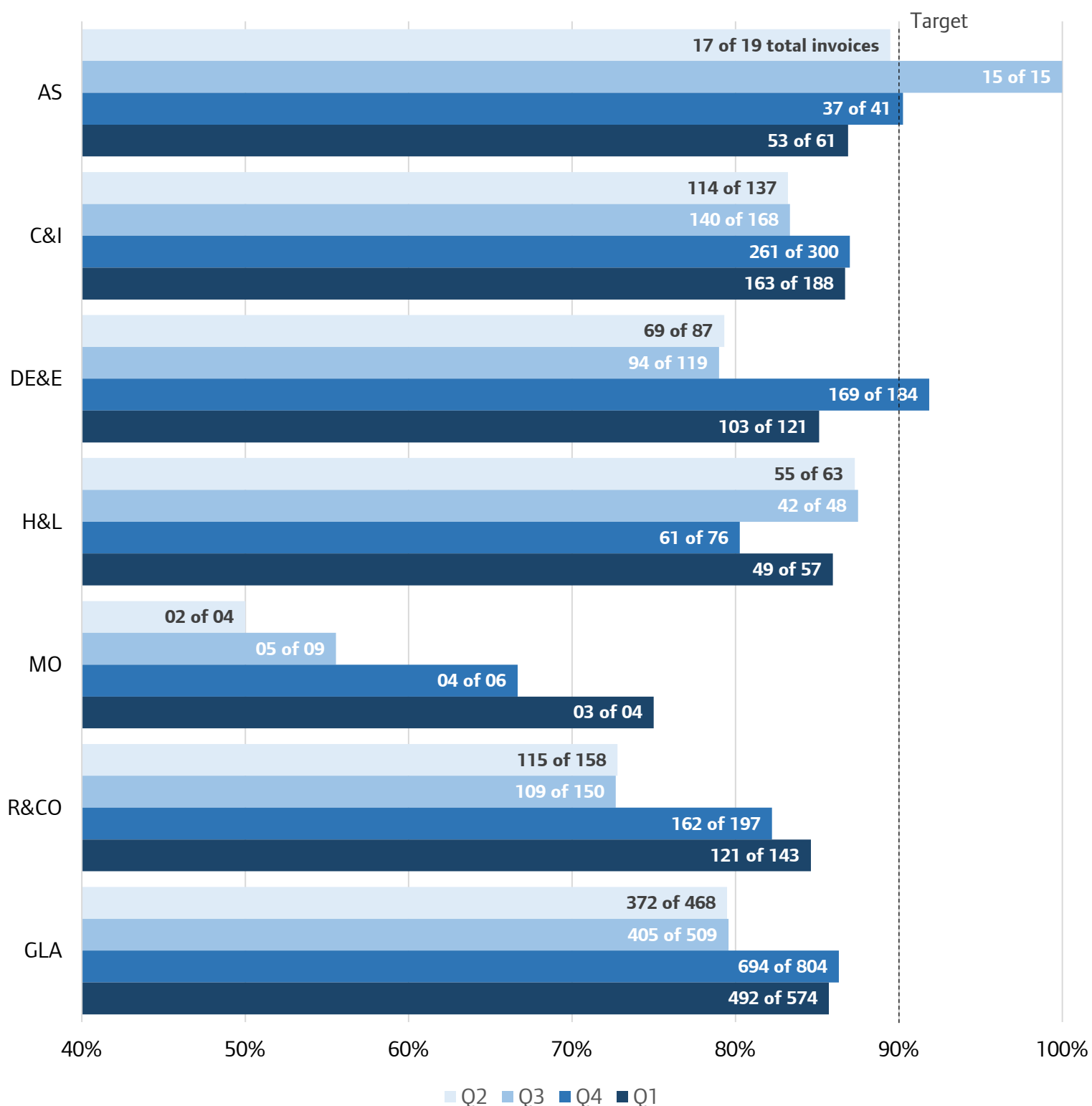
Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Mnth Perf.
R1a	Percentage of all invoices paid within 30 days	90%	94%	G	↑	93%



Commentary

Performance remains above target. See R1b for actions being taken to support good performance.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Mnth Perf.
R1b	Percentage of invoices from SMEs paid within ten working days	90%	86%	A	↔	83%

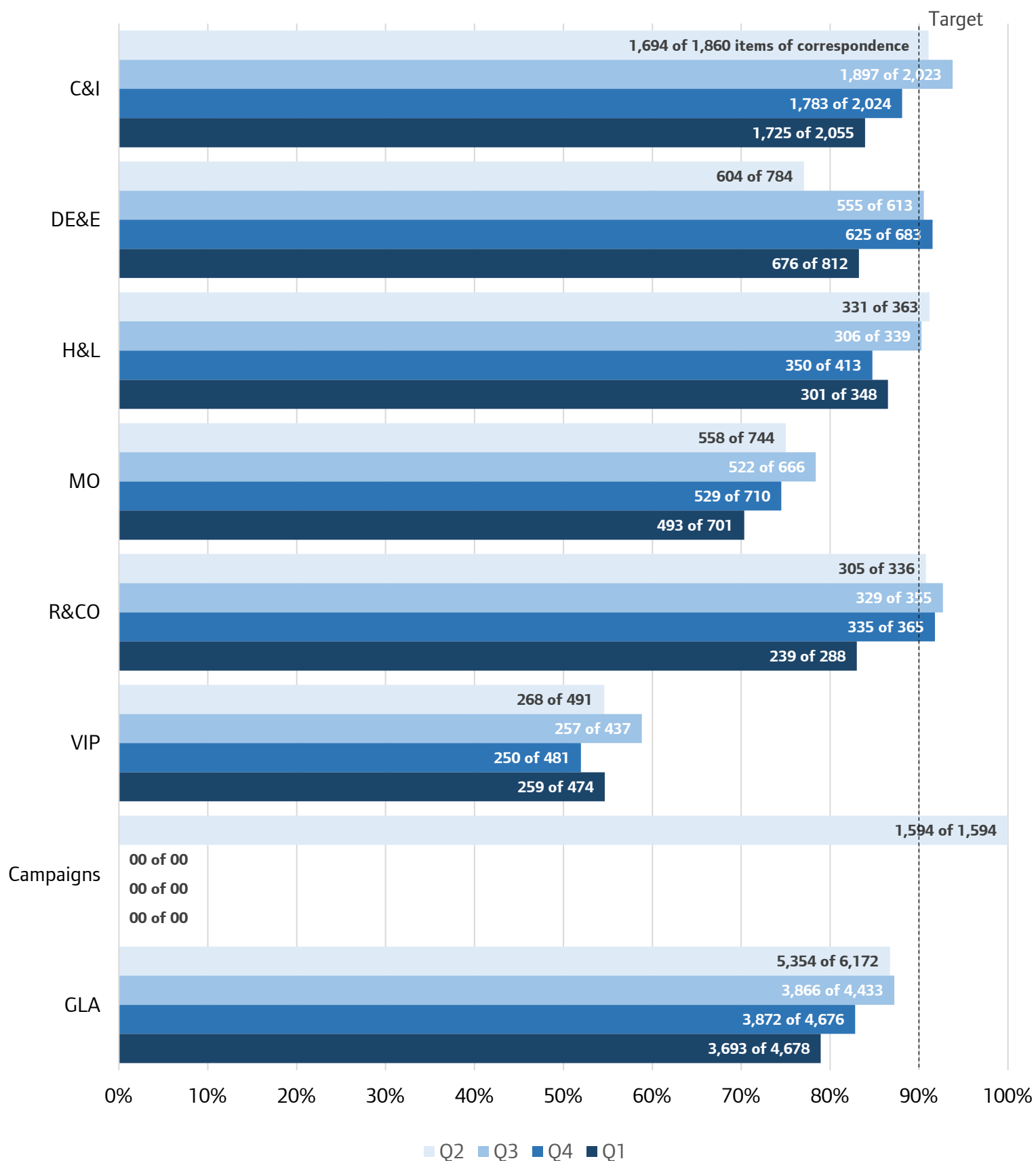


Commentary

Performance in Q1 was consistent with that in Q4 of 2018/19, but better than 2018/19 as a whole. This reflects concerted efforts since late 2018/19 to shift the traffic light from red to amber. The Technical Accountancy team will continue to encourage teams to action SAP items/workflow promptly through:

- blog postings on the intranet
- guidance in London@work
- issuing parked invoices reports on a fortnightly basis
- individual reports for select teams

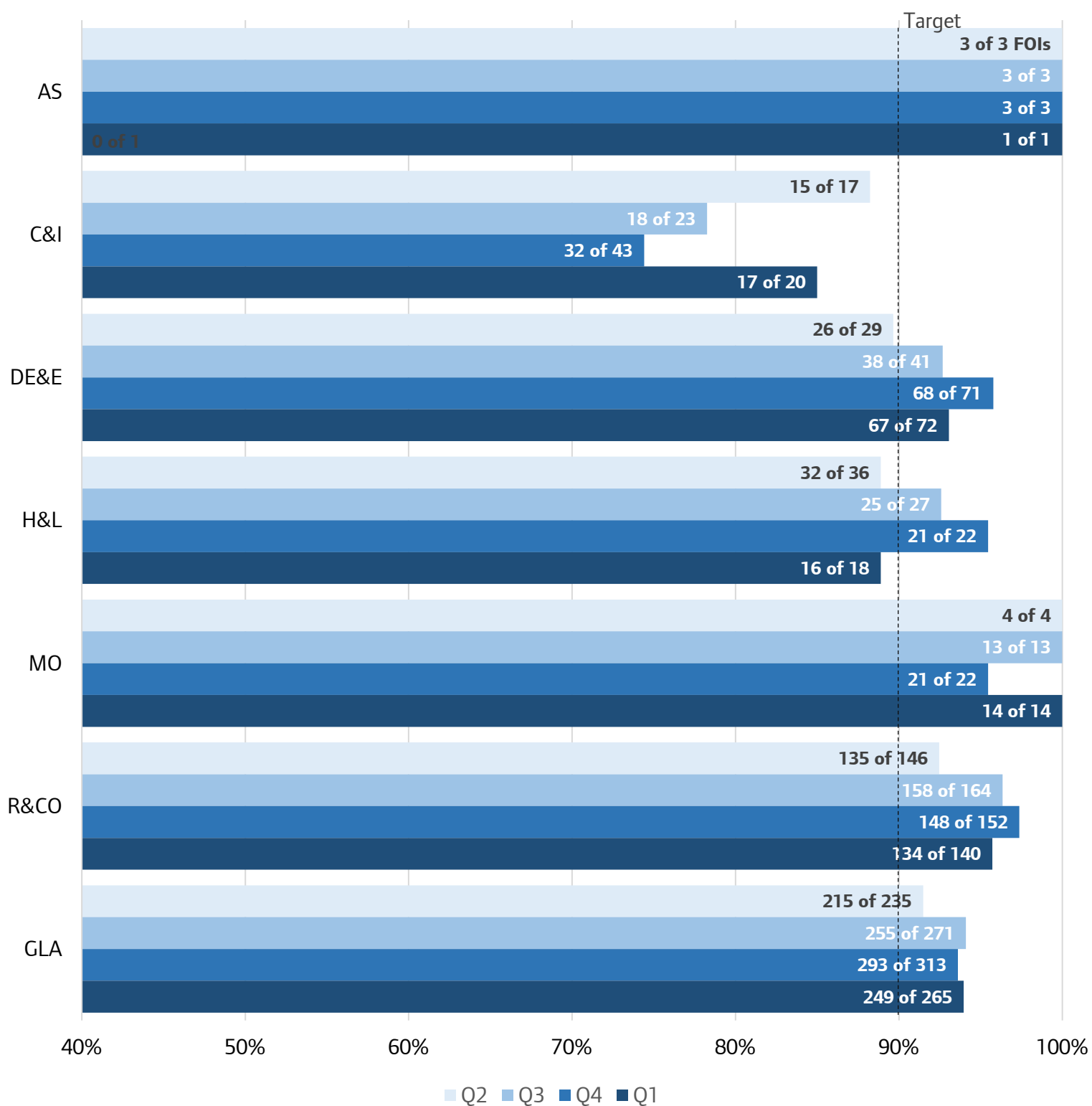
Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Mnth Perf.
R2	Volume of correspondence responded to within 20 working days	90%	79%	R	↓	84%



Commentary

Performance has declined somewhat since the previous quarter (based on April and May data) and is below target. During May, the Public Liaison Unit, due to unplanned absence, was not able to provide the usual level of support to teams. The May bank holidays and other leave may also have had a negative impact on performance.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Mnth Perf.
R3	Percentage of Freedom of Information requests responded to within 20 working days	90%	94%	G	↔	93%

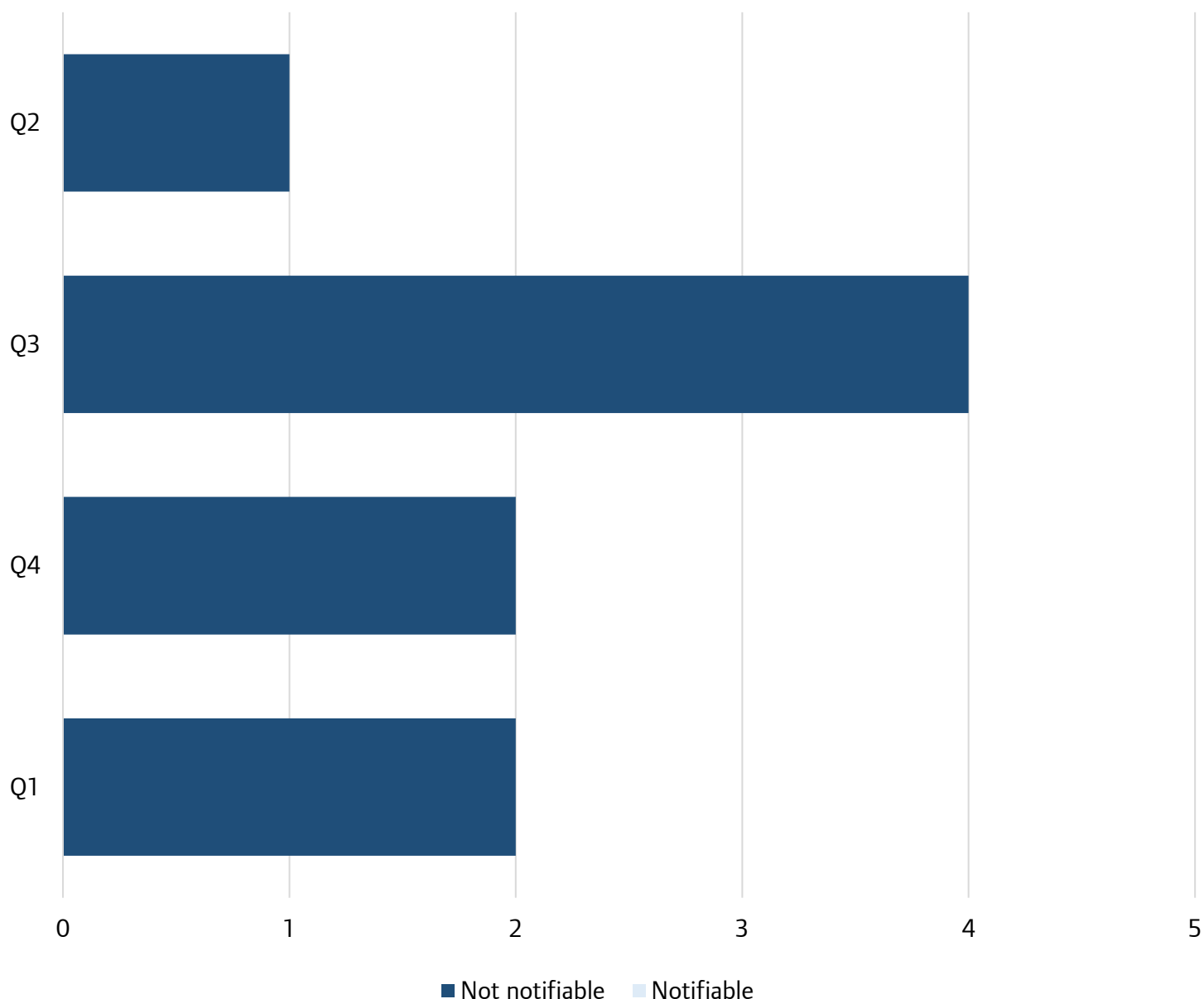


Commentary

Requests can be considered in-time up to 40 calendar days after they were received where an FoIA deadline is extended for considering the 'public interest test', or when an EIR request is considered to be complex.

Performance has remained broadly stable over the past year, despite an increase in requests received.

Ref.	PI Title	Target	Perf.	RAG	Trend
R4a	The number of data breaches within the GLA over the past year	10	9 Yr to end Q1	G	↑
R4b	The number of notifiable data breaches within the GLA over the past year	0	0 Yr to end Q1	G	↔



Commentary

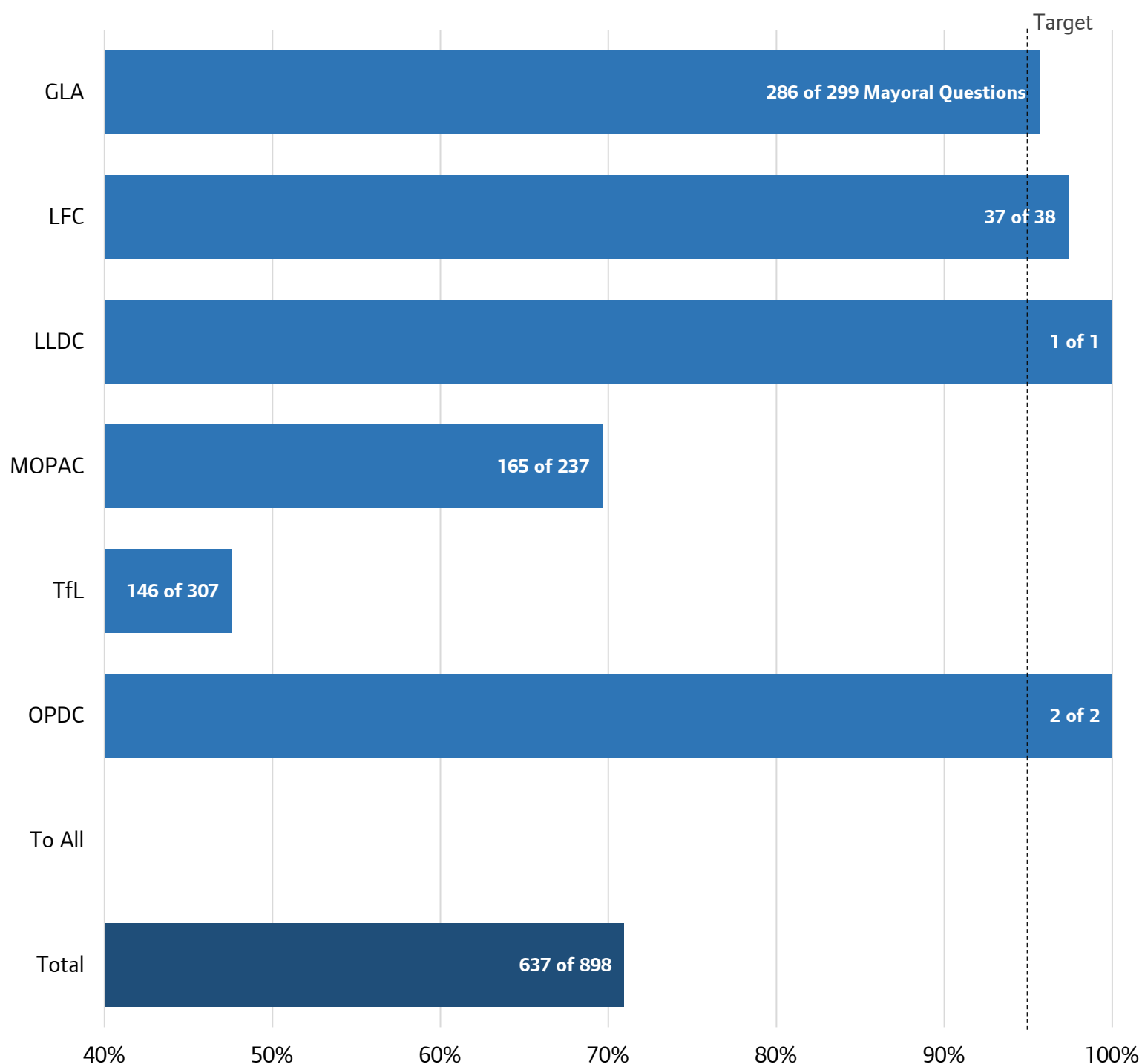
Two breaches were reported in Q1, neither of which required notifying the ICO:

- A member of GLA staff being copied into an internal email about staffing matters.
- An external application for a GLA scheme was accidentally forward to a third party organisation. This contained personal data relating to professional qualifications of individuals, but no private or sensitive personal data was involved.

Article 33 of the GDPR places a duty on all organisations to notify the ICO about certain types of data breach within 72 hours of having become aware of it. Breaches are notifiable when the breach is likely to result in a risk to the rights and freedoms of the individuals concerned. This is assessed on a case by case basis.

The GLA has set a target of 0 'notifiable' breaches in a 12-month period. This target continues to be met, and the Information Governance team continues to work with teams to learn lessons and to improve organisational awareness of the risks involved in handling personal data. The GLA aims to encourage the reporting of data breaches while working towards a state where they do not occur at all.

Ref.	PI Title	Target	Q1 Perf.	RAG	Trend	12 Mnth Perf.
R5	Percentage of Mayoral Questions for the GLA published by the statutory deadline	95%	96%	G	●	N/A



Commentary

This is a new CHPI for 2019/20. It measures the proportion of answers to Mayoral Questions submitted to the Assembly by the statutory deadline. The deadline is defined as being *before the end of the third working day following the date of the MQT meeting, in accordance with the duty to do so under sections 45(4)(b) and 70(6)(b) of the GLA Act 1999*. Only completed answers, not 'hold' responses, are counted towards the percentage submitted by the statutory deadline. The intention is that reporting publicly against this PI will demonstrate further transparency and drive improvement within teams.

In Q1 there were two MQT meetings - 16 May and 20 June. There was no meeting in April.

For the GLA Group as a whole, 51 Priority Order (Oral) questions (including urgent updates) and 898 written Mayoral Questions were received.

Note that while the RAG rating is green for the GLA, it is red for the Group as a whole. This is influenced heavily by TfL and MOPAC, which re assigned a large number of questions. The challenging target is a reflection of the statutory nature of Mayor's Question Time.

CORPORATE PERFORMANCE

APR-JUN 2019 QUARTER 1

CONTENTS

INTRODUCTION AND SUMMARY

	Purpose of the document	3
	Summary of progress in Q1	4
	Financial Performance Summary	5

LIVE

1	Establish successful and integrated neighbourhoods, where people want to live, work and play	Progress against major LIVE milestones	8
		Commentary on key LIVE projects	11
		Key risks and issues	12

WORK

2	Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people	Progress against major WORK measures	13
		Commentary on key WORK projects	16
		Key risks	18

VISIT

3	Create a diverse, unique, successful and financially sustainable visitor destination	Progress against major VISIT milestones	19
		Commentary on VISIT activities	22
		Key risks	23

INSPIRE

4	Establish a 21st century district promoting cross-sector innovation, education, culture, sport, aspiration and participation in east London	Progress against major INSPIRE milestones	24
		Commentary on INSPIRE milestones	27
		Key risks	28

DELIVER

5	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	29
		Commentary on key projects	31
		Key risks	33

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 [queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/business-plan](https://www.queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/business-plan) and the Corporation's 2019/20 budget. It also sets out information about the Legacy Corporation's financial performance <https://www.london.gov.uk/sites/default/files/mayors-final-budget-2019-20.pdf>

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.



SUMMARY OF PROGRESS IN THE QUARTER APRIL TO JUNE 2019

LLDC's major achievements during this period are set out below. Further details can be found in the body of the report:

- The 5-year anniversary of the Park re-opening was celebrated with an event on the Park.
- Planning Permission for East Bank's Stratford Waterfront was granted in this period. UCL's Reserved Matters Application was also approved subject to conditions.
- Outline planning permission for the Hackney Wick masterplan was issued following GLA stage 2 sign-off.
- Design teams appointed for the Pudding Mill Lane development.
- The Tessa Jowell Boulevard was unveiled to mark the role Tessa Jowell played in delivering the 2012 Olympic and Paralympic Games.
- The London Stadium hosted Europe's first ever Major League Baseball matches; the FINA World Diving Championships were held at the London Aquatics Centre.
- As estimated 10,000 people came to the Great Get Together community event on the Park.
- Four local young people completed the STEP into Smithsonian training and employment programme in Washington DC.

AIMS FOR NEXT PERIOD

- Mark the start of East Bank Construction at Stratford waterfront and UCL East with the Mayor attending a Ground Breaking event. (This took place on 2 July, details in this report).
- Continue the East Bank construction, procurement and design works.
- Hold the Muller Anniversary Games in the London Stadium then complete seat transitions in time for the start of the 2019/20 football season.
- Active East in July including free outdoor sports sessions on the Park and community sport activities linked to Major league baseball, the Muller Anniversary Games and the launch of the South Park watersports pontoon.
- The Park retains Green Flag status.
- Opening two new routes from Stratford into the south of Park to cyclists and pedestrians.
- Completion of phase 2 construction works at Chobham Manor.
- Commence Planning phase for Training Association on site facility.
- Commence procurement to select a developer for Hackney Wick Neighbourhood centre.
- Appoint training provider for Hobs Studios Training Academy at Here East.
- Commence trial of Capri project using autonomous pods on the Park.
- Commence Local Plan public examination hearing sessions.
- Unqualified external audit of LLDC, E20 and LS185 accounts.

FINANCIAL PERFORMANCE SUMMARY

	Quarter Jun 19			Year to Jun 19			Full Year 2019/20		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Capital Income									
Development	21	(11,856)	11,877	21	(11,856)	11,877	(32,268)	(32,268)	0
East Bank	0	(33,500)	33,500	0	(33,500)	33,500	(39,269)	(39,269)	0
Park Operations and Venues – excl Trading	0	(13)	13	0	(13)	13	(45)	(45)	0
Total Capital Income	21	(45,369)	45,390	21	(45,369)	45,390	(71,582)	(71,582)	0
Capital Expenditure									
Construction	565	1,129	(564)	1,914	3,039	(1,125)	7,126	6,526	600
Development	702	3,262	(2,560)	3,089	4,749	(1,660)	22,327	22,767	(440)
Executive Office	1	7	(6)	8	20	(12)	190	228	(38)
Finance, Commercial and Corporate Services	306	227	79	432	804	(372)	6,768	5,620	1,148
East Bank	4,564	2,723	1,841	11,971	13,570	(1,599)	86,842	86,842	0
Park Operations and Venues – excl Trading	390	526	(136)	561	1,151	(590)	10,161	10,389	(228)
Regeneration and Community Partnerships	8	53	(45)	100	164	(64)	747	782	(35)
Stadium	3,274	3,675	(401)	7,253	12,271	(5,018)	29,182	29,945	(763)
Contingency (Cap)	0	0	0	0	0	0	7,610	8,444	(834)
Total Capital Expenditure	9,809	11,602	(1,793)	25,328	35,768	(10,440)	170,953	171,543	(590)
Net Capital Expenditure	9,809	(33,767)	43,576	25,350	(9,601)	34,950	99,371	99,961	(590)
Revenue Income									
Executive Office	(7)	(9)	2	(7)	(9)	2	(29)	(29)	0
Development	0	0	0	0	0	0	(120)	(120)	0
Finance, Commercial and Corporate Services	(118)	(75)	(43)	(118)	(75)	(43)	(303)	(303)	0
Park Operations and Venues – excl Trading	(237)	(946)	709	(237)	(946)	709	(3,691)	(3,791)	100
Park Operations and Venues – Trading	(1,763)	(1,837)	74	(1,763)	(1,837)	74	(7,410)	(7,502)	92
Planning Policy & Decisions	(410)	(400)	(10)	(410)	(400)	(10)	(1,600)	(1,600)	0
Total Revenue Income	(2,535)	(3,267)	732	(2,535)	(3,267)	732	(13,153)	(13,345)	192
Revenue Expenditure									
Communication, Marketing and Strategy	391	385	6	391	385	6	1,707	1,726	(19)
Development	45	0	45	45	0	45	118	118	0
Executive Office	565	637	(72)	565	637	(72)	2,551	2,551	0
Finance, Commercial and Corporate Services	1,643	1,566	78	1,643	1,566	78	6,028	6,266	(238)
Park Operations and Venues – excl Trading	2,649	2,241	408	2,649	2,241	408	9,050	8,968	82
Park Operations and Venues – Trading	1,536	2,239	(703)	1,536	2,239	(703)	9,095	8,953	142
Planning Policy & Decisions	678	628	50	678	628	50	2,476	2,515	(39)
Regeneration and Community Partnerships	399	439	(40)	399	439	(40)	3,274	3,289	(15)
Revenue Contingency	0	0	0	0	0	0	758	972	(214)
Total Revenue Expenditure	7,906	8,134	(228)	7,906	8,134	(228)	35,057	35,358	(301)
Net Revenue Expenditure	5,371	4,867	504	5,371	4,867	504	21,904	22,013	(109)

	Quarter Jun 19			Year to Jun 19			Full Year 2019/20		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Trading									
Timber Lodge Café	(14)	1	(15)	(14)	1	(15)	(5)	3	(8)
ArcelorMittal Orbit (AMO)	(66)	(63)	(3)	(66)	(63)	(3)	(30)	(252)	222
Kiosks	(5)	(12)	7	(5)	(12)	7	(50)	(50)	0
The Podium	6	(26)	32	6	(26)	32	(105)	(105)	0
London Aquatics Centre	120	331	(211)	120	331	(211)	1,324	1,324	0
Copper Box Arena	(22)	203	(225)	(22)	203	(225)	810	810	0
3 Mills Studio	(234)	0	(234)	(234)	0	(234)	(300)	0	(300)
Other Trading Income	3	(29)	32	3	(29)	32	(121)	(265)	144
On Park Properties	(25)	(105)	80	(25)	(105)	80	(217)	(420)	203
Off Park Properties	10	102	(92)	10	102	(92)	379	406	(27)
Total Trading Net (Surplus)/Deficit	(227)	402	(629)	(227)	402	(629)	1,685	1,451	234

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	326,012	13,159	92,245	418,257	51,743	61,743

S106 & OPTEMS balance (£000)	55,609
CIL balance (£000)	5,252

CAPITAL

- Final planning consent for Stratford Waterfront was granted in June, with the Agreements for Lease with V&A, Sadler's Wells and UAL expected to become unconditional in the autumn. On the execution of the lease, LLDC will receive a lease premium payment from UAL.
- Receipts due from Chobham Manor sales completed in quarter 1 of 2019/20 will be confirmed in July and recognised in LLDC's quarter 2 accounts.
- There is a forecast overspend on the 3 Mills River Wall project following the discovery of concrete and timber obstructions. A Change Control Notice was approved to adopt an alternative design solution and corporate contingency drawn to fund this.
- Corporation Tax is expected to be higher than budgeted in 2019/20 due to higher payments for the 2018/19 charge. This was driven largely by the income from Chobham Manor sales received earlier than planned and increased revenue grant funding from the reclassification of E20 Stadium LLP loan funding in 2018/19.
- There are currently £0.8m of draws on capital contingency including £0.6m for 3 Mills River Wall project obstruction costs.

REVENUE

- Car park income is lower than anticipated, which is due, in part, to planned work on the car parks which has restricted customer access to these facilities.
- The transfer of corporate IT services to a GLA shared service has been rescheduled for operational reasons. There is a forecast overspend as a consequence, which is offset by anticipated underspends on staffing budgets, driven by unfilled vacancies.
- Estate charge income is behind budget in the year to date pending agreement of charging schedules with third parties. Income to date is expected to be in line with budget by the end of the next quarter.
- In the year to date trading is ahead of budget. This is driven, in part, by higher than anticipated income from 3 Mills Studio, where a strong order book is expected to generate a full year surplus, despite ongoing major works.
- The ArcelorMittal Orbit operator business plan is currently being reviewed to establish measures to achieve a breakeven position for the year. Elsewhere within Trading, income from on-park properties is expected to be lower than budget due to restrictions on interim uses pending the potential disposal of one of the development sites. Budgeted income from a new Park attraction is anticipated to be behind budget due to delays to the project; however, this is expected to be offset by improved performance from 3 Mills Studios rental income.
- There are currently £0.2m of draws on revenue contingency including a £0.1m drawdown for fees relating the Park's (non-drinking) water supply.



1. 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 2019/20	PERFORMANCE AND COMMENTARY
<p>Chobham Manor phase 2 construction complete and phase 3 continues on schedule.</p> 	<p>The first block of the second phase of homes is complete and mostly occupied; the rest of Phase 2 is on schedule to complete in summer 2019. Construction works for Phase 3 is already underway.</p>

PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>East Wick and Sweetwater construction continues on schedule, including commencement of phase 2.</p> 	<p>Construction of Phase 1 and sitewide infrastructure works for East Wick and Sweetwater development continued in this period.</p>
<p>Progress master planning for Pudding Mill Lane.</p>	<p>Design teams have been appointed for both sites in the development: Pudding Mill and Bridgewater.</p>
<p>Agree delivery approach for Rick Roberts Way with London Borough of Newham and GLA.</p>	<p>Work continues with joint landowners LB Newham and with the GLA to reach agreement on a delivery strategy and programme ahead of aiming to agree a timeline and objectives.</p>
<p>Progress development strategy for Bromley by Bow.</p>	<p>LLDC is working alongside key stakeholders in the area including local landowners and as a result the first two planning applications submitted to the Planning Decisions Committee (by Lindhill and Danescroft) were approved and have subsequently been given consent by GLA. The site has since been acquired by The Guinness Partnership who have increased the percentage of affordable homes to be built to 50% and will begin construction shortly. Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area.</p>

PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
Commence Stratford Waterfront Residential Developer Procurement.	The Stratford Waterfront site's hybrid planning application was approved by the Planning Decisions Committee in April 2019, with the GLA confirming approval for Stage 2 in June. Procurement of a developer is expected to commence later this year.
Hackney Wick Neighbourhood Centre development partner procurement complete.	The procurement strategy to select a development partner was approved by LLDC's Investment Committee in June 2017. Following GLA planning approval, the aim is to commence procurement in the next period.
3 Mills river walls repair work completed.	Construction has commenced on the river wall repair works which are scheduled to complete this year.

COMMENTARY ON KEY LIVE PROJECTS

Agreement has been made with the Mayor of London on a portfolio approach to affordable housing across all future housing developments, which would see 50% affordable across Hackney Wick Central, Pudding Mill Lane and Rick Roberts Way. Discussions are ongoing in relation to funding and delivering these developments.

CHOBHAM MANOR

Work has continued on construction of the Legacy Corporation's first housing development at Chobham Manor, providing over 850 homes. 350 homes have now been completed. Phase One (consisting of 259 homes in blocks 1A, 1B, 1C and 1D) is now fully complete. The first block of the second phase of homes is complete and mostly occupied; the rest of Phase 2 is on schedule to complete in summer 2019. Construction works for Phase 3 is underway with piling complete.

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 and the development secured £78m loan funding from Homes England in this period. Construction for the East Wick and Sweetwater development continued in this period, with continuation of the main works in phase 1.

LLDC is working with the developer to ensure that Reserved Matters Applications for later phases are submitted on time to meet planning deadlines.

LLDC funded infrastructure works related to the development were granted planning permission by the PDC at its March 2017 meeting. Construction work on Stour Road (H16) Bridge completed in this period. Ongoing work on North South Highway is due to complete this summer, this has been delayed due to utility obstructions. For the Monier Road (H14) Bridge, hoarding has been erected and the bridge has closed to allow works to be undertaken for completion in the next financial year.

HACKNEY WICK CENTRAL

The Planning Decisions Committee resolved to grant planning permission for Hackney Wick Central in April 2017, the masterplan covering the area around Hackney Wick Station. Outline planning permission for the Hackney Wick masterplan was issued in this period following GLA stage 2 sign-off.

The procurement strategy was approved by LLDC's Investment Committee in June 2017, with the aim to commence procurement in September 2019.

HACKNEY WICK STATION

The improvement works undertaken at Hackney Wick Overground Station has won two awards in this period, a RIBA London Award 2019 and an ICE London Civil Engineering Award for Community Benefit.

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 a 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 and work is ongoing with TfL on other potential schemes.

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 1 2019/20 two LLDC CIL payments were received.

Date received	Amount received
May 2019	£1,136,444.95
June 2019	£160,474.93
Total	£1,296,919.88

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 1 2019/20 £1,578,221.51 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 relating to capital and revenue income.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control. Close working with the GLA.	R
Risk relating to future housing development delivery.	Financial and reputational impacts.	Close working with GLA in particular on affordable housing, agreeing housing strategy, ensure attractive propositions to market.	R
Risk relating to current housing development delivery.	Financial and reputational impacts.	Close work with development partners, close economic and financial monitoring.	R
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
Electric capacity requires reinforcement.	Financial impacts.	Energy strategy commissioned, review and implement findings.	A
Risk relating to impact of construction on residents and visitors.	Reputational and financial impacts.	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future.	G
Delivery of the strategy for 3 Mills Studios	Financial and reputational impacts	Formalised working with partners and engagement with stakeholders.	A

2. 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) and Financial Conduct Authority (FCA) have re-located into IQL. Other organisations such as Cancer Research UK, the British Council and Unicef UK are re-locating 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,

Studio Wayne McGregor, Hobs Studio and Sports Interactive 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 is becoming 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 East Bank (formerly 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 2019/20	PERFORMANCE AND COMMENTARY
Continue to deliver the QEOP 'East Works' jobs and skills programme.	Highlights in this period include the completion of the STEP into Smithsonian programme: 4 young people undertaking a 3 week course in Washington DC to help progress their career in the cultural and creative sector.

PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
Holding the annual East Works awards.	The East Works awards are being reviewed, as the Park enters a new phase of development, the LLDC will continue to review the most effective mechanism for celebrating the key role local communities and employers have played and will continue to play in the construction and management of the Park.
Continuing the development of the QEOP Training Association, delivering the centrally commissioned construction training programme.	Design and planning documents for on-site facility finalised and interim training arrangements in place with the Skills Centre for during the planning phase.
Delivering the Design...Engineer...Construct (DEC) Building Information Modelling (BIM) curriculum in five local schools.	Continuing to work with the Black Training and Enterprise Group to support DEC candidates who have been placed into work. Engagement plan with industry to tailor employers' work with individual schools.
Delivering the Hobs Studios training academy at Here East.	Training provider to be appointed in the next period, with the Academy to open in late 2019.

PROGRESS AGAINST MAJOR WORK MEASURES

TARGETS	PERFORMANCE AND COMMENTARY
Construction <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 	The most recent construction figures available are to end of May 2019 <ul style="list-style-type: none"> • 31% of construction employees working on the Park are Host Borough residents • 72% of the workforce are from BAME groups • 7% of the workforce are women • 2% of the workforce are disabled people • 3% of the workforce are apprentices
End-use <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 	Copper Box Arena and London Aquatics Centre Workforce targets as of April 2019 (these figures are reported annually): <ul style="list-style-type: none"> • 67% workforce Host Borough residents • 47% workforce are from BAME groups • 55% workforce are women • 4% workforce are disabled people • There are 6 apprentices across the two sites Estates and Facilities Workforce targets as of April 2019: <ul style="list-style-type: none"> • 64% workforce Host Borough residents • 60% workforce are from BAME groups • 32% workforce are women* • 10% workforce are disabled people • 10 apprentices on site

* Against contractual target of 30 – 42%.

COMMENTARY ON KEY WORK PROJECTS

The LLDC continues to work with its partners to deliver jobs, training and support to businesses through its East Works programme. Key highlights include:

Four young east Londoners completed the **STEP into the Smithsonian** – programme with our East Bank partner, the Smithsonian Institution, with a three-week course in Washington DC. The Shared Training and Employment Programme (STEP) helps local young people to progress their career in the cultural and creative sectors. The four – Chess Charles from Newham, Abundance Matanda from Hackney, Iranga Tcheko from Tower Hamlets and Mohammed Rahman from Waltham Forest, visited many of the Smithsonian’s museums and research centres, exploring a diversity of topics including; photography and print, graphic design, African American history, popular culture, natural history, global art forms and much more. One of the participants has written a blog about the experience: <https://step-interns.com/2019/05/10/step-into-the-smithsonian-pre-departure-reflections-part-1/>



The development of the **QEOP Training Association** has continued with the finalisation of the commission for lead Training Association provider. The Training Association will be invited to address the Committee at its next meeting.

LLDC, in partnership with the TfL (who are the accountable body), have secured £1m funding from the CITB through its Construction Skills Fund to support new entrants to the construction sector through the provision of employer-led training courses and brokerage support. The project is centred on the Park and will work closely with the boroughs of Newham, Tower Hamlets, Waltham Forest and Hackney that surround the Park. We have the appointed

project lead and about to go to market for training provider for courses in late summer.

3D and Virtual reality studio: mobilisation phase is being implemented, with interviews held for Academy Training Manager and market-testing for Education Partner.

Part of the funding is earmarked for the delivery of an on-site training facility and the LLDC and TfL have been in discussion with Eastwick and Sweetwater Ltd. (EWS), regarding the feasibility of locating the training facility on one of the site’s development plots.

LLDC is also part of the TfL-led Mayor’s Construction Hub bid that was recently approved by the GLA.

The showcase event for **Flipside** was held at Bio Agency in Hackney on 15 May. This concluded the second delivery phase of Flipside – a three-month digital product design immersive training programme, co-created and co-delivered by industry – with LLDC as one of the founding partners. During the programme 10 young people, all of Black and Minority Ethnic heritage, were trained and mentored by industry as they rotated round different agencies and worked on client briefs. Past participants have gone on to roles in UX/UI design, User Research, Product Design as well as videography and freelance creative and art direction. Flipside is gaining more traction within the industry as a talent pipeline programme with 11 creative agencies participating this year – 120% increase from last year’s pilot. We will continue to build on this to scale the programme in future years.

On 15 and 16 May 2019, LLDC hosted two Jobs and Apprenticeship Information events to promote **LLDC’s business support roles** to local, host borough candidates. The event, led by LLDC HR, provided an overview of working for LLDC and key points on preparing a personal statement for a job application form.

Staff members from the recruiting teams, PPDT and Development provided personal insights into their own experience of working at LLDC and their job roles. We attracted over 60 local candidates across all 4 boroughs to the event who were referred via the local jobs brokerages as well as community partners such as Poplar Harca and Bromley by Bow Centre and received excellent feedback from attendees, many of whom indicated they will be submitting applications. The 6 vacancies including 1 apprentice role are now live on our website.

The LLDC continues to work with its partners to understand the reasons for any underperformance against targets and to develop solutions to address that underperformance. Areas of focus include:

LLDC are addressing local, women and BAME performance against target with GLL who are currently recruiting for a number of vacancies at both centres. LLDC have discussed this issue with borough partners and are connecting GLL to the Black Training & Enterprise Group and West Ham United FC Foundation who design and deliver LLDC's East Work – careers work, with a focus on 15-19 year olds. GLL apprentice recruitment is currently on hold due to the changes in qualification prerequisites for the Leisure Team Member apprentice standard. GLL apprentice recruitment is currently on hold due to the changes in qualification prerequisites for the Leisure Team Member apprentice standard.

Current workforce performance at Stratford Waterfront on Enabling Works is on target. The construction figures reflect under-performance by Taylor Wimpey at Chobham Manor. LLDC now has an embedded Employment and Skills Manager who is working with Taylor Wimpey to monitor the implementation of their action plan which is being led by Taylor Wimpey's Project Director.

Performance on disabled people and women as part of the workforce has been inconsistent, fluctuating above/below target and it is to address these issues (and others such as ensuring consistent apprenticeship delivery) that LLDC, Taylor Wimpey, Balfour Beatty and Mace have agreed to be founding members of the QEOP Training Association (TA) for construction.

The founding members of the Training Association have all signed the Memorandum of Understanding that sets out the principles and commitments for its governance and delivery. In this period Lendlease agreed that they would join the association. In this period design and planning documents for the on-site facility were finalised and interim training arrangements in place with the Skills Centre for during the planning phase which will commence in the next period.

KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to meeting priority theme targets and wider regeneration aspirations.	Reputational impacts.	A strong set of targets agreed through procurement and contracts; close working with partners.	G

3. VISIT

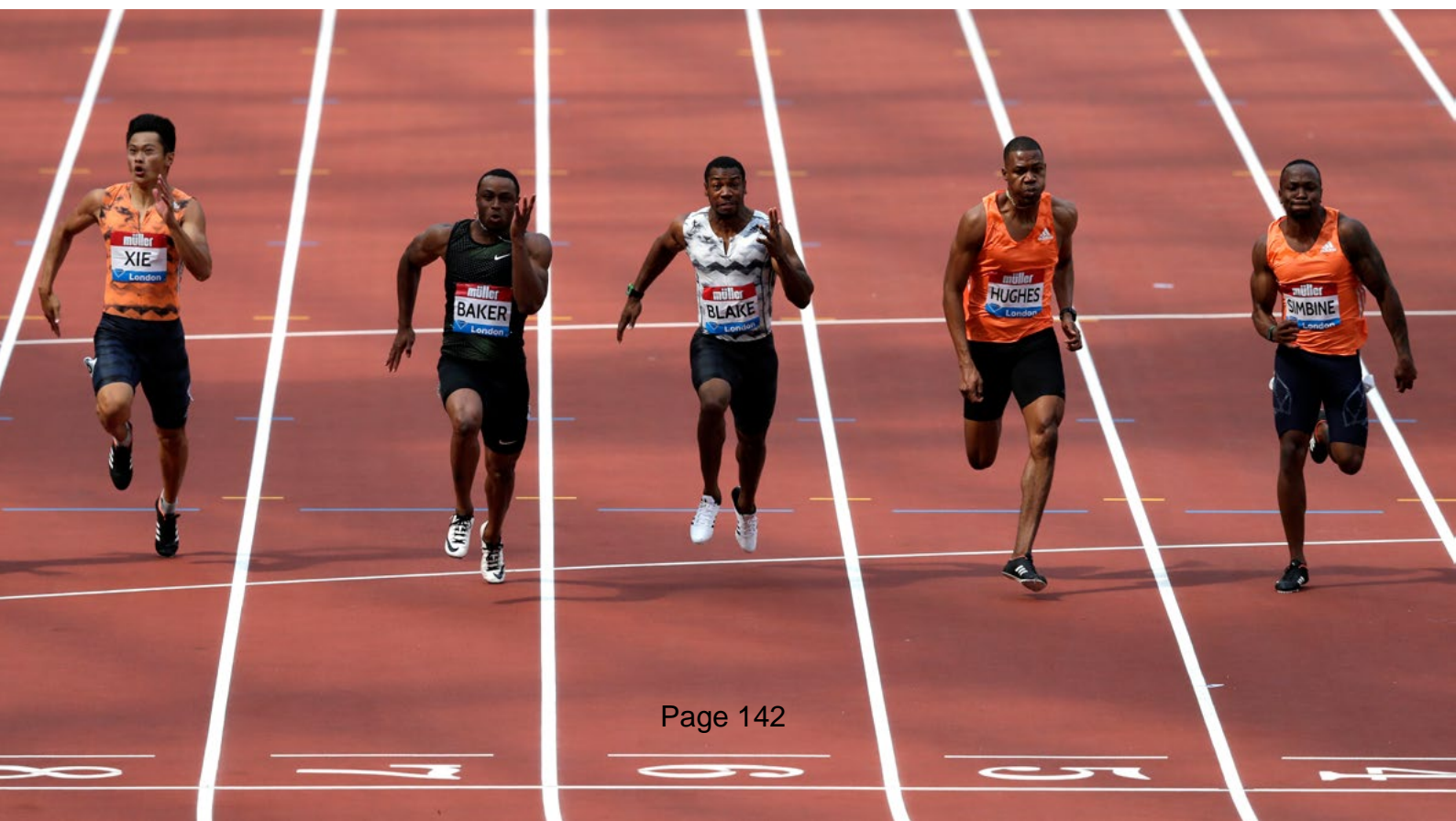
CREATE A DIVERSE, UNIQUE, SUCCESSFUL AND FINANCIALLY SUSTAINABLE VISITOR DESTINATION

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 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 2019/20	ESTIMATED DATE AND COMMENTARY
<p>Support the delivery of a programme of major sporting events (including the Diving World Series), music festivals and community events.</p> 	<p>In this period the FINA World Diving Championships was held at the London Aquatics Centre, where three British divers who train at the London Aquatics Centre won gold, the Vitality Netball Superleague final, the Street League Skateboarding World tour, the Call of Duty World League Tournament, and FIH Pro League international men's and women's hockey matches at the Lee Valley Hockey and Tennis Centre.</p>
<p>High ropes attraction opens.</p>	<p>Construction is due to commence in the next period for completion by the end of the financial year.</p>
<p>Continue Stadium operations including football, summer athletics and Major League Baseball.</p> 	<p>Stadium seats were moved successfully in this period following the end of the football season which allowed Muse to hold a concert at the stadium. The second seat transition took place for the hugely successful Major League Baseball matches on the weekend of 29 June 2019.</p>
<p>Maintain Green Flag status for the Park.</p>	<p>It is anticipated that the Park will retain Green Flag Status in the next period.</p>

TARGETS	PERFORMANCE AND COMMENTARY
Achieve 6.2m visitors to the Park in the context of less event space and more construction work.	Visitor numbers to the Park for April to June 2019 are estimated at over 1.5 million.
<p data-bbox="124 465 687 499">London Aquatics Centre throughput of 1m.</p> 	<p data-bbox="817 465 1452 533">Visitor numbers for the London Aquatics Centre for April to May 2019 are over 180,000.</p>
<p data-bbox="124 869 692 902">Copper Box Arena throughput of 445,000.</p>	<p data-bbox="817 869 1422 936">Visitor numbers for the Copper Box Arena for April to May 2019 are over 95,000.</p>
<p data-bbox="124 992 692 1025">ArcelorMittal Orbit throughput of 180,000.</p> 	<p data-bbox="817 992 1433 1059">Visitor numbers for the ArcelorMittal Orbit for April to May 2019 are over 26,000 visitors.</p>

* Note: The Park figures for 2019/20 are estimates. The camera based approach to collecting visitor numbers was becoming increasingly less definitive (e.g. eight cameras but over 20 entrances) and an increasing reliance on estimates. Therefore, the means of collecting visitor numbers on the park was revised during 2018 from the camera based system to a wi-fi based approach. While the basis of the wi-fi figures is being refined, the park estimates for 2018/19 have been extrapolated using historical park visitor numbers and current venue figures.

COMMENTARY ON VISIT ACTIVITIES

The Legacy Corporation, on behalf of E2O Stadium LLP, has completed its work to transform the London Stadium in the Park into a year-round multi-use venue to deliver a permanent sporting, cultural and community legacy in east London.

LLDC took control of the London Stadium operator, LS185, through the acquisition by E2O Stadium LLP of the company.

E2O and LS185's parent company Vinci came to the agreement so both businesses could move forward in the direction that matches their priorities. This ends a 25-year contract – that had 21 years to run – which was proving difficult for both parties as it did not deliver the right incentives for any party to maximise returns. The deal was completed and announced in January 2019.

The operational focus remains on safety and security for all events, but this is also an important step in the progress which has been made in getting the London Stadium on a firm financial footing. It means there will be improved opportunities to drive costs and maximise the fantastic potential of the venue which is one of the biggest multi-use stadiums in Europe.

LLDC is continuing to work closely with West Ham United: legal disputes with West Ham have been closed and LLDC is continuing to explore with supporters some changes to improve the seating and experience of supporters in the Stadium. The new claret pitch side cover was used for the first time at West Ham United's match against Leicester City on 20 April 2019.

Following the end of the football season the retractable seats were moved successfully, which allowed Muse to hold a concert at the stadium. The second seat transition was then undertaken to ensure the Stadium was ready to hold Major League Baseball (MLB) on the weekend of 29 June 2019. This was the first time MLB had ever been held in a venue in Europe. The weekend was a huge success, with sell-out crowds enjoying the Boston Red Sox facing the New York Yankees in two matches, with television coverage around the world. Initial feedback from MLB is that they could not be happier with how the event went, and a full evaluation will be undertaken.

Following hosting the Muller Anniversary Games on 20 and 21 July, with an accompanying schools' programme, the Stadium will move back to football mode for the start of West Ham United's 2019/20 season in August.

Park

The vital role played by the late Tessa Jowell in securing and delivering the 2012 Olympic and Paralympic Games for London was marked with a ceremony to name a walkway in the Park 'Tessa Jowell Boulevard'. The Mayor of London joined Tessa Jowell's family and friends to unveil a memorial plaque for the walkway, which runs through the Pleasure Gardens in the south, starting at the ArcelorMittal Orbit and passing along the waterways to Carpenters Lock in the centre of the Park. New street signs have been placed along the length of the newly named boulevard.



Activities on the Park in this period include the FINA World Diving Championships at the London Aquatics Centre, where three British divers who train at the London Aquatics Centre won gold, the Vitality Netball Superleague final, the Street League Skateboarding World tour, the Call of Duty World League Tournament, and a schools' opera event at the Copper Box Arena and FIH Pro League international men's and women's hockey matches at the Lee Valley Hockey and Tennis Centre.

Our free community event, the Great Get Together, was held on 23 June, with an estimated over 10,000 people attending this hugely successful event. Local organisations, including our East Bank partners, provided a wider range of activities for people of all ages to enjoy including music and dance performances, crafts, story-telling, art and amazing food at the free family festival.

Major events scheduled for the next period include the Race for Life Pretty Muddy 2019 race on 27 July, the start of the new football season in August and New Japan Pro-Wrestling's first major event in Europe: Royal Quest at the Copper Box Arena on 31 August.



The Park will also host Active East in the next period. This will include a range of free outdoor sports sessions – yoga, running, basketball, cycling and exercise classes – aimed at a range of ages, ability levels and skills. The UK Athletics Festival of Athletics, centred around London Stadium will run from 18 to 21 July, and there will be free chances to take part in canoeing and rowing and to celebrate the opening of our pontoon in the south of the Park as part of National Park City's waterways festival on 27 and 28 July.

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 of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	A
Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium.	Financial and reputational impacts.	E20 Stadium LLP Board and funders considering commercial options. In this period LLDC completed its deal with UK Athletics to amend the concession agreement. This fixes dates for athletics over the next six years and allows more flexibility to hold other events in the Stadium over the summer months.	R

4. 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 East Bank (formerly 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 £1.5 billion of economic value from the area. East Bank 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's College of Fashion, the Victoria and Albert Museum collaborating with Smithsonian Institution, Sadler's Wells and BBC are key partners in the development of a culture and education district.


PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
Stratford Waterfront town planning approved.	COMPLETE The Stratford Waterfront site's hybrid planning application was approved by the Planning Decisions Committee in April 2019, with the GLA confirming approval for Stage 2 in June.
Stratford Waterfront: start on site construction of cultural and educational buildings.	Enabling works are underway on site.
UCL start on site constructing their new university campus, UCL East (undertaken by UCL).	Enabling works are underway on site.

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>Continue to work with East Bank partners to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster.</p>	<p>Highlights in this period include the East Bank Ground Breaking Event and partner content in the Great Get Together community event.</p> 
<p>Progress EAST Education, an education engagement programme with East Bank partners.</p>	<p>The focus on this period has been on planning the expanded QEOP Summer School with partners: a free 2-week programme for 13 – 16 year olds running from the 29 July to the 9 August.</p>
<p>Deliver environmental engagement events e.g. World Environment Day, Climate Week).</p>	<p>As part of 2019 Earth Hour the lights at the ArcelorMittal Orbit were switched off for an hour on 30 March.</p>
<p>Deliver the QEOP Smart Sustainable District programme.</p>	<p>Planning is underway for the trail of the Capri project on the Park, using autonomous pods on public roads for the first time, scheduled to commence in September 2019.</p>
<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 East Bank partner institutions to engage local communities.</p>	<p>Continued attendance at monthly Chobham Manor Residents' Association and support in engaging with the developer on community facility.</p> <p>East Wick and Sweetwater: site relations underway for infrastructure works and phase 1 construction works.</p> <p>Monitoring deliverables within London Stadium's Community Engagement Plan.</p>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<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 to December 2021. Regular programme activity is ongoing. Continuing activity at Carpenters Cage including activation by UK Wall Ball. Mobile Garden activity at Chobham Manor completed and garden moved from site into storage ahead of move to a location in East Wick.</p>
<p>Deliver successful Park Champions programme, including obtaining Investing in volunteers' status.</p> 	<p>Park Champions volunteering programme achieved the Investors In Volunteering award in May 2018.</p>
<p>Deliver youth engagement programme to enable local young people to feed into future plans for the Park and connect opportunities in the Park to local young people in East London.</p>	<p>Refreshed Legacy Youth Board with new membership now in place, first board meeting held and chair appointed, new members met with LLDC Board members.</p>

COMMENTARY ON INSPIRE MILESTONES



The Mayor of London broke ground at an event held just after the end of this reporting period on 2 July to mark the start of construction on East Bank – the country’s new powerhouse of culture, education, innovation and growth. Work began at the new UCL East and Stratford Waterfront sites at Queen Elizabeth Olympic Park, which will become the largest culture and education project for a generation, helping to cement the capital’s reputation as a world leader in these fields.

During the event, attended by representatives including from East Bank partners and local boroughs, local schoolchildren buried a time capsule symbolising the huge impact the project will have on the capital’s future generations. The historic moment was accompanied by a fanfare from a group of young east London musicians specially commissioned by the BBC.

The Mayor also announced a £10m funding package from Westfield Stratford City secured by the Foundation for FutureLondon. This new funding will help to deliver careers coaching, mentoring, learning opportunities, internships and apprenticeships as well as support for entrepreneurs and new business start-ups in the arts, culture and placemaking industries. In addition, the City of London Corporation pledged £1 million that will enable the Foundation for Future London to deliver even more arts and education programmes in east London with the East Bank partners.

The event generated significant coverage in the London and arts and construction media (see Deliver section of this report).

In addition to construction work commencing, good progress being made on East Bank planning and design. Procurement for initial Stratford Waterfront contracts are underway with contracts awarded for Enabling Works, Substructure, Tower Cranes, Carpenter’s Land Bridge and Common Site Services, with procurement underway for other construction packages.

The Stratford Waterfront site’s hybrid planning application was approved by the Planning Decisions Committee in April 2019, with the GLA confirming approval for Stage 2 in June.

The Stratford Waterfront consultation project was highly commended at the Planning Awards 2019, in the Stakeholder Engagement category. The awards celebrate excellence in planning and placemaking and the judges commented the Stratford Waterfront consultation programme’s reach and scope, particularly in hard-to-reach groups and emerging communities, as well as the way the results of the consultation were factored into the final application.

UCL’s Reserved Matters Application was approved by PDC on 26 March 2019, subject to conditions relating to wind mitigation. Vinci has been named as preferred bidder for UCL’s Pool

St West Building which will be home to student residential units and academic and research space.

All East Bank partners will contribute to the return of QEOP Summer School which is an intensive, free 2-week programme for 13 – 16 year olds running from the 29 July to the 9 August. A total of 24 different courses, creating 595 student places are available. In addition, free lunches will be provided in response to the holiday hunger issue and feedback from boroughs and 2018 pilot.

This year's school challenge is being delivered by London College of Fashion and Westfield – "Store of the Future". 50 local schools attended the launch event in March and final entries are due in June.

COMMUNITY ENGAGEMENT

Our annual **Family Fun Day** was held at the at the Timber Lodge Café on 17 April. This was targeted at local residents through community group networks and children's centres and was attended by over local 1,300 people.

Your Neighbourhood Talks was held at Bobby Moore Academy on 19th March with representation from over 25 Park stakeholders as part of the information sharing marketplace and was attended by over 120 local residents.

KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Risk that the East Bank 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. Three lines of defence assurance approach. Planning permissions in place.	R
Risk to East Bank funding.	Financial implications and programme delays.	Close working with Foundation for Future London. Full Business Case for the project approved securing Government funding. Ensure best outcome from residential development.	R
East Bank construction interface and procurement risk.	Financial implications and programme delays.	Experienced and well-resourced project management partner, LLDC team and assurance. Initial procurements gone well.	R

5. 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 2019/20	PERFORMANCE AND COMMENTARY
Work towards improved financial sustainability Ongoing delivery of the restructuring plan of the Stadium.	In January 2019 E20 Stadium LLP (E20) completed a transaction to bring the London Stadium Operator, LS185, in house. E20 and LS185's parent company VINCI Stadium came to the agreement so both businesses could move forward in the direction that matches their priorities. LLDC and E20 is working with LS185 to maximise the fantastic potential of the venue and ensure that progress continues to be made in getting the London Stadium on a firm financial footing.
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.
Conclude finalisation of revised Local Plan.	The revised Local Plan and Community Infrastructure Levy were submitted to the Planning Inspectorate for examination in March 2019, and questions from the inspector were received in this period. Hearing sessions for the public examination are programmed to commence in September 2019.

PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>Unqualified annual accounts for LLDC and E20 for 2018/19.</p>	<p>The draft unaudited LLDC Annual Report and Accounts was published on LLDC's website at the end of May, in line with the statutory deadline. Audits of LLDC, E20 and LS185 accounts have commenced for approval by Audit Committee and Board in July 2019.</p>
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p>This has been exceeded each month in this quarter, with 94% of applications determined in time in June 2019.</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>Three enforcement case have been closed in this period. 28 cases are open at the end of the period.</p>
<p>Annual Environmental Sustainability Report published.</p> 	<p>The 2017/18 Annual Environment Sustainability Report is due to be published in the next period.</p>
<p>Develop and agree high-level LLDC Transition strategy.</p>	<p>Transition roadmap produced and discussed with Board. A strategy is being developed for completion later in 2019/20.</p>

COMMENTARY ON KEY PROJECTS

PLANNING

Hackney Wick

Site remediation works on the Telford Homes site in Wallis Road in LB Hackney ceased in late 2018 under instruction from LLDC and the LB Hackney, the Local Authority, following the release of unpleasant odours during excavation of contaminated material. Testing has been undertaken and an updated methodology for the management and removal of site contaminants has been agreed with LLDC and LB Hackney and Telford Homes resumed on site on 7 May 2019 under heavily controlled conditions. These include removal works only during times when there is no pick up and drop off at the local schools and a daily site presence from LB Hackney's Environmental Health Officers, monitoring of odour levels and on-line publication of monitoring reports. We are continuing to engage with the local community on this issue.

Outline planning permission for the Hackney Wick masterplan was issued in March following GLA stage 2 sign-off. Work is ongoing to prepare to select a developer for LLDC's land in this area later this year. For other sites coming forward in Hackney Wick Neighbourhood Centre, the Planning team is either holding pre-application discussions with landowners or is processing applications which have already been submitted, for example for Queen's Yard.

Local plan review

The revised Local Plan and Community Infrastructure Levy were submitted to the Planning Inspectorate for examination in March and LLDC has received questions from the inspector. Hearing sessions for the public examination are programmed to commence in September 2019. The Greater Carpenters Neighbourhood Plan was submitted to the Corporation in mid-June and in accordance with Neighbourhood Planning Regulations, LLDC is required to formally consult on the Plan and then appoint an independent examiner to hold and Examination into the Neighbourhood Plan. Consultation commences on 3 July.

Development Management

Madison Square Garden Company submitted a Planning application in March 2019 for MSG Sphere London, a music and entertainment venue in Stratford. Public consultation completed in June 2019 including meetings with the resident and the business community. The application is

being reviewed for determination which is likely to be towards the end of 2019.

Work has continued with landowners at Bow East relating to the concrete batching plant. I have written to operators, Network Rail, the local Borough and the Bobby Moore Academy setting out our concerns around site management. Network Rail have set up a Management Committee to look at improving site impact and installing measures to manage and mitigate the impact of dust and reduce the height of stockpiles. LLDC are meeting Network Rail in the next period to discuss both current operations and the long-term future of the site. LLDC have also met with the Head of the Bobby Moore Academy to discuss their concerns.

International Quarter London (IQL):

pre-application discussions are continuing about the revised masterplan for the northern part of the IQL South estate, with applications for additional office and residential development expected in late summer 2019.

SUSTAINABILITY

Smart mobility update: Capri project

This project aims to build passenger, regulatory and market confidence in autonomous pods as a practical, safe and affordable way to travel. The project will achieve this by demonstrating an on-demand autonomous pod service that will see pods using public roads for the first time. The proposed trial of the pods on the Park has been rescheduled from May to September 2019 to allow technical requirements to be addressed. The trial will see three PODs operating on the paths within the Park providing an on-demand service across both the north and the south of the Park. Members of the public will be able to book a pod to take them to a stop in the Park. It is the first time this on demand and point to point service has been trialled. More information can be found on the Capri Mobility website: <https://caprimobility.com/>

Smart Mobility Living Lab

This aims to build the UK's most advanced environment for developing future transport technologies, services and business models. The project legacy will be a permanent driverless vehicle test environment in the Park. The main focus of this project currently is the roadside build so the installation of the equipment needed to create the test bed and securing garage and office space on the Park, followed by commissioning and a small number of vehicles

Queen Elizabeth Olympic Park will soon be home to one of the world's largest and most ambitious cultural and education districts:

EAST BANK

Building on the legacy of the London 2012 Olympic and Paralympic Games, world-renowned universities UCL, University College London and UAL's London College of Fashion will join world-class cultural institutions the BBC, Sadler's Wells and the V&A, including a partnership with the Smithsonian Institution. They will bring their expertise, resources and profiles to deliver a new creative powerhouse for artistic excellence, learning, research, performance and exhibitions.

East Bank will be set across three sites on the Park:

1 UCL East

UCL is creating a new university campus, UCL East, in the south of the Queen Elizabeth Olympic Park. With around 6,000 students across two buildings, it will provide multi-disciplinary research, learning and innovation in areas as diverse as robotics, smart cities, culture and conservation. The campus will be embedded in the local community, with public spaces and collaborations with schools, charities and community organisations.




2 Here East

Just 10 minutes from Stratford station, this new regeneration district will also be home to the new V&A Collection and Research Centre – a new facility that as part of the V&A East project, will transform access to the museum's vast collection of art, design and performance. UCL have already established a presence at Here East, providing a new space for their architects, engineers and computer scientists.

3 Stratford Waterfront

Close to the London Aquatics Centre, Stratford Waterfront will include:

- UAL's London College of Fashion** – a new campus for 6,500 students and staff including public open spaces, galleries, foyer and cafe.
- Sadler's Wells** – a new 550 seat theatre, presenting the best talent from the UK and around the world, a rehearsal space centre and a hip hop academy, learning and engagement programme for artists, audiences and local communities.
- BBC** – a new home for the BBC Symphony Orchestra, BBC Symphony Chorus, BBC Singers and rock and pop recording facilities, access to the studios for performance.
- The V&A**, including a partnership with the Smithsonian Institution – a site moment to explore the V&A's renowned collection, a co-curated space with the Smithsonian presenting exhibitions, gallery workshops and spaces for community-led projects.

East Bank is far more than a collection of cultural and university buildings. Its full potential lies in the opportunities it generates for local communities and local arts and educational organisations. The partners are already working on projects with local people and businesses such as EAST Education, which is working with schools, raising aspiration and attainment in one of the youngest populations in the country. Summer schools, classroom activities and events based around arts, music, science, fashion and technology will equip young people with the skills, knowledge and confidence they need to take advantage of the jobs and opportunities being created.

Timeline

Year	Event
2018	Initial works begin on site
2019	Construction starts
2022	UCL East opens its first building to students
2022	UAL's London College of Fashion and Sadler's Wells open
2023	Second UCL East building opens
2023	BBC and both V&A sites, including partnership with the Smithsonian Institution, open

Partners: BBC, UCL, UAL, London College of Fashion, V&A, Smithsonian Institution, FUTURELONDON, MAYOR OF LONDON, Hackney, Queen's Park, Stratford, UCL East, UCL East Education, UCL East Research Centre, UCL East Collection, UCL East Performance, UCL East Design, UCL East Architecture, UCL East Engineering, UCL East Computing, UCL East Science, UCL East Arts, UCL East Music, UCL East Dance, UCL East Theatre, UCL East Film, UCL East Games, UCL East Fashion, UCL East Design, UCL East Architecture, UCL East Engineering, UCL East Computing, UCL East Science, UCL East Arts, UCL East Music, UCL East Dance, UCL East Theatre, UCL East Film, UCL East Games, UCL East Fashion.

using the route. Once the test bed is operational it will be operated by Smart Mobility Living Lab: London Limited testing a whole range of use cases and technologies. To start with the main things people will see are extra CCTV cameras and other boxes on light columns which are starting to install now and then for commissioning there will be an electric vehicle with sensors on followed by CAVs later this year.

Both projects are being supported by academics from Loughborough University London and other University partners. LLDC is working with Here East and Plexal regarding their involvement in the projects. More information can be found on the Smart Mobility website: <https://www.smartmobility.london/>

COMMUNICATIONS, MARKETING AND STRATEGY

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues. Marketing campaigns in this period highlighted that the Park is free to enter through an integrated campaign using high impact platforms. Out of home advertising across town (the tube and train network and a creative adapt for local bus routes across the boroughs), impacts are over 20 million. Communications have focussed on ongoing activities such as Parkland walks, food and drink and swan pedalos and specific school holiday activities like Aqua Splash at London Aquatics Centre cycling sessions at Lea Valley Velodrome and extended hours at the ArcelorMittal Orbit.

The CMS team has promoted a number of very successful events on the Park generating good publicity including the Great Get Together, the 5 year anniversary of the Park re-opening, the unveiling of the Tessa Jowell Boulevard and Major League Baseball at the stadium. Details about these events can be found elsewhere in the report.

The East Bank programme continues to be a major focus of our marketing work, information boards have been installed on the site so that people could understand more about future works and temporary branding is now up on the Stratford Waterfront site. An East Bank special pull-out was included in the recent edition of Park News written in conjunction with Mace. Plans completed for the East Bank ground breaking event to mark start of construction work at both East Bank sites (see inspire section), with a positive leader piece appearing in the Evening Standard (scroll down to the second article on this webpage): <https://www.standard.co.uk/comment/comment/evening-standard-comment-don-t-blame-the-civil-service-when-politics-fails-a4180391.html>

Promotion for other future events and activities on the Park is underway, including promoting the QEOP Summer School.

LLDC continued to make presentations to promote our work and the opportunities provided by the Park relationships with Stadium partners have been promoted through media and local publications and national media.

29 July – 9 August
@ Queen Elizabeth Olympic Park

EAST SUMMER SCHOOL 2019

FREE fashion, dance, spoken word, game design, theatre, filmmaking, engineering and architecture experiences for 13 – 16 year olds

HEALTH AND SAFETY

LLDC's health, safety and security is overseen by its Health, Safety and Security Committee and led at the executive level by Mark Camley, Executive Director of Park Operations and Venues. The Board receives a report back from each Health, Safety and Security Committee meeting, the Committee meets at least three times a year (the report back from the last meeting is a separate item on the agenda). The standing item in the Chief Executive's Report to Board focusses on a summary on accidents and any major incidents, with more detailed information provided through the Committee as appropriate. This will include information around safeguarding; the Chair of the Health Safety and Security Committee, Simon Blanchflower, has been confirmed as LLDC's safeguarding champion. It has also been agreed that Modern Slavery will now be included within LLDC's Safeguarding Policy.

The period from April to June 2019 has seen three major event days in Stadium; Fed Cup Tennis in the Copper Box Arena Hackney Half Marathon and various other smaller events in the public realm. Accidents remained low at 41 across the three months, proportionate to the visitor numbers. There have been no major incidents to report.

Two H&S reports have been received on East Bank as part of the planned series of reviews. These were on the subjects of design and substructure and there were no non-conformances. An additional report was commissioned into the corrective actions taken following a cable strike incident on Stratford Waterfront. This found one issue of non-conformance which is being addressed.

KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Risk about successful implementation of the Local Plan including sufficiency of community infrastructure.	Reputational impacts	Progress reporting including annual monitoring report, review of local plan including population forecasts.	A
Risk relating to the potential impact of policy change on the Corporation, including leaving the EU.	Programme delays, budget impacts.	Continue political engagement work and briefings. Work through implications of withdrawal from the EU.	R
Risk about the impacts of Health and Safety failures, including East Bank.	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. Oversight through Health, Safety and Security Committee.	R

KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to failure to embed fraud and assurance processes.	Financial and reputational impacts.	New finance system 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
Future transition of LLDC activities.	Negative impacts on regeneration of the area.	Transition strategy being developed, updates presented to Board. Close working with key stakeholders.	A
Ensuring that staff resourcing is sufficient for delivering against LLDC objectives.	Missed opportunities against LLDC's objectives.	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
Risk that HMRC rules against LLDC's Corporation Tax application.	Financial impact.	Tax and legal advice, engagement with HMRC, submit application in Q2 2019/20.	R

This page is intentionally left blank

Transport for London quarterly performance report

Quarter 1 (1 April 2019 - 22 June 2019)

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 DLR, 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 open, will add 10 per cent to central 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 realise 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 TfL 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.

Contents

4 Introduction

6 Business at a glance

8 Financial summary

10 Financial trends

12 Debt and cash

14 Passenger journeys

16 Underground

18 Elizabeth line

20 Buses

22 Streets

24 Rail

26 Other operations

28 Major projects

30 Property

32 Media

34 Appendices

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 ending 31 March 2018 was published in July 2018. TfL's draft unaudited **Statement of Accounts** for the year ending 31 March 2019 was published in May 2019.

Introduction

We had a strong first quarter, with net operating surplus ahead of budget and last year.

Passenger income is £29m above budget with strong performance on the London Underground. London Buses revenue is above budget, with a lower than expected decline in off-peak journeys.

Other income is close to budget but significantly up on last year due to the launch of the Ultra Low Emission Zone (ULEZ) on 8 April 2019. Compliance rates are higher than originally modelled, which is encouraging, although does result in a considerable income pressure to the budget.

Operating costs for Q1 are £81m, or five per cent, below budget and are down on last year. Variances against Budget are from a combination of lower costs than expected, as well as timing differences on projects and restructuring costs.

Key highlights in the capital investment programme in Q1 include the completion of track installation for the Northern Line Extension, and the removal of both the Old Street roundabout and

Highbury Corner Gyratory as the first stage in transforming both these junctions.

Following the announcement in April by the new Crossrail management team of the six-month opening window for the central operating section, work continues on the detailed delivery programme and associated final cost forecast.

The underlying business performance remains strong. Year-on-year income is up and like-for-like operating costs are down, despite a tough external environment and delays to the Crossrail project.

The Budget was written in January on the expectation that the UK would leave the EU on 29 March 2019. Our demand and cost assumptions were cautious reflecting uncertainty in the wider economy. We are now seeing significant out-performance against our Budget, despite continuing economic uncertainty. As a result, we are reviewing our budgetary assumptions and will report back to the Board.

Simon Kilonback
Chief Finance Officer

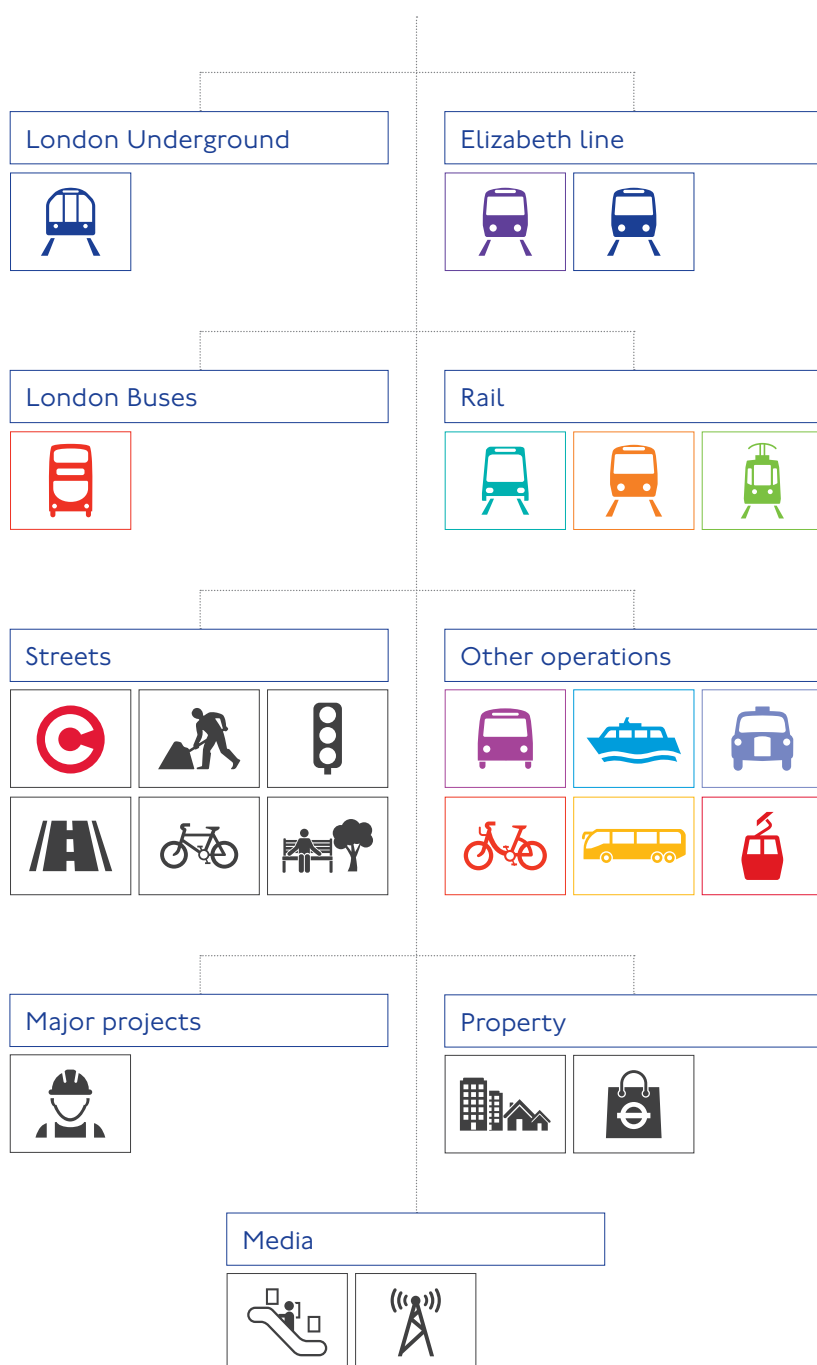
Sarah Bradley
Group Financial Controller



Business at a glance

Keeping London moving, working and growing to make life in our city better

How we report on our business



Facts and figures

945 Trains on the TfL network



580km

TfL-operated highways



720km

TfL-operated Rail and London Underground routes

9,330

Buses on the TfL network



6,365

Traffic signals operated by TfL

Budget at a glance



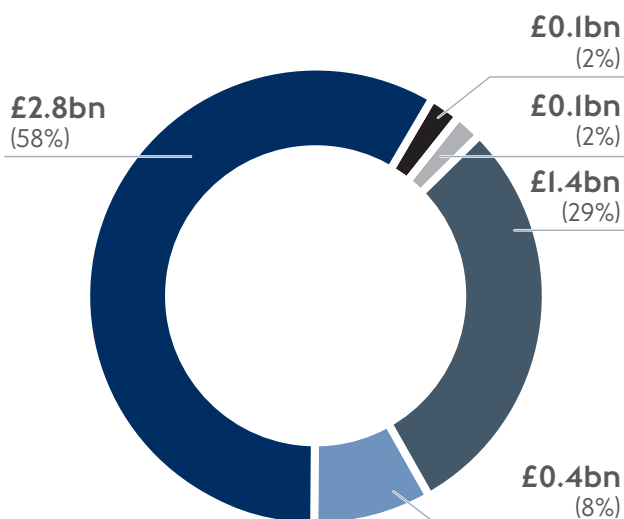
Sources of funds
£10.3bn

75%
spent on running and operating the network every day



25%
spent renewing and improving the network through one of the largest capital investment programmes in Europe

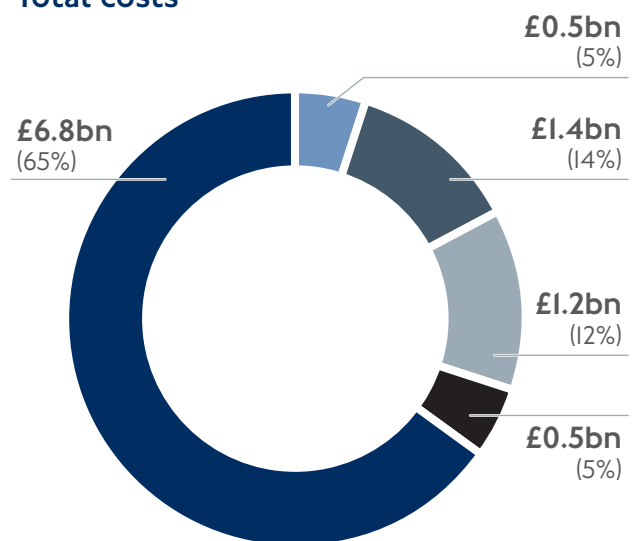
Total passenger income



Total: **£4.9bn**

■ London Underground ■ Rail
■ Buses ■ TfL Rail ■ Other

Total costs



Total: **£10.3bn**

■ Operating cost ■ New capital investment
■ Capital renewals ■ Crossrail ■ Net financing

Financial summary

Performance in the year to date

Operating account

TfL Group (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	1,108	1,079	29	1,096	12
Other operating income	213	214	(1)	183	30
Total operating income	1,321	1,293	28	1,279	42
Business Rates Retention	258	258	-	256	2
Other revenue grants	24	23	1	10	14
Total income	1,603	1,574	29	1,545	58
Operating cost	(1,426)	(1,507)	81	(1,406)	(20)
Net operating surplus	177	67	110	139	38
Capital renewals	(88)	(110)	22	(92)	4
Net cost of operations before financing	89	(43)	132	47	42
Net financing cost	(102)	(106)	4	(102)	-
Net cost of operations	(13)	(149)	136	(55)	42

Capital account

TfL Group (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
New capital investment	(249)	(320)	71	(350)	101
Crossrail	(260)	(339)	79	(351)	91
Net capital expenditure	(509)	(659)	150	(701)	192
Financed by:					
Investment grant	241	241	-	264	(23)
Property and asset receipts	17	21	(4)	-	17
Borrowing	(66)	278	(344)	235	(301)
Crossrail funding sources	245	376	(131)	47	198
Other capital grants	44	62	(18)	40	4
Total	481	978	(497)	586	(105)
Net capital account	(28)	319	(347)	(115)	87

Cash flow summary

TfL Group (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Net cost of operations	(13)	(149)	136	(55)	42
Net capital account	(28)	319	(347)	(115)	87
Working capital movements	(90)	(171)	81	31	(121)
Decrease in cash balances	(131)	(1)	(130)	(139)	8

Passenger journey analysis

TfL Group (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Number of passenger journeys (millions)	909	892	17	922	(13)
Average yield per passenger journey (£)	1.22	1.21	0.01	1.19	0.03
Operating cost per journey (£)	(1.57)	(1.69)	0.12	(1.52)	(0.05)

We have made a strong start to 2019/20, with the year-to-date net cost of operations being £136m better than budget and £42m lower than last year.

Total income is £29m higher than budget owing to stronger than expected demand on both London Underground and London Buses. Other operating income has grown by £30m compared to the same quarter last year owing to the launch of the ULEZ in April 2019.

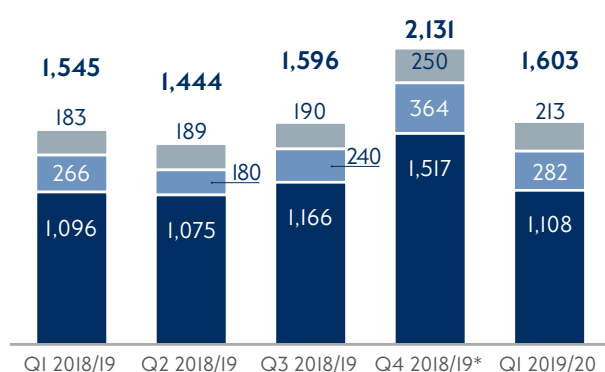
Operating costs are £81m lower than budget. Around 50 per cent of this saving relates to timing differences from restructuring projects and maintenance costs. The rest represents savings which we expect to carry through to the end of the year.

Total capital renewals and new investment are £93m lower than budget. This is from a combination of timing and re-phasing, as well as genuine savings. Some are linked to how we historically accounted for risk and we are reviewing our budgetary assumptions.

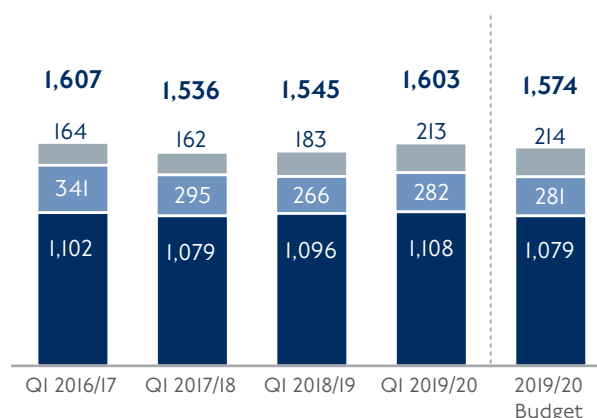
At the end of Q1, cash balances are £130m below budget. Favourable movements in the operating account are offset by the timing of new borrowings. During Q1 our level of borrowing decreased by £66m following the repayment of debt and no new borrowing has been undertaken.

Financial trends

Total income Quarterly (£m)



Year on year (£m)



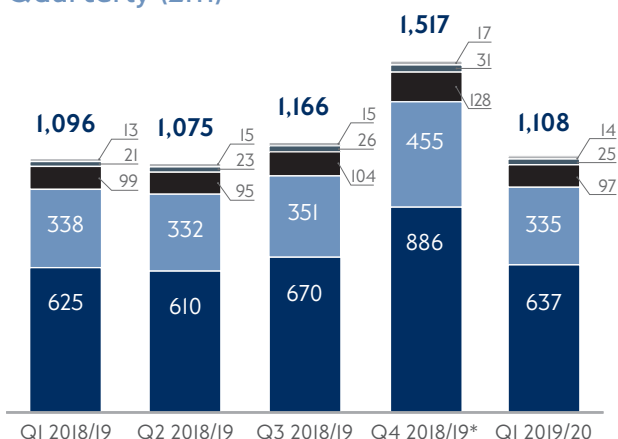
- Passenger income
- Grants
- Other income

Total income £29m above budget

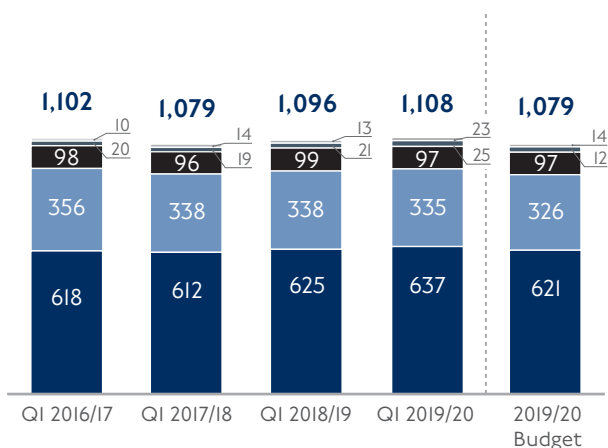
4% ▲ year on year

Total income is better than budget, largely owing to higher passenger income. This is a result of increased demand on London Underground and upturn in off-peak demand on London Buses.

Total passenger income Quarterly (£m)



Year to date (£m)



- London Underground
- Buses
- Rail
- TfL Rail
- Other operations

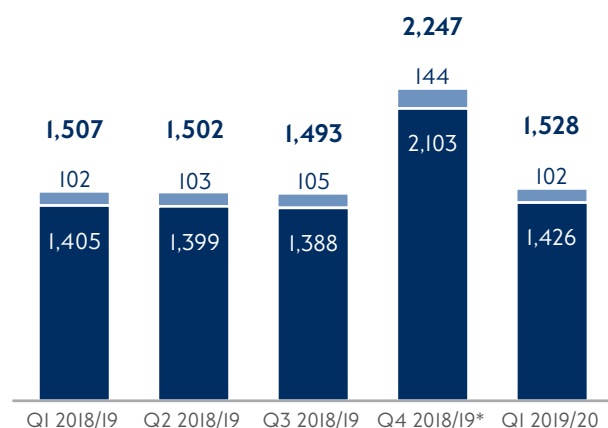
Passenger income £29m above budget

1% ▲ year on year

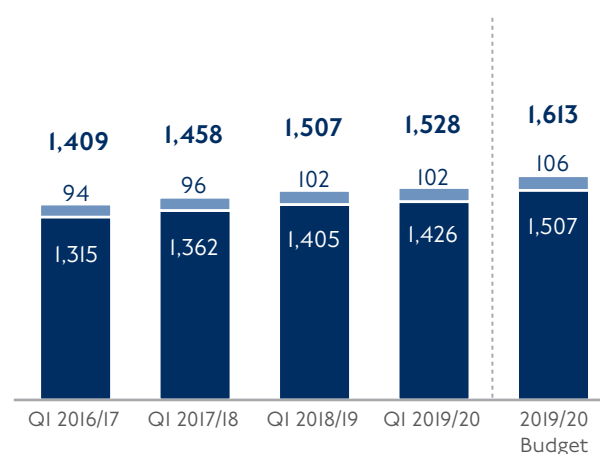
Passenger income continues to grow compared to 2018/19. Overall customer demand has increased for London Underground, TfL Rail and some areas of Rail.

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Total cost Quarterly (£m)



Year on year (£m)



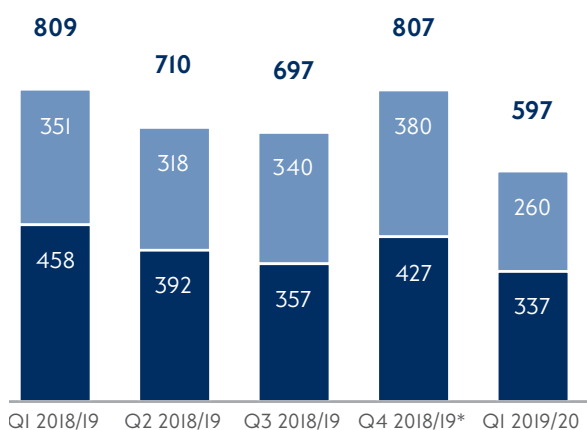
- Operating cost
- Net financing cost

Operating costs
£81m below budget

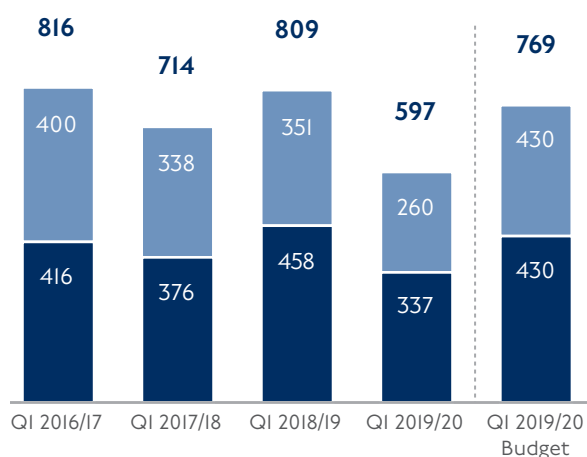
1% ▲ year on year

Lower than budgeted operating costs are owing to all areas performing ahead of budget.

Total capital expenditure (incl. Crossrail) Quarterly (£m)



Year to date (£m)



- Capital investment and renewals
- Crossrail

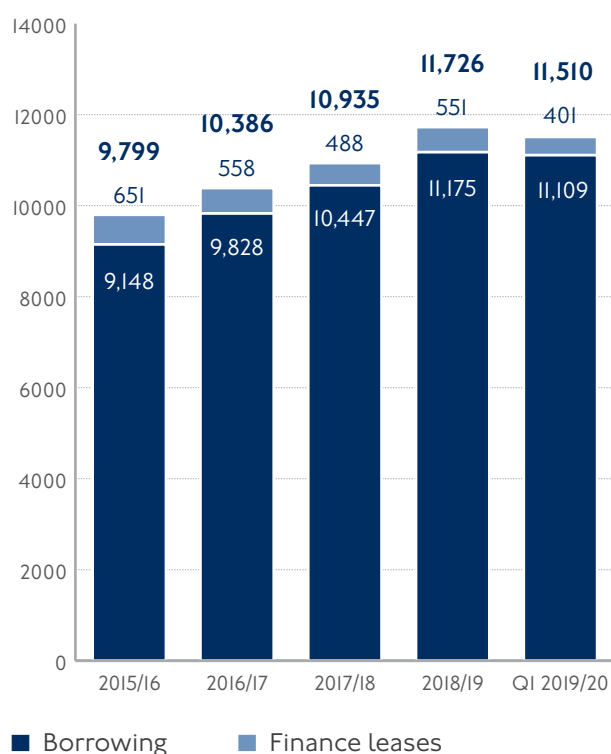
£3.1bn
full year budget

26% ▼ year on year

Capital expenditure is significantly below budget. The in-year rescheduling of projects currently has no impact on overall milestones.

Debt and cash

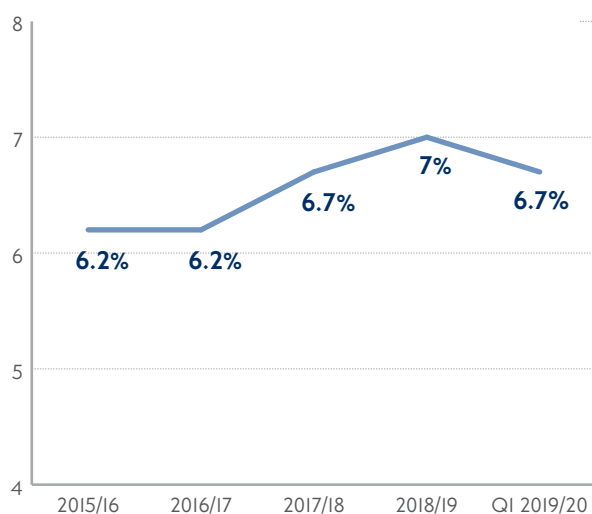
Total value of debt (£m)



The Budget assumes that our borrowing will grow by £845m by 31 March 2020, within the limits agreed with the Government. At the end of Q1, our borrowing had decreased by £66m, owing to £16m long-term debt repayments and a £50m reduction in our outstanding commercial paper balance. No new borrowing was undertaken during Q1. We are planning to raise new borrowing later in the year to meet our incremental borrowing target.

The total nominal value of borrowing outstanding at the end of the quarter was £11,109m, of which £10,421m was long term.

Financing costs (% of total income)*



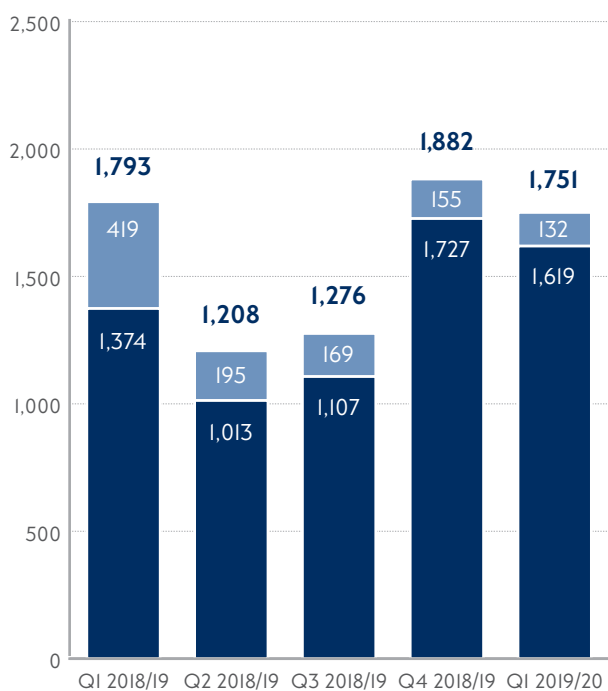
The ratio of financing costs to total income, including operating grants, helps TfL to monitor the affordability of its debt.

Financing costs and income (£m)

Year to date	Q1 2019/20	Q1 Budget	Variance
Interest income	5	4	1
Financing costs	(96)	(100)	4
PFI interest payable	(11)	(11)	-

* Financing costs include interest costs for borrowing and finance leases

Cash balances (£m)



■ TfL cash balances
■ Crossrail

£131m
Decrease in cash

7%▼

Cash balances

Cash balances have decreased by £131m since the start of the year to stand at £1,751m at the end of Q1. Of the total balance, £132m 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 and to retain a high credit rating, in line with our liquidity policy approved by the TfL Board. This level of cash reserves – currently around £560m – 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.

Credit ratings

We are rated by the three leading international rating agencies. Our rating with Fitch is currently on Rating Watch Negative, reflecting the Rating Watch Negative on the UK Government due to the ongoing uncertainty over Brexit and the likely impact on the UK economy.

Credit ratings	
Moody's	Aa3 stable outlook
Standard & Poor's	AA- negative outlook
Fitch	AA- Rating Watch Negative

Passenger journeys

Q1, year to date

909m

total journeys

892m

budget

922m

prior year



London Underground

315m

2.9%▲
budget

0.5%▲
prior year



Buses

505m

1.4%▲
budget

2.8%▼
prior year



DLR

28m

1.3%▲
budget

1.5%▼
prior year



London Overground

42m

0.2%▲
budget

3.5%▼
prior year



London Trams

6m

1.4%▼
budget

2.8%▼
prior year



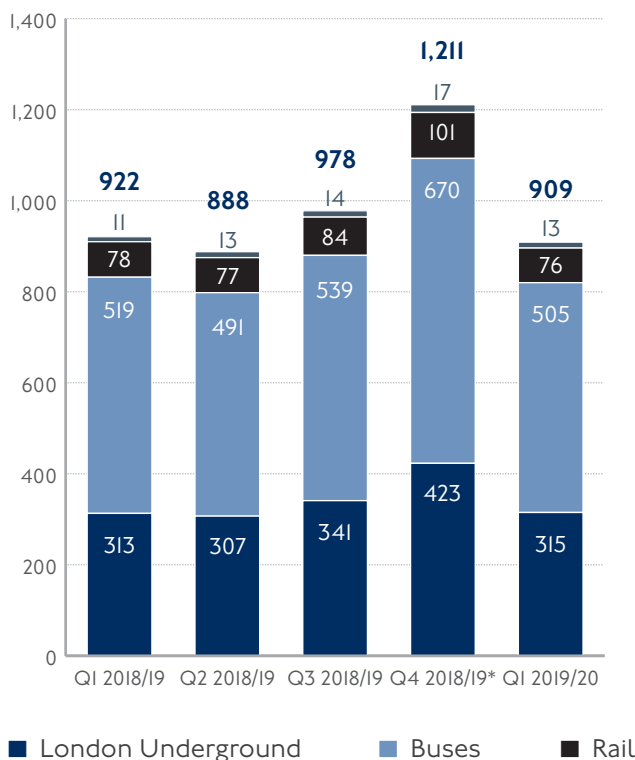
TfL Rail

13m

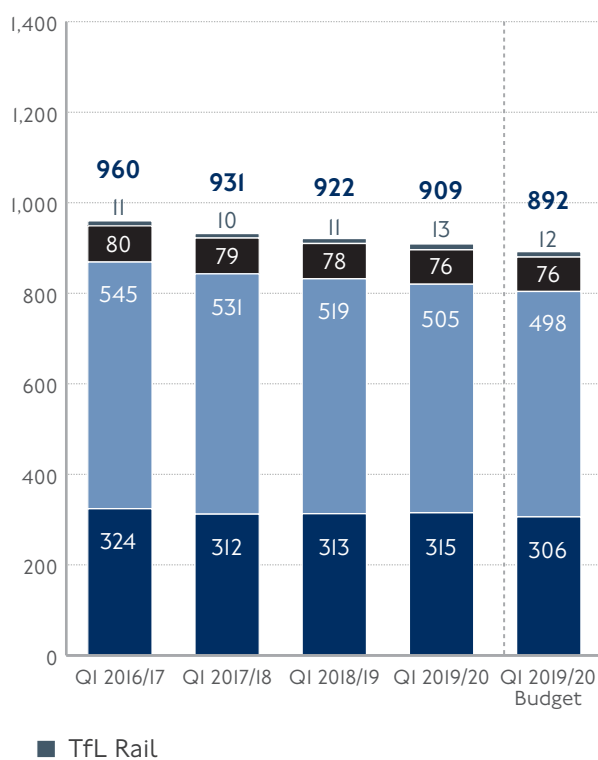
5.2%▲
budget

15%▲
prior year

Quarterly (millions)



Year to date (millions)



London Underground passenger volumes are two million better than last year, showing positive growth despite this quarter having one less day and an extra bank holiday compared to Q1 2018/19.

Bus passenger journeys in the quarter are seven million higher than budget owing to an unexpected increase in off-peak demand.

Overall rail passenger journeys are broadly in line with budget, with increases in DLR and Overground offsetting a decrease in London Trams.

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Underground

London Underground

Financial summary

London Underground has benefited from increased passenger demand and lower costs due to the timing of non-critical maintenance spend.

London Underground (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	637	621	16	625	12
Other operating income	11	8	3	7	4
Total operating income	648	629	19	632	16
Direct operating cost	(456)	(479)	23	(479)	23
Direct operating surplus	192	150	42	153	39
Indirect operating cost	(83)	(102)	19	(82)	(1)
Net operating surplus	109	48	61	71	38
Capital renewals	(63)	(73)	10	(60)	(3)
New capital investment	(14)	(13)	(1)	(7)	(7)
Net capital expenditure	(77)	(86)	9	(67)	(10)

Total operating income is £19m higher than budget and £16m better than last year. This reflects an improvement in customer demand of 2.9 per cent against budget and compared to last year improved underlying demand of 2.1 per cent.

Direct operating costs are £23m lower than both budget and last year. This is due to the delayed start of the Victoria line overhaul programme and the timing of non-critical maintenance costs which are planned to be completed later in the year.

Capital expenditure is £9m lower than budget but £10m higher than last year. The year-to-date underspend is owing to operational delays to the planned completion of the Track Maintenance Unit Workshop, and slippage on capital programmes on the Bakerloo and Central lines.

Passenger journeys analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Number of passenger journeys (millions)	315	306	9	313	2
Average yield per passenger journey (£)	2.02	2.03	(0.01)	1.99	0.03
Operating cost per journey (£)	(1.71)	(1.90)	0.19	(1.79)	0.08

Passenger journeys

Passenger journeys are nine million better than budget and two million higher than last year as underlying demand is showing positive growth on last year. This year we had an extra Easter bank holiday and one less day compared to Q1 last year reducing demand.

Average yield per passenger journey

Underlying passenger income per journey has increased compared with the equivalent period last year. This is partly due to the impact of average National Rail fares increasing in January 2019, which has an impact on a proportion of TfL tickets, for example, Travelcards.

Operating cost per journey

Operating cost per journey is significantly below budget and last year due to increased passenger journeys and savings delivered while maintaining a safe and reliable network.

Underlying passenger journeys year-on-year change (%)



2.1%▲



0.2%▼



0.9%▲

Compares underlying year-to-date passenger journey numbers with those in the previous year. Actual journey numbers are adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Elizabeth line

Currently operating as TfL Rail 

Financial summary

The focus is on successfully introducing Elizabeth line services.

Elizabeth line (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	25	23	2	21	4
Other operating income	2	2	-	7	(5)
Total operating income	27	25	2	28	(1)
Direct operating cost	(78)	(83)	5	(41)	(37)
Direct operating deficit	(51)	(58)	7	(13)	(38)
Indirect operating cost	(2)	(3)	1	(2)	-
Net operating deficit	(53)	(61)	8	(15)	(38)
New capital investment	(5)	(11)	6	(125)	120
Crossrail construction cost	(260)	(339)	79	(351)	91
Net capital expenditure	(265)	(350)	85	(476)	211

An increase in passenger journeys has resulted in passenger income being £2m more than budget. The £4m increase compared to last year is mainly owing to the start of the Paddington to Hayes & Harlington and Heathrow services, which began in May 2019.

The £5m reduction in other operating income compared to last year relates to one-off third party income received in 2018/19.

Operating costs are lower than budget mainly owing to a reduction in train maintenance and concession costs. Operating costs are £37m higher compared to last year owing to the introduction of train lease costs following the sale and lease back of the rolling stock fleet, charges paid to Network Rail and concession costs.

New capital investment is £6m lower than budget, mainly owing to the acceleration of stations improvement costs into 2018/19. New capital expenditure in 2018/19 included stock production costs prior to the sale of the fleet.

Passenger journeys analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Number of passenger journeys (millions)	13.1	12.5	0.6	11.4	1.7
Average yield per passenger journey (£)	1.91	1.84	0.07	1.84	0.07
Operating cost per journey (£)	(6.11)	(6.91)	0.80	(3.77)	(2.34)

Passenger journeys

Passenger demand is five per cent better than budget owing to underlying demand growth. This year had a full quarter of the Paddington to Hayes & Harlington and Heathrow services as well as one extra Easter bank holiday, and one less day compared to Q1 last year.

Average yield per passenger journey

Passenger income per journey is 3.2 per cent better than budget and 3.8 per cent better than last year. This increase is mainly driven by a higher yield from the Paddington to Hayes & Harlington and Heathrow services.

Operating cost per journey

Operating cost per journey is 12 per cent lower than budget mainly owing to train maintenance and concession savings. The increase from last year is mainly owing to Class 345 train lease costs and Network Rail charges.

Underlying passenger journeys year-on-year change (%)



Compares underlying year-to-date passenger journey numbers with those in the previous year. Actual journey numbers are adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Buses

London Buses

Financial summary

Higher passenger income has contributed to the net operating deficit being £10m lower than budget. Total operating costs have increased compared to last year due to the annual contract price inflation in our bus contracts.

Buses (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	335	326	9	338	(3)
Other operating income	2	2	-	3	(1)
Total operating income	337	328	9	341	(4)
Direct operating cost	(491)	(492)	1	(485)	(6)
Direct operating deficit	(154)	(164)	10	(144)	(10)
Indirect operating cost	(5)	(6)	1	(6)	1
Net operating deficit	(159)	(170)	11	(150)	(9)
Capital renewals	-	(1)	1	-	-
New capital investment	(2)	(7)	5	-	(2)
Net capital expenditure	(2)	(8)	6	-	(2)

Passenger income is £9m higher than budget, primarily as a result of a lower year-on-year reduction in demand than previously assumed. The lower reduction in demand is mainly due to an upturn in off-peak demand. Underlying year-on-year demand shows around a 1.1 per cent decline in the year to date, 1.4 per cent above budget.

Direct operating costs are slight better than budgeted and have marginally

improved year on year. This is primarily owing to the annual contracted price inflation within the bus operators' contracts, which is estimated will drive a cost increase of £56m in the full year. We are partly offsetting the higher cost by continuing to deliver savings in our contracting activities.

Capital expenditure is £6m under budget as we have rescheduled some of our capital works to later in the financial year.

Passenger journeys analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Number of passenger journeys (millions)	505	498	7	519	(14)
Average yield per passenger journey (£)	0.66	0.65	0.01	0.65	0.01
Operating cost per journey (£)	(0.98)	(1.00)	0.02	(0.95)	(0.03)

Passenger journeys

Total passenger journeys are one per cent higher than budget and three per cent lower than the previous year. This was mostly due to the quarter having one less day than the previous year. On a normalised basis, passenger journeys were one per cent lower.

Average yield per passenger journey

The average yield per passenger journey is one pence higher than budget. Compared to the same period last year average yield has increased by two pence. This is primarily due to fares increase on travel cards in January 2019.

Operating cost per journey

Operating cost per journey is two pence lower than budget due to higher passenger journeys. It is three pence greater than last year primarily due to a decrease in passenger journeys.

Underlying passenger journeys year-on-year change (%)



1.1%▼



1.3%▼



1.2%▲

Compares underlying year-to-date passenger journey numbers with those in the previous year. Actual journey numbers are adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Streets

Transport for London Road Network (TLRN)



Financial summary

Operating performance is tracking ahead of budget as a result of improved income.

Streets (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	-	-	-	-	-
Other operating income	81	72	9	76	5
Total operating income	81	72	9	76	5
Direct operating cost	(100)	(99)	(1)	(107)	7
Direct operating deficit	(19)	(27)	8	(31)	12
Indirect operating cost	(17)	(19)	2	(17)	-
Net operating deficit	(36)	(46)	10	(48)	12
Capital renewals	(5)	(9)	4	(11)	6
New capital investment	(24)	(27)	3	(17)	(7)
Net capital expenditure	(29)	(36)	7	(28)	(1)

Other income is up £9m against budget and £5m against 2018/19. This is due to changes made to the Congestion Charge scheme to reduce the use of cars in central London, and the removal of the Private Hire Vehicle exemption. Continuation of our improved efficiency in Road Network Compliance is also increasing our income.

Our operating costs are in line with budget and £7m better than last year. This is owing to transformation costs recognised in Q1 last year and the continuation of staff cost savings.

Capital costs are broadly in line with budget and continue at previous years' levels. However, we have paused our programme of proactive capital renewals on highways assets. This reduction has been offset by an increase in delivery of cycling and other road schemes, where the focus is on reducing the number of people killed or seriously injured while using London's road network.

Volume analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Congestion Charge volumes (thousands)	3,415	3,165	250	3,344	71
Congestion Charge and enforcement income (£m)	57.3	52.6	4.7	53.9	3.4
Traffic volumes – all London (index)	97.0	-	-	96.8	0.2
Cycling growth in CCZ (%)*	18.8	16.5	-	14.3	-

Cycling

A daily average of 477,994 kilometres were cycled in central London during Q1, which is a four per cent increase compared to last year. This is the highest level of cycling on record for Q1 since monitoring began in 2014. Weather conditions can affect levels of cycling. This year has been warmer and drier than the same quarter last year, which was affected by the 'beast from the east'.

Traffic flow

The general trend of growth continued in Q1, but softened, with outer London growing more modestly and central and inner London showing drops.

Traffic flow (volume) year-on-year change (%)



* 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

Compares traffic flow volumes for the year-to-date with the corresponding quarters in the previous year.

Rail

DLR, London Overground and London Trams



Financial summary

Year-to-date passenger journeys are higher than planned, and total operating income is higher than the same period last year.

Rail (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	97	97	-	99	(2)
Other operating income	8	10	(2)	5	3
Total operating income	105	107	(2)	104	1
Direct operating cost	(106)	(114)	8	(98)	(8)
Direct operating surplus/(deficit)	(1)	(7)	6	6	(7)
Indirect operating cost	(4)	(5)	1	(5)	1
Net operating surplus/(deficit)	(5)	(12)	7	1	(6)
Capital renewals	(11)	(9)	(2)	(5)	(6)
New capital investment	(11)	(11)	-	(6)	(5)
Net capital expenditure	(22)	(20)	(2)	(11)	(11)

Passenger income is in line with budget, but slightly below last year due to one less operating day this year.

The continued compensation from Bombardier for the delayed delivery of the new trains has contributed to other operating income being higher than last year.

Operating costs are lower than budget as the roll out of new trains on the Overground is slower than expected. There have also been contract savings on DLR.

Total capital expenditure is £2m higher than budget mainly owing to expenditure moving from 2018/19 into 2019/20. This has been offset by the re-profiling of Sandilands programme, which includes alterations to the on-tram emergency lighting system and control room upgrades to support the installation of new safety software.

Passenger journeys analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
London Overground					
Number of passenger journeys (millions)	41.9	41.8	0.1	43.4	(1.5)
Average yield per passenger journey (£)	1.25	1.24	0.01	1.22	0.03
Operating cost per journey (£)	(1.72)	(1.87)	0.15	(1.46)	(0.26)
DLR					
Number of passenger journeys (millions)	27.9	27.5	0.4	28.4	(0.5)
Average yield per passenger journey (£)	1.42	1.44	(0.02)	1.42	-
Operating cost per journey (£)	(1.05)	(1.10)	0.05	(1.06)	0.01
London Trams					
Number of passenger journeys (millions)	6.4	6.5	(0.1)	6.5	(0.1)
Average yield per passenger journey (£)	0.83	0.82	0.01	0.81	0.02
Operating cost per journey (£)	(1.25)	(1.31)	0.06	(1.23)	(0.02)

Underlying passenger journeys year-on-year change (%)



0.8% ▼



2.4% ▲



0.7% ▼

Compares underlying year-to-date passenger journey numbers with those in the previous year. Actual journey numbers are adjusted for one-off events (such as strike days), timing of Easter holidays and the number of days in each quarter.

Other operations

London Dial-a-Ride, London River Services, London Taxi and Private Hire, Santander Cycles, Victoria Coach Station, Emirates Air Line and others      

Financial summary

As well as the operations names above, we include the costs of the Crossrail 2 project team and the Planning team, together with certain group items, in this category.

Other operations (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	14	12	2	13	1
Other operating income	54	65	(11)	30	24
Total operating income	68	77	(9)	43	25
Direct operating cost	(54)	(71)	17	(50)	(4)
Direct operating surplus/(deficit)	14	6	8	(7)	21
Indirect operating cost	(12)	(14)	2	(12)	-
Net operating surplus/(deficit)	2	(8)	10	(19)	21
Capital renewals	(3)	(9)	6	(10)	6
New capital investment	(21)	(31)	10	(20)	-
Net capital expenditure	(24)	(40)	16	(30)	6

Other operating income is significantly higher than last year due to the introduction of the ULEZ. The ULEZ is a central part of the Mayor's far-reaching plan to improve the health of Londoners' by reducing air pollution. Most vehicles, including cars and vans, need to meet the ULEZ emission standards or their drivers must pay a daily charge to drive within the zone. Initial high compliance rates

have contributed to income being £11m below budget.

New capital investment is lower than budget, owing to in-year timing differences on the Emergency Services Network project, the mobile network project and other tech and data work streams.

Volume analysis

	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Santander Cycles					
Number of hires (millions)	2.6	2.8	(0.2)	2.8	(0.2)
Average income per hire (£)	1.24	1.25	(0.01)	1.23	0.01
Operating cost per hire (£)	(2.11)	(2.21)	0.10	(2.33)	0.22
Victoria Coach Station					
Number of coach departures (thousands)	51.0	53.0	(2.0)	53.0	(2.0)
Average income per departure (£)	37.18	38.93	(1.75)	34.49	2.69
Operating cost per departure (£)	(50.63)	(51.16)	0.53	(38.47)	(12.16)
London River Services					
Number of passenger journeys (millions)	2.7	2.8	(0.1)	2.8	(0.1)
Average income per journey (£)	0.25	0.29	(0.04)	0.24	0.01
Operating cost per journey (£)	(0.99)	(0.85)	(0.14)	(2.01)	1.02
London Dial-a-Ride					
Number of passenger journeys (thousands)	223.0	230.5	(7.5)	240.4	(17.4)
Operating cost per trip (£)	(40.90)	(32.19)	(8.71)	(49.34)	8.44
Taxi and Private Hire					
Number of private hire vehicle drivers	106,472	-	-	112,002	(5,530)
Taxi drivers	23,030	-	-	23,710	(680)
Total income (£m)	7.7	7.5	0.2	7.5	0.2
Total costs (£m)*	(7.2)	(7.9)	0.7	(8.2)	1.0
Emirates Air Line					
Number of passenger journeys (thousands)	327.0	338.0	(11.0)	345.0	(18.0)
Average income per journey (£)	4.02	4.55	(0.53)	3.88	0.14
Operating cost per journey (£)**	(2.53)	(2.32)	(0.21)	(2.22)	(0.31)

* Operating costs exclude depreciation and the management fee, which are also charged to the licence fee

** Costs of Emirates Air Line are shown net of sponsorship income

Major projects



Financial summary

Major Projects is responsible for our largest and most complex projects. It comprises line upgrades, network extensions and major stations.

Major projects (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	-	-	-	-	-
Other operating income	1	-	1	-	1
Total operating income	1	-	1	-	1
Direct operating cost	(3)	(2)	(1)	(5)	2
Direct operating deficit	(2)	(2)	-	(5)	3
Indirect operating cost	(7)	(7)	-	(7)	-
Net operating deficit	(9)	(9)	-	(12)	3
Capital renewals	(6)	(10)	4	(6)	-
New capital investment	(150)	(186)	36	(159)	9
Net capital expenditure	(156)	(196)	40	(165)	9

Four Lines Modernisation

All 59 S8 trains for the Metropolitan line have been fitted with the automatic train control system and is on schedule for go-live. A change in contractor on some of our infrastructure works has led to a year-to-date underspend of £10m, which is forecast to be caught up by year end. Following detailed management reviews of the estimated final cost (EFC) we are forecasting an increase of £33m, but still within overall spend authority.

Piccadilly Line Rolling Stock

Following the award of the Piccadilly line trains contract, Siemens are developing a concept design and the supporting activities remain on target.

Northern Line Extension

Track installation across the Northern line is complete, enabling deliveries by engineering trains to be made deeper into the extension. Successful test trains concluded that signalling cables can be permanently installed directly to the track bed, which will improve safety and save both time and money. We are forecasting a reduction of £83m in the EFC, reflecting a reduced risk profile.

Year-to-date capital spend by programme (£m)

Four Lines Modernisation

£8 due to change in contractor and £2m train fitment

66

10

Northern Line Extension

In-year re-phasing from main works and late sub-contractor tender awards

44

10

Major stations

£5m from re-phasing of Camden station and £4m from Victoria projects

20

9

Piccadilly Line Rolling Stock

Re-phasing into future years

10

3

Others

15

8

■ Year-to-date spend
■ Variance to Budget

Silvertown Tunnel

The Silvertown Tunnel will tackle the significant issues of traffic congestion and unreliability at Blackwall Tunnel. We are forecasting the deferral of some works from this year into next and there remains pressure on the EFC.

Major stations

At Bank station, the breakthrough between the new entrance on Cannon Street and the newly constructed Northern line tunnel will make further construction work easier, helping

to ensure the important upgrade is delivered by 2022. During Q1, the EFC increased by £8m owing to a changed risk profile. TfL continue to work collaboratively with the main contractor to identify and realise potential savings, with a view to reduce the EFC back to Business Plan levels or below.

DLR Rolling Stock and System Integration

Following an extensive review, the contract for the supply of DLR trains was awarded to Construcciones y Auxiliar de Ferrocarriles in June 2019.

Property



Financial summary

Net operating surplus is slightly higher than budget and last year due to lower operating costs.

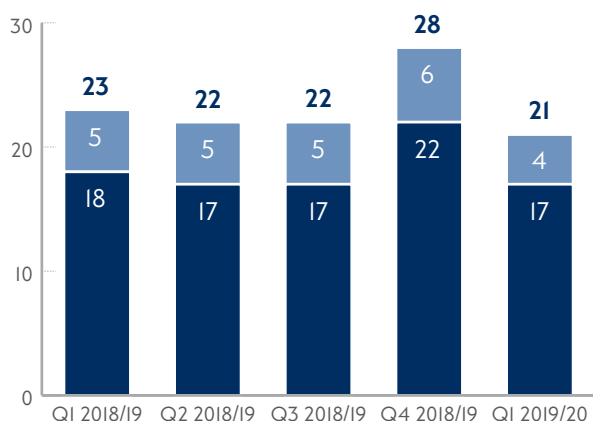
Property (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	-	-	-	-	-
Other operating income	21	23	(2)	23	(2)
Total operating income	21	23	(2)	23	(2)
Direct operating cost	(5)	(8)	3	(7)	2
Direct operating surplus	16	15	1	16	-
Indirect operating cost	(2)	(2)	-	(3)	1
Net operating surplus	14	13	1	13	1
New capital investment	(16)	(31)	15	(11)	(5)
Property receipts	17	21	(4)	-	17
Crossrail over site development	-	18	(18)	16	(16)
Net capital expenditure	1	8	(7)	5	(4)

Other operating income is lower than budget and last year. During Q1, our new outsourced property management provider experienced some billing issues during invoicing, which had an impact on the timings of some payments. Year-on-year we have reduced rental income, mainly arising from the planned disposal of Kingbourne House in Holborn at the end of March 2019.

Operating costs are lower than expected due to reduced scheme feasibility activity and lower property costs. These are currently forecast later in the year, but will be kept under review.

Property receipts and Crossrail over site development income are impacted by the short-term re-phased disposal of the Crossrail site at 65 Davies Street. A number of project costs have also been re-phased until later in the year.

Property income (£m) Quarterly



Compared to Q1 last year, property income is down by £1.3m caused by the disposal of Kingsbourne House in March 2019. Other income is down by a further £0.6m with the main driver being a reduction in cash machine income due to contractual terms changes post November 2018.

- Property
- Car parking

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Continuing to deliver homes on our land

We continue to work with communities and boroughs to identify the needs of the area and create places and neighbourhoods where people want to live. We are currently engaging with communities across Barnet, Enfield and Southwark to talk about our emerging proposals for over 1,200 homes, commercial space and improvements for the local areas.

Site preparation works for 350 homes at our 1.8 acre site in Blackhorse Road in Waltham Forest began, creating up to 300 jobs and local apprenticeships. Half

of the homes on site will be affordable and the site will generate much needed revenue to invest back into the transport network.

We have also unveiled our proposals to restore and improve South Kensington Tube station and the surrounding streets, respecting the heritage of the area with our joint venture partner Native Land. We are proposing to create around 40 additional homes, a new range of shops, restaurants and workspaces, and step-free station access to the ticket hall and District and Circle line platforms via a new entrance on Thurloe Street.

Media



Financial summary

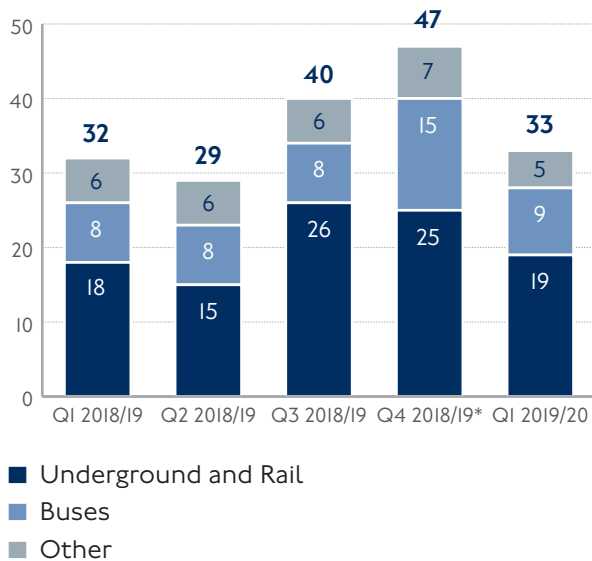
Overall performance in Q1 is broadly in line with budget and last year.

Media (£m)	Q1 2019/20	Budget 2019/20	Variance	Q1 2018/19	Variance
Passenger income	-	-	-	-	-
Other operating income	33	32	1	32	1
Total operating income	33	32	1	32	1
Direct operating cost	(1)	(1)	-	(1)	-
Direct operating surplus	32	31	1	31	1
Indirect operating cost	-	-	-	-	-
Net operating surplus	32	31	1	31	1
Capital renewals	-	-	-	-	-
New capital investment	(6)	(3)	(3)	(5)	(1)
Net capital expenditure	(6)	(3)	(3)	(5)	(1)

Operating income is broadly in line with budget, driven by advertising income on the rail estate.

New capital investment is higher than budget due mainly to the phasing of delivery, with activity and spend being pushed into 2019/20 from 2018/19. The capital programme overall is within budget.

Advertising income (£m) Quarterly



* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Advertising income is higher in Q3 due to Christmas trading. Q4 sees a further increase due to the extra weeks and the receipt of annual volume incentives from the two main advertising contracts.

During the first quarter of 2019/20, we delivered a wide range of new assets across the rail advertising estate. New runs of digital escalator panels were delivered at Waterloo, Liverpool Street and Leicester Square and our new digital ribbons (end-to-end continuous escalator screens) were delivered at Waterloo, South Kensington and Oxford Circus.

A brand new digital landmark format was delivered at both Bank and London Bridge. The digital landmarks provide very large format digital advertising on the headwall above key escalators. All of these assets will increase the digital footprint of advertising across our estate, which will result in a drive for increased revenues for investment back into the transport system.



Appendices

TfL Group balance sheet

Balance sheet (£m)	22 June 2019	Q1 Budget	Variance	31 March 2019	Variance
Intangible assets	107	102	5	113	(6)
Property, plant and equipment	41,193	41,389	(196)	40,815	378
Investment property	492	492	-	492	-
Investment in associate entities	234	235	(1)	233	1
Long-term derivatives	6	7	(1)	7	(1)
Long-term finance lease receivables	35	42	(7)	39	(4)
Long-term debtors	95	111	(16)	113	(18)
Long-term assets	42,162	42,378	(216)	41,812	350
Stocks	62	61	1	61	1
Short-term debtors	619	694	(75)	697	(78)
Assets held for sale	122	122	-	122	-
Short-term derivatives	9	12	(3)	12	(3)
Short-term finance lease receivables	17	13	4	13	4
Cash and short-term investments	1,751	1,881	(130)	1,882	(131)
Current assets	2,580	2,783	(203)	2,787	(207)
Short-term creditors	(1,961)	(1,999)	38	(2,167)	206
Short-term borrowings	(687)	(746)	59	(746)	59
Short-term finance lease liabilities	(59)	(61)	2	(70)	11
Short-term derivatives	(11)	(3)	(8)	(3)	(8)
Short-term provisions	(335)	(341)	6	(346)	11
Current liabilities	(3,053)	(3,150)	97	(3,332)	279
Long-term creditors	(229)	(208)	(21)	(194)	(35)
Long-term borrowings	(10,392)	(10,677)	285	(10,399)	7
Long-term finance lease liabilities	(342)	(343)	1	(348)	6
Long-term derivatives	(46)	(45)	(1)	(46)	-
Long-term provisions	(56)	(53)	(3)	(55)	(1)
Pension provision	(5,369)	(5,371)	2	(5,371)	2
Long-term liabilities	(16,434)	(16,697)	263	(16,413)	(21)
Net assets	25,255	25,314	(59)	24,854	401
Reserves					
Usable reserves	1,611	1,706	(95)	1,627	(16)
Unusable reserves	23,644	23,608	36	23,227	417
Total reserves	25,255	25,314	(59)	24,854	401

Headcount

Full-time equivalents (FTEs) including non-permanent labour (NPL)

	31 March 2019 Actual	YTD net (leavers)/joiners	End of Q1 Actual
London Underground	18,442	(159)	18,283
Elizabeth line	263	2	265
Buses	465	14	479
Rail	274	(4)	270
Streets	1,307	35	1,342
Other operations	1,380	(30)	1,350
Professional services*	3,825	14	3,839
Property	140	9	149
Crossrail	541	90	631
Major projects	614	(10)	604
Media	29	-	29
Total	27,280	(39)	27,241

TfL's organisational change programme is central to reducing cost and raising more revenue to hit the target of achieving a surplus on net cost of operations by 2022/23. The next phase of savings will come from delivering efficiencies, including reducing the cost of back and middle offices by 30 per cent.

* Professional Services comprises functions within TfL including Legal, Finance, Human Resources, Ticketing, Procurement and Customer, and Communications & Technology where services are provided on a shared basis across all TfL divisions.

NPL

We continue to make use of the flexibility offered by NPL, particularly through this time of change and temporary peaks in demand, such as in recruitment resulting from our

transformation programme. It is equally important that we do not limit our ability to hire talent in areas where skills are scarce.

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
31 March 2018	1,422	1,874,029	1,670	3,374,973
31 March 2019	1,192	1,688,494	1,900	3,560,509
22 June 2019	1,217	1,717,174	1,875	3,534,829

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 2019 Actual	YTD net (leavers)/joiners	End of Q1 Actual
0-6 months	342	57	399
6-12 months	183	3	186
1-2 years	282	(41)	241
2-3 years	220	5	225
3-5 years	100	1	101
5+ years	65	-	65
Total	1,192	25	1,217

There remain 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.

Report title

Financial Position as at the end of June 2019

Report to

Corporate Services DB
Commissioner's Board
Fire and Resilience Board

Date

23 July 2019
31 July 2019
06 August 2019

Report by

Assistant Director, Finance

Report number

[LFC-0000]

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

This report presents the London Fire Commissioner's (LFC) financial position as at the end of June 2019 and provides information on financial performance against revenue and capital budgets.

Recommendation

1. That the financial position as at the end of June 2019 be noted.
2. To approve the transfer of £3.1m in additional grant income for Firefighter's Pension Cost increase into the Budget Flexibility Reserve (BFR).
3. To approve reserve movement set out at Table 2.
4. To approve the capital budget slippage of £6.8m to future years budgets and the re-profiling of £2.4m from the 2020/21 capital budget to 2019/20.

Background

1. This report presents the current revenue and capital expenditure position for June 2019 and the forecast outturn position at March 2020.
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 Services Directorate Board and to the Commissioner's Board and from there on to the Greater London Authority.

Background to 2018/19 Budget

3. The 2019/20 budget was approved by the London Fire Commissioner's (LFC) on 27 March 2019 (LFC-0133-D) with a net revenue budget of £392.3m, being made up of net expenditure of £447.3m with £23.9k funding from earmarked reserves and £31.1m from specific grants.

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 2019/20 on the revenue budget is for an overspend of £1,325k, which is 0.3% of the net revenue budget. The variance is mainly due to forecast overspends on the following items:
 - operational staff of £1,076k, due to an increase to the provision for a backdated London Weighting claim of 4.6% from July 2017 and 3.4% from July 2018 and additional one off payment to consolidate this into basic pay,
 - energy costs of £473k based on forecast increases of about 17% in the electricity contract cost from April 2019 and 20% forecast increase in gas based on notification received from the Crown Commercial Services,
 - communications of £267k due to increased capacity on the Core Network, internet connectivity and increased maintenance cost due to the delay in replacement of the Fireground radio, whilst its relationship to the requirements of the Respiratory Protective Equipment (RPE) project is being explored, to improve firefighter safety,
 - rents of 188k due to the lease on the Brigade Distribution Centre (BDC) which is now required until March 2020,
 - other pension payments of £137k based on expected cost of not abating pensions for some Fire Safety Inspecting Officers, and
 - clothing & laundry of £78k due to additional PPE (Personal Protective Equipment) spend expected for specialist teams.
6. The above overspends are offset by underspending of £632k on the following items:
 - property rates of £172k due to an anticipated exemption being achieved at the new Operational Support Centre whilst the site is being fitted out,
 - professional services of £324k on the Control and Mobilising Solution (CAMS) contract based on service credits, abatements and inflation, being lower than expected, and
 - vehicle and equipment costs of £136k due to lower accident repair costs.
7. The above overspends are also offset by income budgets forecast to over recover by £390k, largely due to additional customer and client receipts of £409k as a result of Operational Resilience staff seconded to the Cabinet Office, Royal Borough of Kensington and Chelsea and Babcock and additional training income for running smoke filled environment and National Interagency Liaison Officer (NILO) courses; offset by expected under recovery of £198k as insurance claims relating to disclosure costs are clarified. Interest income is forecast to over recover by £180k, which reflects the 2018/19 outturn position and that cash balances are being held at a higher level for longer due to re-profiling of capital expenditure.
8. The key variances are explained in more detail from paragraph 10 below.

Tables and Appendices to this report

9. A number of appendices provide additional detail on the financial position, as follows:
 - Table 1 provides a summary of the financial position for the revenue budget;
 - Table 2 provides the latest position on reserves;

- Appendix 1 provides additional detail on the forecast outturn financial position for the revenue budget;
- Appendix 2 contains the financial position for the capital budget;
- Appendix 3 shows the changes in the use of reserves from March Budget Report;
- Appendix 4 discuss the risks to the revenue and capital position that have not been quantified;
- Appendix 5 provides an analysis of outstanding debt relating to charges for Shut in Lift attendances;
- Appendix 6 meets the requirement to disclose all budget virements within the quarter under the LFC Scheme of Governance;
- Appendix 7 provides an update on expenditure approved in the Additional Resilience Requirements report (FEP2763);

Table 1. Summary Financial Position

	Current Budget	Current Spend	Current Variance	Revised Budget	Forecast Outturn	Forecast Outturn Variance
	£000s	£000s	£000s	£000s	£000s	£000s
Operational staff	67,698	66,484	(1,213)	270,252	271,327	1,076
Other staff	13,986	15,654	1,668	59,945	59,924	(22)
Employee related	17,080	17,091	11	22,010	22,179	169
Pensions	5,490	5,550	60	20,769	20,769	0
Premises	16,501	16,802	301	39,523	40,030	506
Transport	14,393	15,331	938	19,035	18,913	(122)
Supplies and services	13,795	16,456	2,661	29,567	29,605	38
Third party payments	885	534	(350)	1,762	1,863	101
Capital financing costs	400	206	(194)	9,775	9,775	0
Central contingency against inflation	0	0	0	(25)	(56)	(32)
Total revenue expenditure	150,227	154,108	3,881	472,614	474,330	1,716
Other income	(2,887)	(3,566)	(679)	(40,571)	(40,962)	(390)
Net revenue expenditure	147,339	150,542	3,202	432,043	433,368	1,325
Use of earmarked reserves	(150)	0	150	(4,429)	(4,429)	0
Financing Requirement	147,189	150,542	3,352	427,614	428,939	1,325
Financed by:						
Specific grants	(25,853)	(22,238)	3,615	(35,308)	(35,308)	(0)
GLA funding	0	0	0	(392,305)	(392,305)	0
Net Financial Position	121,336	128,304	6,968	0	1,325	1,325

Reasons for the Revenue Position

Staff

10. The budget for operational staff is forecast to overspend by £1,076k. This is largely due to increases to the provision for a backdated London Weighting claim (£2,822k) of 4.6% from July 2017 and 3.4% from July 2018 and additional one off payment to consolidate London Weighting into basic pay, a forecast overspend (£2,496k) on overtime and direct standby budgets which is reducing as the Brigade moves towards full establishment, and a forecast overspend on firefighter trainee budgets (£284k). This is offset by a forecast underspend (£3,628k) due to vacancies and (£861k) on operational allowances due to delays to payments under new arrangements.
11. The variances on operational staff discussed above reflect the improvement in the overall operational staff position as a result of reducing vacancy numbers. This work has reduced the underspend on operational staff and also reduced spend on overtime compared with last year. Monthly spend on overtime is expected to continue to reduce until full establishment is achieved.
12. FRS staff are forecast to underspend by £22k. The FRS staff budget includes an additional £1m vacancy margin to reflect the level of vacancies at the start of the year. Control staff are forecast to be on target at the end of June. Six additional Control Officer posts were added to the establishment from April, funded from reserves and a growth bid will be submitted for this as part of the budget process for 2020/21.

Employee Related

13. There is an overspend of £137k on other pension payments based on expected cost of not abating pensions for some Fire Safety Inspecting Officers, offset by a £55k underspend due to medical and welfare budgets, resulting from a lower forecast number of childcare claims, medical appeals and drug and alcohol tests in this financial year.

Premises

14. There is forecast overspend on energy costs of £473k based on forecast increases of about 17% in the electricity contract cost from April 2019 and 20% forecast increase in gas based on notification received from the Crown Commercial Services. This will be addressed as part of the budget setting process for 2020/21.
15. Rents are forecast to overspend by £188k due to the lease on the Brigade Distribution Centre (BDC) which is now required until March 2020. Approval for an extension to the lease for the BDC to cover this additional time was obtained from LFEPA in January 2018, however this did not provide additional funding beyond the first year. The BDC had been scheduled to close in March 2019, when the new Operational Support Unit (OSU) was scheduled to be operational, but this was not achieved due to unexpected delays in obtaining landlord consent for the proposed works at the OSU, resulting in slippage in tendering the works. This is offset by a £172k underspend on rates due to an anticipated exemption being achieved at the new OSU whilst the site is being fitted out, and new rateable value for Dockhead fire station (applicable from April 2017) being assessed at a lower value than forecast.

Transport

16. Transport budgets are forecast to underspend by £122k, made up of a forecast underspend on the vehicle and equipment contract of £63k based on forecast abatement levels, and on vehicle passthroughs of £136k due to lower accident repair costs, which will be considered as part of

the budget process. This is offset by £79k forecast overspend on running costs due to continued high diesel prices. Pump prices are up 13% compared to the same period in 2017 and the increase is also due to the ongoing replacement of pumping appliances, with the introduction of Euro 6 engines that require ad-blue fluid to reduce the emissions of nitrous oxides.

Supplies and Services

17. There is a forecast overspend of £38k on Supplies and Services budgets mainly on Communications (£267k) due to increased capacity on the Core Network, internet connectivity and increased maintenance cost due to the delay in the replacement of the Fireground radios whilst the relationship to the requirements of the Respiratory Protective Equipment (RPE) project is being explored, there is also a forecast overspend on Clothing & Laundry (£78k) due to additional PPE spend expected to be made for the specialist entry recovery team (SERT) and Urban Search And Rescue (USAR). This is offset by £324k underspend on Professional Services due to the CAMS contract based on service credits, abatements and inflation being lower than expected.

Income

18. Income budgets are forecast to over recover by £390k. This includes additional customer and client receipts of £409k as a result of Operational Resilience staff seconded to the Cabinet Office, Royal Borough of Kensington and Chelsea and Babcock, and additional training income for running smoke filled environment and NILO courses, offset by expected under recovery of £198k due to the forecast that disclosure costs claims may not be covered under our Insurance Policy.
19. Interest income is forecast to over recover by £180k, which reflects the 2018/19 outturn position and that cash balances are being held at a higher level for longer than previously expected due to reprofiling of capital expenditure. These items will be reviewed as part of the budget setting process for 2020/21, and any savings incorporated into the 2020/21 budget.
20. Appendix 5 includes an update on the position on outstanding shut in lift debt.

Grant Income – Firefighter Pensions

21. The LFC has also received additional one off grant income of £3,111k to help meet the additional employer contributions costs for the Fire Pension Schemes from April 2019. This additional income was notified to the LFC after the budget for 2019/20 had been set. It is proposed that a budget should be set up for this income to allow for it to be paid into the Budget Flexibility Reserve. The forecast overspend of £1,325k assumes a budget adjustment for the grant income, without this, the overspend would have been considerably more.

Capital

22. The original budget for the 2019/20 capital programme was £40,876k, as per the Capital Strategy (LFC-0134) report. The budget was revised down to £38,988k following the capital outturn position report for 2018/19 financial year (LFC-0179), which saw £2,029k brought forward into 2018/19 following the earlier progress on the delivery of pumping appliances and other schemes, plus slippage from 2018/19 to 2019/20 of £306k and savings identified of £553k. In addition, a sum of £1,000k has been brought forward from 2020/21 mainly in respect of the Operational Support Centre and £612k deferred to 2020/21.
23. The table below shows the summary capital budgets for 2019/20 and the proposed budget changes for Quarter 1.

Budget Year	2019-20 LFC-0179	Forecast Quarter 1 2019	Variance		Savings	Re-phasing (to)/ from later years	New/ Increased Budget
ICT	4,886	2,911	(1,975)		0	(1,975)	0
Fleet	22,501	20,359	(2,142)		(304)	(1,888)	50
Property	11,220	9,956	(1,264)		(20)	(1,244)	0
New Training Centre	381	1,039	658		0	658	0
Disposal costs	0	0	0		0	0	0
Capital Programme	38,988	34,265	(4,723)		(324)	(4,449)	50

24. The current capital forecast for 2019/20 is £34,265k. This is £4,723k less than the revised capital budget of £38,988k. The main changes in the programme are summarised below with detailed explanations set out from paragraph 32 and in Appendix 2.

- Budget slippage to 2019/20 – (£6,822k)
- Budgets brought forward from 2019/20 - £2,373k
- New/Increased Budgets - £50k
- Budget Savings – (£324k)

Position on Reserves

25. Based on the forecast financial position, the forecast balance on the general reserve is £12,608k. This is £2,514k below the minimum general reserve position of £15,121k, which is 3.5% of revised net revenue expenditure for 2019/20.
26. The forecast overspend and resulting impact on the general reserve will be addressed by a draw from the Budget Flexibility Reserve (BFR). The 2019/20 Budget Report agreed a draw of £3.6m from the BFR to support revenue expenditure in 2019/20. However, assuming approval of the recommendation to pay the additional £3.1m grant income relating to firefighter pensions into the BFR the net draw on the BFR would then reduce to £0.5m for 2019/20. The consideration of the backdated London Weighting claim, at £2.8m, was recognised as requiring a draw from the BFR, however the overall forecast outturn position allows the impact on the BFR in 2019/20 to be lower than that originally agreed in the 2019/20 budget.
27. The current forecast outturn would require a draw of £2,514k from the BFR to bring the general reserve up to its stated minimum level. This additional draw when added to the £0.5m outlined above, would bring the forecast reduction in the BFR to £3,014k. This is not currently reflected in reserves position set out below, as the movement on the BFR will be confirmed later in the year as part of the outturn report.
28. Table 2 below sets out the position on the financial reserves.

Table 2. Position on Reserves

£000s	Opening Balance at 01/04/19	Approved Movements in Q4 18/19	Unapproved Use of Reserves	Anticipated Balance at 31/03/20
Additional Resilience Requirements	767	68	(337)	498
Capital Expenditure Reserve	11,745			11,745
Central Programme Office	0	250	542	792
Community Safety Investment Fund	0	11	(11)	0
Compensation	1,000		(250)	750
Emergency Services Mobile Communication Programme	1,928	345	(99)	2,174
Emergency Medical Response	294			294
Fire Safety and Youth Engagement	715	273	42	1,031
HMICFRS inspection regime	21	65	(63)	22
Hydrants	462		(95)	367
ICT Development Reserve	1,851	150	(208)	1,793
LFC Control Centre	959		(209)	750
LFB Museum Project	210		(70)	140
London Resilience	1,015	38	(150)	903
London Safety Plan Initiatives	4,178	76	(499)	3,755
New Governance Arrangements	0	148		148
Organisational Reviews	505	316	(355)	466
Recruitment/ Outreach	370			370
Sustainability	235		(235)	0
Vehicle & Equipment Reserve	2,865	244	(1,965)	1,143
Budget Flexibility	23,110	7,287	(467)	29,930
General	23,204	(9,271)	(1,325)	12,608
Total	75,434	0	(5,754)	69,680

29. The reserves table above includes transfer of £542k from the forecast underspend on the Central Programme Office budgets. Total funding for the year is £2,600k and the forecast spend is £2,058k, although subject to increase should the project workload increase. This will continue to be reviewed as part of the normal monitoring process.

30. The table above includes £4,504k of planned draws on other earmarked reserves including:

- £1,965k from the vehicle and equipment reserve that includes £1,235k for the Ultra Low Emission Fleet programme and £670k for Ultra Low Emission Zone enhancements.
- £499k from the London Safety Plan Reserve including £185k for the fire safe and well pilot, £146k for Local Intervention Fire Education (LIFE) and cadet programmes and £167k for the Unwanted Fire Signals project.
- £355k from the Organisational Review reserve to fund the Watch Structure project team (£330k) and the Building Safety Team (£25k),
- £337k from the Additional Resilience Reserve to fund the Investigation Team and one off training costs,
- £250k from the compensation reserve to meet the cost of Counsel Fees in relation to compensation claims,,

- £235k from the sustainability reserve to fund improvements to appliances,
- £209k from the control centre reserve to fund the temporary increase to the control establishment,
- £208k from the ICT development reserve for Emergency Services Mobile Communication Programme - the Home Office project to update the emergency services network across fire, police and ambulance services.
- £150k from the London Resilience reserve funding additional costs related to Brexit reporting,
- £99k to fund the Emergency Services Mobile Communication Programme,
- £95k to fund invest to save initiatives to improve hydrants maintenance,
- £70k to fund the LFB Museum Project,
- £63k to fund the project team working on the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection,
- £11k for the remaining proposal from the Community Safety Investment Fund,
- The Fire Safety and Youth Engagement reserve is showing a net payment of £42k. This includes the transfer of the second year of funding from the Mayor for cadets (£438k), offset by £396k to support youth engagement schemes.

31. The forecast movement on the reserves in 2019/20 was included as part of the Budget Report 2019/20, and the movements set out above are compared to the original forecast in a table provided at Appendix 3. This shows the anticipated balance on reserves at 31st March 2020 presented in the March Budget, and the revised forecast balance included in this report, with explanations of any variances. The forecast balance in reserves has increased from £51,637k to £69,680k, an increase of £18,044k largely as a result of finalising the accounting treatment of the funding that lead to the creation of the Capital Expenditure Reserve (£11,745k), and the additional pension funding (£3,111k).

Capital

32. The current capital forecast for 2019/20 is £34,265k. This is £4,723k less than the revised budget of £38,988k (LFC-0179). The main changes in the programme are detailed below and a full breakdown of the future capital programme is detailed in Appendix 2.

Budget re-phased from 2019/20 – £2,373k

- Aerial Appliances - £1,646k - due to updated profile of stage payments
- LFB Training Centre - £658k – rephased due to updated project timescales
- Minor Works - £69k – to cover Fire Station requests for priority accommodation changes and urgent mechanical and electrical asset replacements.

Re-phased to 2019/20 – (£6,822k):

Property

- Appliance Bay Door Replacements (£290k) – This includes Soho, £40k, due to planning issues relating to design, Erith, £100k, for accidental damage work, Wimbledon, £150k because of the complexities relating to completing the work whilst keeping the Fire Station operational and also a long lead in time for the manufacture of the appliance bay doors.
- Replacement of Heating Systems (£703k) – This includes Wimbledon, £403k, due to internal resource levels being stretched and the delivery of the appliance bay door project above, Acton, £200k, and Surbiton, £100k, with both schemes delayed due to design technical complexities

- West Hampstead Cottages Refurbishment (£100k), where potential delays are foreseen in receiving listed planning consent from the Camden
- Other rephasing (£177k), including £77k for Roof Replacement at Clapham due to design issues due to roof mounted mechanical plant and relocation of Fire Safety Team and £100k for the Plumstead and Lambeth River Fire Station Refurbishments due to forecast lower consultancy costs during 2019/20.

ICT

- ICT –Computer Terminals (£100k), a review of requirements highlighted the terminals would not be needed until 2021/22.
- ICT – Fire Ground Radios (£1,800k), the scheme is paused for three months to allow the Respiratory Protective Equipment (RPE) project to come to a conclusion on the equipment that will be used therefore scheme unlikely to be delivered in 2019/20.
- ICT – Business Intelligent Solution (£75k), the expenditure profile has been updated after a review of work to be completed during 2019/20.

Fleet and Operational Equipment

- Fleet Equipment – (£784k), the FRU equipment expenditure is deferred one year to allow for the planning of the requirements this financial year.
- Fleet Vans – (£450k), the delivery of vans to be BDC is now expected to be in 2020/21.
- Respiratory Protective Equipment (BARRIE) – (£2,300k), has been deferred due to a review of equipment requirements.
- Other slippage (£43k).

New Budget Requirement/Increased Budget - £50k

- Purchase of vans – increased budget £50k – (LFC-0124). The cost of purchasing the vans is £750k, the increase budget requirement relates to an increase in contract price compared to the initial estimate.

Budget savings – (£324k)

- Fleet Equipment Savings (£304k), including a £284k saving on replacement of 9m ladders due to asset life review on the asset register which has now been confirmed at 15 years and £23k of other equipment savings.
- Other savings (£20k).

Update on significant scheme changes during the first quarter:

33. LFB Training Centre - £658k has been brought forward from 2020/21 budget - The budget has been re-profiled to reflect the latest programme. The project is now programmed to complete in June 2021 (construction completed) and to be operational from September 2021. This timetable accords with the programme for the Operations Support Centre project, and is in line with the Protective Equipment Groups (PEG's) move out from their current Croydon site (which is a dependency of the LFB Training Centre Croydon project).
34. ICT - Fire ground Radios - £1,800k slippage to 2020/21. This project has been paused for three months to allow the Respiratory Protective Equipment (RPE) project to come to a conclusion on

the equipment that will be used, particularly in respect of intrinsically safe radios. It is therefore very unlikely that the money will be spent in this financial year.

Debtors

35. An analysis of debtors relating to Shut in Lift is provided in Appendix 5. This includes a chart that shows the decrease in Shut in Lift debts over the past 18 months of shut in lift charges. The total number of shut in lift debts has been falling gradually over the last two years, after its peak, with the overall balance reduced from £300k at the end of September 2015 to £98k at the end of June 2019.

Additional Resilience Requirements

36. Appendix 7 provides detailed information on the additional resourcing costs agreed (FEP2763) following the Grenfell Tower fire and terrorist incidents in 2017. This includes the forecast spend for 2019/20 and the budget requirement for 2020/21 and future years.

Finance comments

37. This report is presented by the Assistant Director, Finance and there are no further comments.

Workforce comments

38. No staff-side consultations have been undertaken on this report.

Legal comments

39. The report is a financial performance update, presented for information only. It is submitted in accordance with Part 6 (Financial Regulations) of the London Fire Commissioner's ("LFC") Scheme of Governance that sets out detailed rules covering financial planning, monitoring, control, systems and procedures and insurance.
40. This report fulfils the obligations of section 8 (f) of the Financial Regulations which stipulates that, "Following consultation with the relevant Heads of Service the Director of Corporate Services will present budget monitoring reports to the relevant Board regularly.
41. The Director of Corporate Services has responsibility for the administration of the LFC's financial affairs under section 127 of the Greater London Authority Act 1999, and is required to ensure arrangements for all financial and accounting matters, the security of money, and other assets are economic, efficient and effective.

Sustainability implications

42. There are no direct sustainable implications.

Equalities implications

43. This report has no equality implications.

List of Appendices to this report

1. Detailed Financial Position
2. Capital Programme 2019/20
3. Changes in use of reserves from March Budget Report
4. Risks to the revenue and Capital Position
5. Outstanding LIFT debtors
6. Scheme of Governance – Budget Virements
7. Additional Resilience Requirements

Consultation

Name/role	Method consulted
Heads of Department	Departmental finance returns

Appendix 1 – Detailed Financial Position

	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance	
	£	£	£	%	£	£	£	£	%
Operational Staff	67,148,930	65,645,192	(1,503,737)	(2.2%)	270,798,421	268,057,149	268,870,709	813,560	0.3%
Trainee Firefighters	548,600	839,098	290,498	53.0%	1,590,569	2,194,401	2,456,724	262,323	12.0%
Total Operational Staff	67,697,530	66,484,291	(1,213,239)	(1.8%)	272,388,990	270,251,550	271,327,433	1,075,883	0.4%
FRS Staff	12,623,389	14,275,297	1,651,908	13.1%	53,080,258	54,401,771	54,380,255	(21,516)	(0.0%)
Control Staff	1,362,376	1,378,240	15,864	1.2%	5,299,147	5,543,503	5,543,504	0	0.0%
Total Other Staff	13,985,765	15,653,537	1,667,772	11.9%	58,379,405	59,945,274	59,923,758	(21,516)	(0.0%)
Other Pension Payments	220,000	77,689	(142,311)	(64.7%)	880,000	880,000	1,017,000	137,000	15.6%
Severance	0	0	0	0.0%	0	8,060	8,060	0	0.0%
Professional Development	16,117,370	16,400,292	282,923	1.8%	18,353,950	17,934,408	17,957,854	23,446	0.1%
Recruitment	45,290	26,096	(19,194)	(42.4%)	181,159	181,159	183,459	2,300	1.3%
Employee Related Insurance	0	50,879	50,879	0.0%	215,000	215,000	276,777	61,777	28.7%
Compensation	201,453	69,153	(132,300)	(65.7%)	805,814	805,814	805,814	0	0.0%
Medical and Welfare Expenses	496,270	467,342	(28,928)	(5.8%)	2,279,081	1,985,081	1,930,017	(55,064)	(2.8%)
Total Employee Related	17,080,383	17,091,451	11,068	0.1%	22,715,004	22,009,522	22,178,981	169,459	0.8%
Firefighter Pension Scheme	5,489,815	5,549,852	60,037	1.1%	20,769,276	20,769,276	20,769,276	0	0.0%
Building Maintenance	1,956,666	1,056,241	(900,425)	(46.0%)	8,512,832	8,612,578	8,612,578	0	0.0%
Grounds Maintenance	24,238	11,905	(12,332)	(50.9%)	120,984	120,984	120,984	0	0.0%
Premises Security	512,752	542,537	29,785	5.8%	547,752	547,752	547,752	0	0.0%
Energy Costs	338,066	463,535	125,469	37.1%	2,271,205	2,271,205	2,744,205	473,000	20.8%
Rents	3,605,096	4,103,129	498,033	13.8%	8,256,016	8,283,856	8,471,675	187,819	2.3%
Property PFI Contract	5,635,202	5,650,979	15,776	0.3%	5,635,202	5,635,202	5,635,202	0	0.0%
Property Rates	2,368,678	2,320,290	(48,388)	(2.0%)	8,936,853	8,795,117	8,622,785	(172,332)	(2.0%)
Water & Sewerage Rates	46,675	11,105	(35,570)	(76.2%)	271,515	271,515	271,515	0	0.0%
Fixtures & Fittings	21,992	16,415	(5,577)	(25.4%)	97,969	87,969	87,969	0	0.0%
Cleaning and Domestic Supplies	360,541	307,062	(53,479)	(14.8%)	2,101,297	2,065,597	2,065,597	0	0.0%
Premises Insurance	35,420	109,934	74,514	210.4%	322,000	322,000	340,000	18,000	5.6%

Appendix 1 – Detailed Financial Position

	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance	
	£	£	£	%	£	£	£	£	%
Other Property Services	1,595,398	2,208,666	613,268	38.4%	2,573,583	2,509,537	2,509,537	0	0.0%
Total Premises	16,500,724	16,801,800	301,075	1.8%	39,647,207	39,523,311	40,029,798	506,487	1.3%
Running Costs	1,295,269	1,762,911	467,642	36.1%	2,486,164	2,486,164	2,564,926	78,762	3.2%
Vehicle and Equipment Contract	11,281,465	11,792,242	510,777	4.5%	11,282,867	11,277,260	11,214,190	(63,070)	(0.6%)
Vehicle Passthroughs	656,849	587,875	(68,973)	(10.5%)	658,889	667,407	531,819	(135,588)	(20.3%)
Maintenance and Repairs	241,250	39,718	(201,532)	(83.5%)	2,200,000	2,200,000	2,200,000	0	0.0%
Contract Hire & Operating Leases	640,879	704,146	63,267	9.9%	1,157,462	1,153,263	1,190,991	37,728	3.3%
Travel	277,036	443,631	166,594	60.1%	975,583	1,251,143	1,211,129	(40,014)	(3.2%)
Total Transport	14,392,747	15,330,523	937,776	6.5%	18,760,965	19,035,237	18,913,055	(122,182)	(0.6%)
Hydrants	477,042	651,045	174,002	36.5%	496,055	420,004	420,004	(0)	(0.0%)
Operational Equipment	396,802	422,984	26,182	6.6%	2,767,692	1,638,592	1,639,926	1,334	0.1%
Smoke Alarms	181,660	194,508	12,849	7.1%	700,000	726,638	726,640	2	0.0%
Equipment Furniture and Materials	73,609	188,928	115,318	156.7%	294,441	294,441	342,602	48,161	16.4%
Lost & NFWT Operational Equipment	116,871	170,544	53,673	45.9%	116,871	116,871	116,871	0	0.0%
Catering	79,984	126,774	46,791	58.5%	303,636	334,936	335,728	792	0.2%
Clothing & Laundry	2,641,400	2,999,728	358,328	13.6%	3,271,629	3,424,429	3,502,811	78,382	2.3%
General Office Expenses	200,787	188,366	(12,421)	(6.2%)	619,245	632,745	575,514	(57,231)	(9.0%)
Professional Services	7,052,753	7,094,801	42,048	0.6%	9,615,198	10,092,156	9,767,917	(324,239)	(3.2%)
Postal Services	13,446	56,330	42,884	318.9%	61,055	61,055	61,055	0	0.0%
Communications	962,048	960,549	(1,499)	(0.2%)	3,982,950	4,025,118	4,292,054	266,936	6.6%
Hardware and Software	1,444,813	3,099,342	1,654,529	114.5%	6,345,135	6,935,824	6,973,991	38,167	0.6%
Staff Reimbursements	60,628	59,260	(1,368)	(2.3%)	248,721	242,521	242,283	(238)	(0.1%)
Grants and Subscriptions	51,443	130,301	78,858	153.3%	205,771	205,771	204,675	(1,096)	(0.5%)
Other Insurance	0	68,560	68,560	0.0%	250,000	250,000	233,267	(16,733)	(6.7%)
Advertising	28,965	30,410	1,445	5.0%	105,861	115,861	120,341	4,480	3.9%
Other Supplies and Services	12,542	13,127	585	4.7%	45,170	50,170	49,593	(577)	(1.2%)
Total Supplies and Services	13,794,793	16,455,558	2,660,765	19.3%	29,429,429	29,567,131	29,605,272	38,140	0.1%

Appendix 1 – Detailed Financial Position

	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance	
	£	£	£	%	£	£	£	£	%
Other Agencies	333,097	2,614	(330,484)	(99.2%)	321,700	333,097	333,097	0	0.0%
Other Local Authorities	470,294	530,699	60,405	12.8%	1,406,894	1,340,594	1,442,266	101,672	7.6%
Audit & Bank Charges	81,400	1,049	(80,351)	(98.7%)	88,600	88,600	88,000	(600)	(0.7%)
Total Third Party Payments	884,791	534,361	(350,430)	(39.6%)	1,817,194	1,762,291	1,863,363	101,072	5.7%
Debt Repayment	0	0	0	0.0%	6,357,000	6,357,000	6,357,000	0	0.0%
External Interest	400,000	206,412	(193,588)	(48.4%)	3,418,000	3,418,000	3,418,000	0	0.0%
Total Capital Financing Costs	400,000	206,412	(193,588)	(48.4%)	9,775,000	9,775,000	9,775,000	0	0.0%
Budget for Non Staff Inflation	0	0	0	0.0%	0	0	0	0	0.0%
Central Contingency	0	0	0	0.0%	100,841	(19,367)	1	19,367	(100.0%)
Savings to Be Achieved	0	0	0	0.0%	(173,287)	(115,836)	(97,061)	18,775	(16.2%)
Savings done by DA	0	0	0	0.0%	120,997	110,463	40,642	(69,821)	(63.2%)
Contingency	0	0	0	0.0%	48,551	(24,740)	(56,418)	(31,678)	128.0%
Total revenue expenditure	150,226,549	154,107,785	3,881,236	2.6%	473,731,021	472,613,853	474,329,518	1,715,665	0.4%
MFB Act Income	0	(585,302)	(585,302)	0.0%	(29,137,291)	(29,137,291)	(29,137,291)	0	0.0%
Customer and Client Receipts	(2,887,230)	(2,982,807)	(95,576)	3.3%	(9,008,762)	(11,113,801)	(11,324,279)	(210,478)	1.9%
Interest Receivable	0	882	882	0.0%	(320,000)	(320,000)	(500,000)	(180,000)	56.3%
Bad Debts	0	1,178	1,178	0.0%	0	0	0	0	0.0%
Total Other Income	(2,887,230)	(3,566,049)	(678,818)	23.5%	(38,466,052)	(40,571,091)	(40,961,570)	(390,478)	1.0%
Net revenue expenditure	147,339,318	150,541,736	3,202,418	2.2%	435,264,969	432,042,762	433,367,949	1,325,187	0.3%
Use of Earmarked Reserves	(150,000)	0	150,000	(100.0%)	(12,401,066)	(4,429,253)	(4,429,253)	0	0.0%
Financing Requirement	147,189,318	150,541,736	3,352,418	2.3%	422,863,903	427,613,509	428,938,696	1,325,187	0.3%
Financed by:									

Appendix 1 – Detailed Financial Position

	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance	
	£	£	£	%	£	£	£	£	%
Specific grants	(25,852,978)	(22,237,542)	3,615,436	(14.0%)	(31,608,903)	(35,308,427)	(35,308,427)	(0)	0.0%
GLA Grant	0	0	0	0.0%	(391,255,000)	(392,305,082)	(392,305,082)	0	0.0%
Net Financial Position	121,336,341	128,304,194	6,967,853	5.7%	0	0	1,325,187	1,325,187	0.0%

Appendix 2 - Capital Programme

FUTURE CAPITAL PROGRAMME BUDGET Quarter 1 2019-20, FORECAST	Status	2019/20 Budget LFC- 0179	Quarter 1 Forecast	Variance	Notes
ICT Projects		£'000s	£'000s	£'000s	£'000s
Records Management Operating System	Amber	98	98	0	
Business Intelligent Solution	Green	454	379	(75)	Slipped to 2020/21
Control & Mobilisation System (CAMS)	Amber	100	100	0	
Mobile Data Terminals Replacement	Green	71	71	0	
Fire ground Radios	Red	1,800	0	(1,800)	Slipped to 2020/21
ICT – Virtual Desktop Technology (Citrix)	Amber	250	250	0	
New telephone system equipment	Green	150	150	0	
Netscaler Replacement	Green	200	200	0	
Wireless Access Points	Green	853	853	0	
New computer terminals - Fat Client	Green	100	0	(100)	Slipped to 2021/22 year
Multi Agency Incident Transfer (MAIT)	Red	195	195	0	
Business Management System (PMF)	Amber	215	215	0	
Farynor (linked to Home Fire Safety)	Green	100	100	0	
New Finance System	Green	100	100	0	
New HR System	Green	100	100	0	
New Payroll System	Green	100	100	0	
ICT PROJECTS		4,886	2,911	(1,975)	
ESTATE PROJECTS					
Workplace Improvement Plan Union St	Green	60	60	0	
Plumstead Fire Station Redevelopment	Green	100	50	(50)	c/fwd to 2020/21
LFB Museum – Fit out	Amber	30	30	0	
Heating at various stations	Green	1,634	931	(703)	c/fwd to 2020/21
Window replacement at various stations	Amber	215	215	0	
Rewiring of property at various fire stations	Green	598	555	(43)	c/fwd to 2020/21
Minor Improvement Programme	Green	2,164	2,233	69	b/fwd from 2020/21
Roof Replacements	Amber	624	547	(77)	c/fwd to 2020/21
Appliance Bay Doors (Phase 3)	Amber	1,002	712	(290)	c/fwd to 2020/21
Brigade wide Survey for Asbestos Removal	Green	50	30	(20)	Savings
West Hampstead Accommodation Refurb	Amber	663	563	(100)	c/fwd to 2020/21
New Training Centre	Green	381	1,039	658	b/fwd from 2020/21
Operations Support Centre Project (IELP)	Green	3,980	3,980	0	
Lambeth River Station Redevelopment	Green	100	50	(50)	c/fwd to 2020/21

Appendix 2 - Capital Programme

FUTURE CAPITAL PROGRAMME BUDGET Quarter 1 2019-20, FORECAST	Status	2019/20 Budget LFC- 0179	Quarter 1 Forecast	Variance	Notes
ESTATE PROJECTS		11,601	10,995	(606)	
FLEET & EQUIPMENT PROJECTS					
Fleet and Operational Equipment	Green	17,711	16,223	(1,488)	New £50k & slippage £1,234k , savings £304k.
Respiratory Protective Equipment (BARRIE)	Red	2,300	0	(2,300)	c/fwd to 2020/21
Early Replacement of ALP & HP*	Green	1,800	3,446	1,646	b/fwd from 2020/21
CCTV on Pumping Appliances *	Green	99	99	0	
Early Replacement of Fire Boat*	Amber	500	500	0	
Portable Hygiene Units	Green	91	91	0	
FLEET & EQUIPMENT PROJECTS		22,501	20,359	(2,142)	
CAPITAL EXPENDITURE TOTAL		38,988	34,265	(4,723)	

Appendix 2 - Capital Programme

FUTURE CAPITAL PROGRAMME BUDGET, Quarter 1 2019-20 FORECAST	2019/20 Capital Strategy LFC - 0134	2018/19 Outturn Slippage	New Projects/ Savings	Slippage to 2020/21	2019/20 Revised Budget		2020/21 Budget	2021/22 Budget	2022/23 Budget	Previous Years Spend	Total Projected Spend	Approved Budget
ICT Projects	£'000s	£'000s	£'000s	£'000s	£'000s		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Records Management Operating System	98	0	0	0	98		0	0	0	2,091	2,189	2,350
Business Intelligent Solution	454	0	0	(75)	379		435	465	0	531	1,810	1,810
Control & Mobilisation System (CAMS)	100	0	0	0	100		100	0	2,800	9,013	9,213	10,650
Mobile Data Terminals Replacement	71	0	0	0	71		0	0	1,486	2,029	2,100	2,100
Fire ground Radios	1,800	0	0	(1,800)	0		1,800	0	0	0	1,800	Q4 18-19
ICT – Virtual Desktop Technology (Citrix)	235	15	0	0	250		0	0	0	0	250	TBA
New telephone system equipment	150	0	0	0	150		0	0	0	164	307	157
Netscaler Replacement	200	0	0	0	200		0	0	0	0	200	TBA
Wireless Access Points	853	0	0	0	853		0	0	0	0	853	TBA
New ISP	0	0	0	0	0		500	0	0	0	500	TBA
New WAN	0	0	0	0	0		500	0	0	0	500	TBA
VM Server Environment Hosts	0	0	0	0	0		500	0	0	0	500	TBA
Replacement of laptops	0	0	0	0	0		563	0	0	0	563	TBA
New computer terminals - Thin Client	0	0	0	0	0		0	1,150	0	0	1,150	TBA
New audio visual equip for Stations	0	0	0	0	0		100	0	0	0	100	TBA
New computer terminals - Fat Client	100	0	0	(100)	0		0	100	0	0	100	TBA
Audio Equipment for Union St	0	0	0	0	0		0	220	0	0	220	TBA
Data transfer system for Joint Emergency Services Interoperability Programme	120	75	0	0	195		0	0	0	71	266	266
Business Management System (PMF)	215	0	0	0	215		0	0	0	0	215	TBA
Farynor Replacement (linked to Home Fire Safety)	100	0	0	0	100		450	200	0	0	750	£100k fees
Home Fire Safety Database	0	0	0	0	0		70	60	0		0	TBA
New Finance System	100	0	0	0	100		586	1,080	453	0	1,766	TBA
New HR System	100	0	0	0	100		624	0	0	0	724	TBA

Appendix 2 - Capital Programme

FUTURE CAPITAL PROGRAMME BUDGET, Quarter 1 2019-20 FORECAST	2019/20 Capital Strategy LFC - 0134	2018/19 Outturn Slippage	New Projects/ Savings	Slippage to 2020/21	2019/20 Revised Budget		2020/21 Budget	2021/22 Budget	2022/23 Budget	Previous Years Spend	Total Projected Spend	Approved Budget
ICT Projects	£'000s	£'000s	£'000s	£'000s	£'000s		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
New Payroll System	100	0	0	0	100		231	0	0	0	331	TBA
ICT PROJECTS	4,796	90	0	(1,975)	2,911		6,459	3,275	4,739	13,969		
ESTATE PROJECTS												
Workplace Improvement Plan (WIP) Union Street	60	0	0	0	60		0	0	0	106	167	240
Plumstead Fire Station Redevelopment	100	0	0	(50)	100		2,550	2,500	350	0	5,100	TBA
LFB Museum – Fit out	30	0	0	0	30		0	1,200	1,152	18	1,248	2,400
Refurbishment of Edmonton Fire Station	0	0	0	0	0		80	220	1,500	0	300	TBA
Heating at various stations	1,634	0	0	(703)	931		1,598	50	925	n/a	n/a	n/a
Window replacement at various stations	215	0	0	0	215		360	50	540	n/a	n/a	n/a
Rewiring of property at various fire stations	575	23	0	(43)	555		318	25	300	n/a	n/a	n/a
Minor Improvement Programme	2,164	0	0	69	2,233		2,012	2,040	1,496	n/a	n/a	n/a
Roof Replacements	624	0	0	(77)	547		817	60	680	n/a	n/a	n/a
Appliance Bay Doors (Phase 3)	981	21	0	(290)	712		704	0	400	n/a	n/a	n/a
Brigade wide Survey for Asbestos & Removal	50	0	(20)	0	30		50	50	50	n/a	n/a	n/a
West Hampstead Single Person's Accommodation Refurbishment	705	(42)	0	(100)	563		100	0	0	57	720	720
Improve Security at all Fire Stations, Offices & HQ	100	0	0	(100)	0		1,350	1,255	0	0	2,605	TBA
New Training Centre	300	81	0	658	1,039		8,049	6,046	0	366	8,846	15,500
Operations Support Centre Project (IELP)	3,196	(116)	0	900	3,980		0	0	0	342	4,322	4,322
Lambeth River Station Redevelopment	0	0	0	50	50		1,050	1,200	0	0	1,100	TBA
ESTATE PROJECTS	10,734	(33)	(20)	314	10,995		19,038	14,696	7,393			
FLEET & EQUIPMENT PROJECTS												
Replacement of Fleet and Operational Equipment	20,094	(1,871)	(254)	(1,746)	16,223		14,000	8,796	2,276	19,979	61,746	TBA
Respiratory Protective Equipment (BARRIE)	2,300	0	0	(2,300)	0		2,300	0	0	0	2,300	TBA
Breathing Apparatus (Standard duration)	0	0	0	0	0		5,000	0	0	0	5,000	TBA

Appendix 2 - Capital Programme

FUTURE CAPITAL PROGRAMME BUDGET, Quarter 1 2019-20 FORECAST	2019/20 Capital Strategy LFC - 0134	2018/19 Outturn Slippage	New Projects/ Savings	Slippage to 2020/21	2019/20 Revised Budget		2020/21 Budget	2021/22 Budget	2022/23 Budget	Previous Years Spend	Total Projected Spend	Approved Budget
ICT Projects	£'000s	£'000s	£'000s	£'000s	£'000s		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Early Replacement of ALP & HP	1,800	0	0	1,646	3,446		1,834	0	0	0	5,280	5,280
CCTV on Pumping Appliances	100	0	(1)	0	99		0	0	0	137	248	501
Early Replacement of Fire Boat	500	0	0	0	500		1,750	250	0	20	2,520	2,500
22mm Water Hose and Reel for Appliances	507	0	(507)	0	0		0	0	0	582	582	1,500
Vehicle Security *	45	0	(45)	0	0		0	0	0	101	101	1,389
Portable Hygiene Units	0	91	0	0	91		0	0	0	0	91	91
FLEET & EQUIPMENT PROJECTS	25,346	(1,780)	(807)	(2,400)	20,359		24,884	9,046	2,276	21,128	77,868	11,261
CAPITAL EXPENDITURE TOTAL	40,876	(1,723)	(827)	(4,061)	34,265		50,381	27,017	14,408			

Appendix 3 shows the anticipated balance on reserves on 31st March 2020 in the March Budget, and the revised forecast balance included in this report. The total amount of reserves has increased from £51,637k to £69,680k, an increase of £18,044k.

£000s	Anticipated Balance March 2020 (March Budget)	Anticipated Balance March 2020 (Q1 Report)	Movement from Previous Report	Comments
Additional Resilience Requirements	0	498	498	Funds set aside for USAR equipment and wicking t-shirts. Amount to be spent in 2019/20 TBC - some will be carried forward to 2020/21.
Capital Expenditure Reserve	0	11,745	11,745	Reserve created after finalising accounting treatment of the funding from GLA following the sale of Southwark Training Centre.
Central Programme Office	0	792	792	Underspend on programme
Compensation	750	750	0	
Emergency Services Mobile Communication Programme	1,725	2,174	449	Additional grant and spend has been re-profiled.
Emergency Medical Response	0	294	294	Carried forward to 2020/21
Fire Safety and Youth Engagement	731	1,031	300	Additional contribution receipts
HMICFRS inspection regime	0	22	22	Underspend in 2018/19
Hydrants	367	367	0	
ICT Development Reserve	891	1,793	902	Delay in NOG implementation
LFC Control Centre	729	750	21	
LFB Museum Project	140	140	0	
London Resilience	0	903	903	Planned spend against Command Unit replacement and MCR equipment not forecast in 2019/20
London Safety Plan Initiatives	2,755	3,755	1,000	Spend on new firefighter technology delayed to 2020/21 (£773k) and funding for IPMO (£132k) and Blue Light Secondary School project (£237k) yet to be established.

£000s	Anticipated Balance March 2020 (March Budget)	Anticipated Balance March 2020 (Q1 Report)	Movement from Previous Report	Comments
New Governance Arrangements	0	148	148	Underspend in 2018/19
Organisational Reviews	0	466	466	Spend plans for Building Safety Programme, Training and Property Reviews to be confirmed.
Recruitment/ Outreach	0	370	370	Spend plans for Recruitment Review Outreach to be confirmed
Vehicle & Equipment Reserve	759	1,143	385	Spend plans on Ultra Low Emissions Fleet (ULEF) to be reviewed.
Budget Flexibility	19,532	29,930	10,398	£7,287k payment from 2018/19 underspend and £3,111k from additional firefighter pension grant
General	23,257	12,608	(10,649)	Transfer to budget flexibility (£7,287k), reduction in 18/19 underspend (£1,887k) and 2019/20 overspend (£1,325k) and transfer for the property services review (£150k)
Total	51,637	69,680	18,044	

1. Firefighter and Local Government Pension Schemes

- 1.1. The results of the 2016 valuation of the firefighters pension scheme have now been implemented with new **pension contribution rates** from 2019/20. This also shows that there are significant additional financial pressures in future years which will be reviewed as part of the budget setting process for 2020/21. The Home Office have agreed a one year grant of £115m for all Fire and Rescue Authorities in respect of the additional employer pension contributions in 2019/20. In addition, the Chancellor announced in his 2018 Budget that the additional pension costs would be settled as part of the upcoming spending review. This may mean that this pressure is materially reduced in subsequent financial years.
- 1.2. The Fire Brigade Union notified LFC, along with 49 other Fire and Rescue Authorities, of a **discrimination claim** in connection with the transitional arrangements applicable to the 2015 Firefighters Pension Scheme, as explained in FEP2506. The tribunal ruled in favour of the claimants. The Government and Fire and Rescue Services sought permission from the Supreme Court to appeal the Court of Appeal's decision, however this has now been denied, with the case backed to the Employment Tribunal for a remedy to be determined. The potential cost implications for the LFC are not possible to forecast at present, but may lead to a material budget pressure. The remedy is potentially made more complex as it will need to address the issue on a range public sector pensions, including the LGPS.
- 1.3. The LFC completed a **pensions auto re-enrolment** exercise on 1st June 2019. There were 475 staff (404 operational and 71 FRS) that were not in a pension scheme and were enrolled into one. It is currently assumed that 40% of staff who are enrolled in this way will remain in the scheme, with additional employer pension contributions of £1,069k. Any variation to this forecast may have a budget impact for LFC. The re-enrolled members are entitled to reimbursement of their contributions if they opt out again within three months, so it is expected that the impact on the LFC will be confirmed in Q2.

2. London Pensions Fund Authority (LPFA) Pensions Administration

- 2.1. The strategic partnership between the London Pensions Fund Authority (LPFA) and Lancashire County Pension Fund established in April 2016, and that created the **Local Pensions Partnership** (LPP), to manage pension fund investments and pensions administration services, continues to develop. It was agreed (FEP2644) that the LFC should continue the current shared service arrangement with the LPFA for the administration of the FPS but with the LPFA then sub-contracting to the LPP. The LPP implemented its new operating model from April 2018 which saw the service move from a dedicated LFB pension team to a generic team for all their clients. Officers have been reviewing this arrangement, and this will include meeting the newly appointed LPP Pensions Director in Q2. It is planned to reach conclusions on the best long term administration solution for the administration of LFC's pension schemes by the end of this financial year. This could lead to change in the cost of the service. The LFC currently pays the LPP £293k pa under a shared service arrangement to provide administration services for the firefighter pension scheme.

3. GT Legal Investigation Costs

- 3.1. The position on the legal costs continues to develop as more information becomes available, and these will be updated as required. It is expected that £1,895k of costs related to Grenfell Investigation would be recovered under LFC's insurance. Any variation to this forecast may further increase the current overspending position.
- 3.2. The disclosure costs are an area of particular attention with further upward cost pressure. Discussions are ongoing with insurers to confirm what costs will be recovered through this route. Work is continuing in this area.

4. Pay and Inflation

- 4.1. In March 2019, the national employers made a three-stage offer to the FBU totalling 13.57% up to June 2022, based on broadening the firefighter role, but also contingent on securing additional Government funding. The FBU rejected this offer following a consultation with their membership, but are also expecting an increase in pay to be applied from 1 July (both the 2017/18 and 2018/19 pay settlements were 'interim' pending agreement on broadening the firefighter role). These national negotiations on broadening the firefighter role have been paused, with this possibly being considered as part of the Government's Spending Review. Both sides are still committed to the principles of broadening the firefighter role.
- 4.2. The London Region FBU Executive and Regional Committee have endorsed the latest offer from the Brigade, which includes consolidation of London Weighting in return for a lump sum payment. This will be going out to a ballot of London Region FBU members, and the outcome of this is expected in Q2.
- 4.3. The protracted **Brexit** process continues to cause significant economic uncertainty. The impact of this is currently unclear, and so preparing forecasts for increases in general inflation remains difficult.

5. Premises Budgets

- 5.1. The security budget is likely to overspend if the disposal of Clerkenwell fire station is not completed during 2019/20. The budget available to fund this services will be exhausted by the end of September. It has also been assumed that disposal of 8 Albert Embankment will not be completed in 2019/20, so any disposal before March 2020 will have a positive impact on the security spend.
- 5.2. There is £100k included in 2019/20 budget for potential dilapidation costs at the Brigade Distribution Centre. This is an estimate advised by the Estates Consultant. The actual cost will be subject to negotiations with the landlord which cannot commence until the landlord has been given formal notice to terminate the lease. This is currently not scheduled to happen until later in the year and is dependant on the Operations Support Centre (OSC) project.

6. POTENTIAL RISKS/CHANGES TO THE CAPITAL PROGRAMME

- 6.1. The capital budget is an evolving entity which is subject to change throughout the year. Initial project specification is key as it is important to keep variations to projects to a minimum, as change, once a project has been agreed and commenced will invariably result in additional costs. However even the best managed projects can be subject to re-phasing or deferral due to a number of unforeseen issues, such as contractor capacity/failure, bad weather and revised operational need. This can also impact on funding requirements that in turn have a debt charge (cost of borrowing) revenue impact.
- 6.2. All capital projects will require third party collaboration to varying degrees over the project life. The following major projects that make up about 80% of the programme depend heavily on external parties actions and therefore can be subject to variation with the potential for delays in project delivery and revised cash flow requirements. Specific risks:

Vehicle Replacement Programme

- 6.3. 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 LFC's cash flow. The forecast cash expenditure for 2019/20 and future years is based on the current assessment of the stage payment requirements for the pump replacement programme and other vehicle replacements which represents 80% of the forecast Vehicles and Equipment expenditure. Any delay in the programme and delivery timings for the fleet replacement items, may effect the actual spend position and be a variance against the approved budget for the year.

Command Units

- 6.4. The initial specification for the Command Unit vehicles was for a standard box lorry which resulted in a budget provision of £3.24m to replace the nine vehicles. It is now proposed that a fully electric solution be implemented which will result in additional costs. Until prices are obtained for the new electric vehicle it is not possible to assess what the increase would be. In addition, there will be a new budget requirement for the ICT equipment for the vehicles circa £1m. The additional budget requirement could be around £1.8m-£2m.

Fireboats

- 6.5. The tenders have now been received by Babcock for the two new fireboats. Initial indications are that the cost of replacing the fireboats will be higher than the existing budget provision of £2.5m. The budget and phasing of the spend will be amended once the tender assessments have been completed and the final contract prices are known.

Control and Mobilising Solution (CAMS)

- 6.6. The current mobilising solution (Vision) was implemented in November 2015, however a number of other work streams within the project are still to be delivered. Update releases have been implemented in the period since go-live and other functionality will continue to be deployed during 2019/20 (e.g. BOSS mobile), hence the continuing capital requirement. This budget line is separate from any project to replace the current mobilising solution, as it comes to the end of its 10 year useful life, which will kick off later in 2019/20, following governance approvals.

Replacement of the Fire Safety ICT System

- 6.7. The start of the replacement fire safety system project has been delayed as it is prudent to await, following the Grenfell Tower fire, (a) the government's response to recommendations of the independent Review of Building Regulations and Fire Safety made by Dame Judith Hackitt; and (b) the recommendations from phase 1 of the Grenfell Tower Inquiry. The government has recently consulted on its proposals to respond to the Hackitt recommendations and this consultation ended on 31 July 2019. The phase 1 recommendations from the Grenfell Tower Inquiry are now expected in Autumn 2019. Plans are progressing develop this project into a 'One Risk System' that would embrace the whole range of building related risks, including fire safety and operational risks.

Incident-ground radios

- 6.8. £1.8m was in the capital programme for 2019/20 for the replacement of incident-ground radios. The current radios are reaching the end of their useful life and repairs are becoming more frequent and costly. The supplier has also indicated that they may stop production of these radios. This project has dependencies on the RPE replacement project, with decisions required on compatibility with any new breathing apparatus (BA) sets. It is now not likely that the full provision in the capital programme will be spent, given normal procurement time-lines. An interim procurement, to provide a continuing stock of radios to replace those that fail, may need to be considered.

Modernisation of LFB Applications

- 6.9. Estimates have been provided for long term capital strategy for the replacement of a number of key business and back-office systems. These estimates were based on the expected life of the deployed systems, and the need to re-tender systems (e.g. finance/purchasing, payroll and human resources). However, these sums have not been included in the published strategy as the values are somewhat uncertain given the changing nature of the ICT environment and its

evolution (e.g. the move to cloud-based systems), the emergence of new technologies and ways of working.

LFB Training Centre

- 6.10. The LFB Training Centre project has a dependency on PEG moving out of Croydon and any delay to the Operations Support Centre (OSC) Project may have a knock on effect on the delivery of the Training Centre programme. The programme for OSC project is on track with PEG/BDC relocating to the new site in the first quarter of 2020, supporting the planned start date for the works for the Training Centre in March 2020.

Operations Support Centre Project (formally IELP)

- 6.11. The contractors are currently on site and the project is proceeding to plan. Discovery of unexpected ground conditions, which led to further works to install foundations has been contained within the budget contingency. The risk of further budget slippage has reduced and the forecast capital budget is expected to be achieved.

Plumstead Redevelopment

- 6.12. A decision has been made to undertake a new feasibility study into refurbishing the existing listed building and extending the fire station, due to lack of available and suitable alternative sites. It is possible that the costs advised by the feasibility report could exceed the current allocated budget of £5.45m.

Edmonton Fire Station

- 6.13. A feasibility study is being undertaken to look at potential options to re-build or refurbish the existing premises. A risk to the project is the recent local listing of the fire station by the London Borough of Enfield, without consultation with the LFC. This is currently being investigated.

Security at fire stations

- 6.14. This project is on hold pending the outcome of the Special Operations Group security policy. The business case for this project will need to be re-validated based on the new requirements.

West Hampstead Single Persons Accommodation Refurbishment

- 6.15. The project has reached a point of contract award, however the issue of listed planning consent is still in discussion with London Borough of Camden (LBC). Discussions are ongoing with LBC, Dron & Wright (project managers), Nexus and Heritage Consultants.

Redevelopment of 8 Albert Embankment

- 6.16. The re-provision of Lambeth fire station and new LFB museum - the costs associated with the provision of the museum remain unclear as the design and specification of the fit out remain uncertain. LFC is in the process of applying for National Lottery Heritage Grant to support the project, however until the outcome is known of both the grant funding and design/fit out costs, it remains unclear as to whether the current £2.4m capital budget allocation will be sufficient.

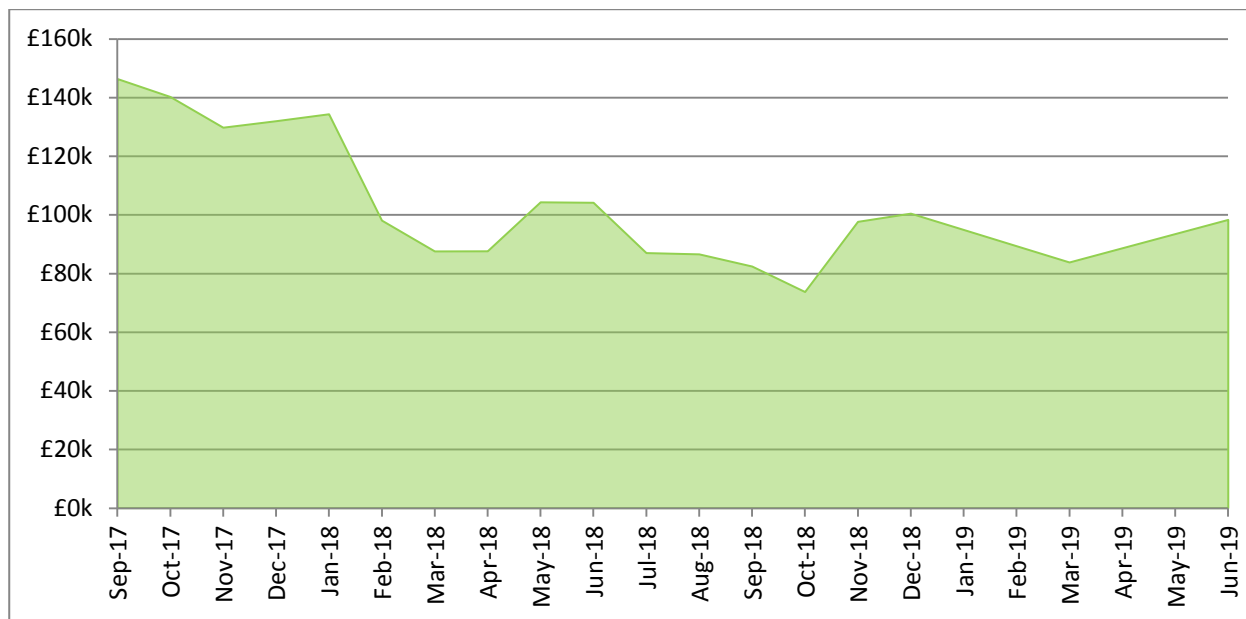
Refurbishment of Lambeth River Pontoon

- 6.17. A feasibility exercise is currently being undertaken for the refurbishment of the river station, until the outcome of a feasibility exercise is known, it is unclear whether the current budget allocation of £2.3m will be sufficient for this project.

Capital Receipts

- 6.18. The 2019/20 capital programme includes the sale of the former fire station at Clerkenwell. If this sale is delayed, it will impact on the financing of the capital programme and will result in additional borrowing and revenue costs. The level of required borrowing will be dependant on the timing of the capital receipts and the level of actual capital expenditure incurred during the year.

The chart below shows the amount of outstanding LIFT debts over the last 18 months, with £98k outstanding at the end of June 2019.



The table below shows the top five (worst) outstanding debtors for LIFT income.

	£ outstanding	Average Age in days	No of invoices
PEABODY TRUST	6,436	147	16
METROPOLITAN	6,418	186	16
LB OF HACKNEY	5,288	4	13
BAXTER LAMBERT	4,772	304	12
LONDON & QUADRANT	4,469	64	11
Grand Total	27,374	144	68

Review of the top five debtors

Peabody Trust:

A final reminder letter has been sent to Peabody Trust and the debts are currently in the process of being referred to General Counsel.

Metropolitan:

These have been referred to General Counsel for further action

LB of Hackney:

Invoices are within 30days period and are not yet overdue for payment.

Baxter Lambert:

These have been referred to General Counsel for further action

London & Quadrant:

Payment of some invoices has been received, efforts are being made to assist L&Q with information so they can settle the remaining invoices.

Financial Regulation 9:

"(b) With the agreement of the Director of Corporate Services, a Head of Service 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 Director or Commissioner is also required.

(c) With the agreement of the Director of Corporate Services, Directors may transfer up to £150,000 from a budget head within that department's approved budget to a budget head within another department's approved budget.

(e) The Director of Corporate Services shall report all transfers under (b) and (c) to the Commissioner as part of the quarterly Financial Position reports."

No transfers were processed in Quarter 1 that require reporting

Summary of changes from March 2019/20 Budget Report

Outturn	2019/20	2020/21	2021/22
Capital	600,000	5,963,000	0
Revenue	5,063,727	4,799,894	5,409,894
Reserve Funded	219,000	241,612	0
Total	5,882,727	11,004,506	5,409,894
Forecast Spend in March Report			
Capital	600,000	5,963,000	0
Revenue	5,241,894	5,181,394	5,409,894
Reserve Funded	562,000	0	0
Total	6,403,894	11,144,394	5,409,894
Movement from previous	(521,167)	(139,888)	0
Items that have changed			
R1 - Ongoing maintenance for capital items	(75,000)	(385,500)	0
R2 - USAR Items	(155,000)	4,000	0
R3 - Wicking T Shirts	(190,000)	190,000	0
R6 - Investigation Team	171,264	0	0
R7 - Legal Costs	245,569	0	0
R9 - Fire Safety Resources	(350,000)	0	0
R12 - Training	(168,000)	51,612	0
Total Movement	(521,167)	(139,888)	0

Key Movements from March Report

R1 – On-going maintenance for capital purchases has been delayed based on current profile of purchases.

R2 – reduction in forecast spend on half masks.

R3 – reprofiling of expenditure on wicking t-shirts.

R6 – Increase in forecast spend on investigation team that will be funded from the earmarked reserve

R7 – Legal Costs for 19/20, net of expected insurance income has increased by £171k. Disclosure costs are still in dispute but it is anticipated some of those costs will also be recovered from our insurers but these have not been included in the forecast in this report.

R9 – the majority of the additional Fire Safety support posts have now been filled, but due to recruitment occurring later in the year spend has reduced from the previous forecast. All posts are expected to be filled in Q2.

R12 – The last report included £172k of one off funding from reserves for training costs in 2019/20. This has now been revised down to £4k in 2019/20 and increased to £52k in 2020/21.

Additional Resourcing Requirements

Appendix 7

Ref	Department	Expenditure Item	Actual Spend in 2017/18 £	Actual Spend in 2018/19 £	Forecast Spend in 2019/20 £	Forecast Spend in 2020/21 £	Forecast Spend in 2021/22 £
C1	Procurement/ Technical & Service Support	Extended Height Aerial Appliances x3 Aerial appliances are used for a range of tasks at incidents which include providing a means of escape for firefighters working inside a building, as water towers, lighting and observation platforms and rescues, as just several examples. Greater height ladders have now become available on a similar size chassis to the Brigade's current fleet that could be effectively utilised at certain incidents within London. As part of the Brigade's existing plan to upgrade its aerial appliance fleet, there is a benefit to procuring such vehicles at this time.	0	0	600,000	3,150,000	0
C2	Procurement/ Technical & Service Support	Drones There is not expected to be any capital costs related to drones, and all costs are included in item R3 Improved USAR Kit below.	0	0	0	0	0
C3	Procurement/ Technical & Service Support	Extended Duration Breathing Apparatus Sets LFB Standard Duration BA has a working duration of 31 minutes. Extended Duration BA has a working duration of 45 minutes. A 'Prior information notice' has been sent out via the emergency services blue light portal letting the market know of our intention to replace our Respiratory Protective Equipment provision which includes both standard duration and extended duration breathing apparatus and inviting manufacturers to record an expression of interest. 6 companies registered their interest and preliminary meetings to outline our timescales and the outline of our requirements have been completed. We are continuing to research the market by meeting suppliers. This will be followed by the Project Initiation Document (PID) with the user requirement projected to be sent out to suppliers. Stakeholders for the working group are currently being identified and the first meeting of this group will be convened when we have a working draft of the PID. In the interim we are reviewing how we can deliver our current EDBA provision to incidents at an earlier stage via both Fire Rescue Units and EDBA support pumps as well as the Operational Support Units.	0	0	0	2,813,000	0
R1	Multiple Departments	Ongoing Maintenance for Capital Items above	0	0	0	75,000	763,000

Additional Resourcing Requirements

Appendix 7

Ref	Department	Expenditure Item	Actual Spend in 2017/18 £	Actual Spend in 2018/19 £	Forecast Spend in 2019/20 £	Forecast Spend in 2020/21 £	Forecast Spend in 2021/22 £
R2	Operational Policy	<p>Improved USAR Kit</p> <p>USAR specific drones: To map the area and conduct localised or wide area search/casualty search. Can also enter danger areas and structures to minimise risk to crews.</p> <p>WASPs: Early Warning safety device for structural stability. Can also be used for Trench rescue and confined space working.</p> <p>Pop-Up Tents: To provide welfare/shelter for crews/command team in both inclement or sunny weather.</p> <p>Half Masks: For crew welfare over long periods of use compared to full face, which can cause crews to overheat.</p>	0	22,600	74,000	24,000	24,000
R3	Operational Policy	<p>Wicking T-Shirts</p> <p>A shirt which has the ability to breathe and keep the user's skin dry from sweat. The initial cost is based on estimate of £10 per shirt and allocation of five each for all firefighter and crew manager roles.</p> <p>An appropriate wicking t-shirt has been identified and staff group entitlement now agreed for USAR teams. Further work is on-going for the remainder of station based staff.</p>	0	15,000	5,000	247,000	57,000
R4	People Services	<p>Additional resources - Counselling and Wellbeing Team</p> <p>Changes in the nature of the Brigade's work have increased the workload of the C&W Team. The unprecedented nature of the Grenfell Tower fire has increased workloads on a significant and sustained basis. In addition to supporting colleagues who were impacted by the fire in the immediate aftermath, the team are supporting the collection of witness statements by the police and will be required to support individuals for months and years to come, up to and including the Public Inquiry.</p> <p>Four additional Counsellor posts (FRS E) are now in place.</p>	68,836	244,894	244,894	244,894	244,894

Additional Resourcing Requirements

Appendix 7

Ref	Department	Expenditure Item	Actual Spend in 2017/18 £	Actual Spend in 2018/19 £	Forecast Spend in 2019/20 £	Forecast Spend in 2020/21 £	Forecast Spend in 2021/22 £
		Also, to operate effectively the expanded C&W team requires administrative support. A FRS B post to support the team and maintain critical and confidential records is now in place.					
R5	Fire Stations	<p>Increase in officer levels</p> <p>An increase in the Deputy Assistant Commissioner (DAC) establishment from 12 to 16 is required to provide greater resilience within the operational top management group. DACs provide strategic support at incidents that require eight or more fire engines. They are also integral to the Brigade's wider strategic response arrangements including to Major Incidents. The additional posts will support the ongoing day to day resilience within existing departments and provide the necessary level of managerial responsibility to the Brigade's Grenfell Investigation Team.</p> <p>Four additional DAC posts are now in place.</p>	238,500	424,000	424,000	424,000	424,000
R6	Commissioner's & Directors'	<p>Costs of the Investigation Team</p> <p>The establishment of this team was set out in the report on the Grenfell Tower Inquiry – Proposed Terms of Reference (FEP 2747). The team is now in place to support work on the investigation. The number and make of the establishment is changing to meet organisational need.</p>	705,506	1,812,732	1,806,264	858,000	858,000
R7	General Counsel	<p>Grenfell - Legal Support (External Legal Advisors)</p> <p>The Grenfell fire has led to the instigation of a Public Inquiry of which the Authority is expected to be a core participant. Additionally, a parallel criminal investigation into the fire is being carried out by the Metropolitan Police with support from the Authority and HSE. The Authority may be required to play an extensive role in each. This growth bid is twofold. Firstly, the costs in backfilling posts of staff required to work on the Grenfell Tower case and secondly for external legal advice and representation. Secondly, this growth bid relates to the requirement of a dedicated IT solution to enable effective management of the review and disclosure of documents for the purpose of disclosure in the legal proceedings noted above.</p> <p>The costs here represent the actual cost to LFC after reimbursement</p>	600,288	1,825,410	478,569	78,000	0

Additional Resourcing Requirements

Appendix 7

Ref	Department	Expenditure Item	Actual Spend in 2017/18 £	Actual Spend in 2018/19 £	Forecast Spend in 2019/20 £	Forecast Spend in 2020/21 £	Forecast Spend in 2021/22 £
		from the brigades insurers.					
R8	Fire Stations	Overtime Support for Specialist Teams This is based on a 30 per cent increase in operational overtime at FRU and FRU/USAR Stations alongside overtime costs for Regulatory Fire Safety in relation to cladding inspections.	0	103,000	103,000	103,000	103,000
R9	Fire Safety	Fire Safety resources to support and enhance the inspection programme The ongoing costs are for an additional resources to support the inspection programme. Recruitment process is on-going.	0	224,590	1,150,000	1,500,000	1,500,000
R10	Legal & Democratic Services	Review of staff support for Chair This was to consider whether additional support is required for the Deputy Mayor for Fire and Rescue. This has been assessed as no longer being required.	0	0	0	0	0
R11	Fire Stations	Potential cost of increased sickness It is anticipated that the aftermath of recent incidents will see an increase in sickness rates for operational staff, in particular. This sets out the overtime cost that will be expected to be incurred in covering the resulting gaps.	371,000	371,000	371,000	371,000	371,000
R12	Development and Training	Training This includes additional training requirements for: <ul style="list-style-type: none"> • Extended Height Appliances • Drone Piloting • Extended Duration Breathing Apparatus Sets • Improved USAR Kit • Smoke Evacuation Hoods 	0	7,000	441,000	488,612	437,000
R13	Finance Services	Additional Borrowing Costs Items funded through the capital programme will increase the overall level of external borrowing required over the current four year planning period and increase capital financing costs.	0	0	0	608,000	608,000
R14	Operational Policy	Improved Communications for Breathing Apparatus A BA replacement project is underway to examine the next generation	0	0	TBC	TBC	TBC

Additional Resourcing Requirements

Appendix 7

Ref	Department	Expenditure Item	Actual Spend in 2017/18 £	Actual Spend in 2018/19 £	Forecast Spend in 2019/20 £	Forecast Spend in 2020/21 £	Forecast Spend in 2021/22 £
		of BA and how this can be delivered to the LFB. Whilst telemetry is being identified as a consideration any additional communications requirements over an above the current (BARIE) sets can be included for consideration. Outline costs have yet to be determined. BA communications is now in scope of the Repertory Protective Equipment replacement project and will consider this requirement.					
R15	Operational Policy	Fire Escape Hoods This budget was used to purchase smoke hoods for all front line appliances.	0	89,000	20,000	20,000	20,000
Total additional resilience requirements			1,984,130	5,139,226	5,882,727	11,004,506	5,409,894

This page is intentionally left blank



2019-20 Finance and Performance Monitoring Report Quarter 1

1. Introduction

- 1.1 This report sets out the budget monitoring position for the Corporation as at the end of the first quarter (June 2019).
- 1.2 A summary of the forecast Outturn position is provided in the table below and projects that the Corporation will have a net underspend at the year-end of £0.836m, subject to the outcome of a review of the Corporation's Delivery Plan.

Table 1 - Financial Performance Summary

<i>Expenditure</i>			
	Budget	Outturn Forecast	Variance
Directorate	£'s	£'s	£'s
Chief Executive's Office	315,000	139,398	(175,602)
Corporate Operations	1,138,000	1,138,000	0
Development	1,767,000	1,767,000	0
Land Assembly	563,000	563,000	0
Planning	896,000	1,030,873	134,873
Projects and Infrastructure	2,945,000	2,945,000	0
Establishment	4,472,000	3,605,755	(866,245)
Total Expenditure	12,096,000	11,189,026	(906,974)

<i>Income</i>			
	Revised Budget	Outturn Forecast	Variance
MCIL	(55,000)	(55,000)	0
Pre Application	(141,000)	(119,900)	21,100
Statutory	(150,000)	(100,192)	49,809
Total Income	(346,000)	(275,092)	70,909

Total	11,750,000	10,913,934	(836,066)
--------------	-------------------	-------------------	------------------

- 1.3 This assumes additional grant funding of £2.25m, as detailed in MD2493 to support the Corporation in securing the Government's Housing Infrastructure Fund (HIF) allocation of £250m for Old Oak North. This was on account of OPDC's budget for 2019/20 being set prior to confirmation that its HIF bid had been successful and so contained provision only for its core activities, with no additional provision made for HIF related activity.
- 1.4 A further £8.2m may be drawn down by the end of the financial year, subject to approval by the Mayor's Chief of Staff in consultation with the GLA's Executive Director of Resources.
- 1.5 There is currently a forecast underspend against the establishment budget due to the organisation holding a number of vacant posts, with a Resourcing Plan being developed in line with the revised Delivery Plan to identify and schedule the resources needed to deliver the Corporation's priorities.

2. Summary of Progress to Q1

Chief Executive 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 quarter has included supporting;
 - Corporate communications, Mayoral briefings and the production and implementation of a 3-year Corporate Communications and Engagement Strategy;
 - The Local Plan Examination in Public and public hearings process and production and implementation of a draft Engagement Strategy that is currently live for public consultation alongside OPDC's updated Statement of Community Involvement;
 - The land referencing process and the production and implementation of a Land Assembly Communications and Engagement Strategy
- 2.3 The team also continues to build awareness, understanding and raise the profile of OPDC through targeted communications and engagement activities including hosting Old Oak site tours, Community Conversation coffee mornings, working with OPDC colleagues to deliver early activation/public realm projects, consultations and surveys and coordinating engagement and local events that build community cohesion and social integration to meet project priorities and Mayoral policies.
- 2.4 Plans for the year ahead are being developed and will be reflected in the forecast expenditure for subsequent quarters but will include 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 and Great Place Scheme).

Corporate Operations

- 2.5 The Corporate Operations Directorate 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 and is forecast to spend to budget at the year-end.

Delivery (Development, Land Assembly and Projects & Infrastructure)

- 2.6 The key priorities for the Directorate in the first quarter have included undertaking referencing and due diligence on land at Old Oak, defining the Land Assembly requirements for OPDC and establishing policies for assembling land and rights.

- 2.7 Deliverables for the following quarter will include;

- Completing the analysis of returns from “Section 5A” requisition notices to develop OPDC’s knowledge of title, ownership and occupation of land in Old Oak North
- Engagement with owners and occupiers of land relevant to further develop OPDC’s knowledge of land, its use, operations of business occupiers etc.
- Review of property cost estimates for land relevant to OPDC’s scheme

Planning

- 2.8 Progression of the Local Plan Examination: OPDC’s Local Plan Examination in Public hearings commenced on 3 April and were adjourned on 16 April. The Planning Inspector subsequently scheduled two additional hearing sessions on 6 June and 18 July to further consider issues relating to the Integrated Impact Assessment and deliverability of the Cargiant Site Allocation. This has resulted in a delay to the original Examination programme of approximately three months and OPDC has undertaken further evidence work to support these hearings.

- 2.9 Progression of Supplementary Planning Documents and supporting studies: First phase Supplementary Planning Documents (SPD) on Planning Obligations, Passive Energy Performance, Daylight and Overheating in High Density Development and Waste Management in High Density Development were further progressed following a review of consultation comments. Supporting studies for the Public Realm and Green Infrastructure SPD were also progressed in relation to biodiversity and wayfinding.

- 2.10 Implementation of OPDC’s “In The Making” Programme: The ‘Made in Park Royal commission (part of the Great Place Scheme Programme) has commenced, which will result in the creation of a unique set of products made in Park Royal. The first 6 grants were awarded as part of the Small Grants Scheme. OPDC has launched the 2nd annual artist commission. The commission winner will be announced later in the summer. The first artists in industry residency commenced – an artist is being placed within McVities.

- 2.11 Good Growth projects: Design work for the Willesden Junction public realm enhancements continues. Land Use consultants have been commissioned as the design and delivery team for the Wormwood Scrubs public realm enhancements.

The commission is a joint commission with LB Hammersmith and Fulham, who will be using the team to also deliver ecological enhancements to the Scrubs.

- 2.12 Planning applications: Two planning committee meetings were held within the Q1 period. At April's Planning Committee, committee members considered a scheme for Land East of Victoria Centre in Park Royal Centre. The committee resolved to grant the planning application, which would result in the delivery of over 100 new homes. In June, the Planning Committee considered a planning application for a new industrial warehouse on Brunel Road in Old Oak. The committee resolved to grant permission for the application. 4 planning applications were also considered under delegated authority and all four were granted planning permission.
- 2.13 Funding bids: In April 2019, OPDC submitted a bid to the HS2 Business and Local Economy Fund to support the delivery of an Employment and Skills Hub for Old Oak and Park Royal. HS2 are considering the bid and will confirm the outcome during Q2. OPDC are working with the London Boroughs of Brent and Ealing on a bid for transport improvements in Park Royal funded through TfL's Liveable Neighbourhoods Fund. OPDC has commissioned a consultants Urban Movement to support the production of a compelling bid. OPDC are also working with the local councils and West London Business to draw up a bid for the third round of the Mayor of London's Good Growth Fund.
- 2.14 Work in the following quarter will continue to support the Local Plan Examination hearings and finalising the first phase of Supplementary Planning Documents (SPDs).

Subject: Q1 2019-20 Review		
Report to: Budget Monitoring Sub-Committee		
<table style="width: 100%; border: none;"> <tr> <td style="width: 60%; border: none; padding: 5px;">Report of: Executive Director of Secretariat</td> <td style="width: 40%; border: none; padding: 5px;">Date: 11 September 2019</td> </tr> </table>	Report of: Executive Director of Secretariat	Date: 11 September 2019
Report of: Executive Director of Secretariat	Date: 11 September 2019	
This report will be considered in public		

1. Summary

- 1.1 This report provides information on the Sub-Committee's consideration of borrowing by the Greater London Authority (GLA) Group.

2. Recommendations

- 2.1 **That the Sub-Committee notes the report as background to putting questions to invited guests, and notes the subsequent discussion.**
- 2.2 **That the Sub-Committee delegates authority to the Chairman, in consultation with party Group Lead Members, to agree any output from the discussion at the meeting.**

3. Background

- 3.1 The investigation will look at the key issue arising out of the Quarter 1 2019-20 functional body reports and explore how the current financial performance will impact the 2020-21 Budget and Business Planning process.

4. Issues for Consideration

- 4.1 The following guests has been invited to attend the meeting:
- Oana Ford-McNicol, Head of Financial Planning and Analysis, Transport for London.
- 4.2 Additional guests are to be confirmed.

5. Legal Implications

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

6. Financial Implications

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

List of appendices to this report:

None

Local Government (Access to Information) Act 1985
--

List of Background Papers: None

Contact Officer:	Gino Brand, Senior Policy Advisor
Telephone:	020 7983 5792
Email:	Gino.Brand@London.gov.uk

Subject: Mayor's Decision Lists: 3 May 2019 to 4 July 2019

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 11 September 2019

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 May 2019 to 4 July 2019 (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 21 May 2019, 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 May 2019 to 6 June 2019, attached at **Appendix 1**; and
 - Mayor's Decision List for 7 June 2019 to 4 July 2019, attached at **Appendix 2**.

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 May 2019 to 6 June 2019

Appendix 2 – Mayor's Decision List for 7 June 2019 to 4 July 2019

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

Mayor's Report to the Assembly

Background Document – List of decisions published between 3 May 2019 and 6 June 2019.

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)
MD2247*	Notting Hill Carnival 2018 Approved: <ol style="list-style-type: none"> 1. Expenditure of up to £565,000 in grant funding as a contribution to the Carnival Village Trust's costs of stewarding provision at the 2018 event; 2. Expenditure of up to £145,000 to implement a community steward training programme, and provision of expert stewarding advice on carnival; and 3. An exemption from the normal procurement requirements in the Contracts and Funding Cod, in order to appoint directly McKenzie Arnold as the provider of the community steward training programme set out in decision 2 above. 	29/03/18	Sadiq Khan/ Leah Kreitzman	<p>The total cost of this proposal to the GLA is £710,000 and will be funded from the Events for London Programme budget for 2018-19 (£355,000) and a drawdown from the Authority's Major Events Reserve (£355,000).</p> <p>As detailed within the main body of this report, the £710,000 budget allocation earmarked for Notting Hill Carnival will be administered by way of grant funding to the 'Carnival Village Trust' of up to £565,000 and the procurement of 'McKenzie Arnold', a stewarding provider for £145,000. Payments on both the proposed funding agreement and contract for services will be dependent on specific milestones being met following robust monitoring by the GLA.</p>
MD2341*	Housing Infrastructure Fund – Marginal Viability Fund Programme Management The Mayor:	11/10/18	Sadiq Khan/ James Murray	<p>The decision is seeking approval for the GLA to accept up to £110.7m Marginal Viability Funding (MVF) from MHCLG. The fund is expected to be received during 2018-21 and will fund the cost of</p>

	<ol style="list-style-type: none"> 1. Approved the GLA receiving up to £110.7m from Government, noting the GLA will enter into an associated Memorandum of Understanding with Government to fund the delivery of infrastructure schemes capable of unlocking the delivery of up to 18,000 new homes under the Marginal Viability Funding part of the Government's Housing Infrastructure Fund (the MVF HIF); and 2. Delegated authority to the Executive Director of Housing and Land to: <ul style="list-style-type: none"> - Approve, via director decisions, the detailed expenditure profiles and terms of contractual commitments with successful boroughs, as announced by Government on 1 February 2018 and subsequently confirmed through the validation and clarification process; - Agree appropriate substitute schemes with Government, and subsequently the relevant borough, where an approved scheme is no longer able to deliver within the timescales of the programme and approve via director decision; and - Transfer underspends between approved schemes within the financial year. 			<p>physical infrastructure to get additional sites allocated or unblocked for housing. The Fund will be used to finance capital expenditure only, restriction on the use of the fund is set out in paragraph 1.4 of this decision and the fund has been allocated to 9 London Boroughs, see paragraph 1.7.</p> <p>Grant payments from the MVF will be paid to Boroughs bi-annually, based on their cashflows and delivery forecasts, and signed-off by the Borough's s151 officer. Programme expenditure is expected to be completed by 2021. However, where milestones are not delivered by the relevant project backstop date, MHCLG reserve the right to recover any unspent grant.</p> <p>The profiling of grants receivable and expenditure are still to be finalised.</p>
MD2460*	<p>Fares for two small-scale 12-month research and development demand responsive bus trials in outer London</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. The proposed parameters for the fares to be implemented on these 12-month trial services; and 	29/04/19	Sadiq Khan/ Heidi Alexander	<p>The 12-month research trials will be funded between TfL and the procured operators. In addition to sharing costs, the revenues will also be shared between TfL and the operator, with TfL taking 50% and the operator taking 50%. Separately TfL will pay the operator for the Freedom Pass and ENCT trips undertaken. Revenues collected are not</p>

	<p>2. The Direction to TfL issued pursuant to the power in section 155 (1) (c) of the Greater London Authority Act 1999 to implement these fares.</p>			<p>anticipated to fully off-set costs incurred by either TfL or the Operator.</p> <p>There are no financial implications of this decision for the GLA.</p>
MD2469	<p>London's Underground Asset Register Pilot</p> <p>Approved:</p> <p>Receipt of £2.43m funding from the Cabinet Office and expenditure of these funds to implement the initial phase of their underground asset mapping programme in London: London's Underground Asset Register pilot.</p>	02/05/19	Sadiq Khan/ Jules Pipe	<p>The proposed receipt of funding from the Cabinet Office totalling £2.43m and the associated expenditure for this project will be accounted for within the Development, Enterprise & Environment Directorate subject to the terms of the funding being acceptable to the GLA.</p> <p>As noted above all associated expenditure will comply with the Authority's protocol for seeking additional staffing resources and the contracts & funding code (wherever applicable). Any future expenditure beyond this initial pilot phase will be subject to further approval via the Authority's decision-making process.</p>
MD2350	<p>Bishopsgate Goodsyrd Planning Performance Agreement</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Receipt of up to £185,000 from Bishopsgate Goodsyrd Regeneration Limited; 2. Expenditure by the GLA of up to £102,000 on the engagement of a Planning Officer (including agency costs), noting the remaining £83,000 will cover GLA staffing and overhead costs required to oversee the Bishopsgate Goodsyrd planning application through to a Mayoral Representation Hearing and completion of 	13/05/19	Sadiq Khan/ Jules Pipe	<p>Approval is sought for expenditure of up to £185,000 on the engagement of a designated Planning Officer (including agency costs) and necessary consultancy advice to oversee the Bishopsgate Goodsyrd planning application through to a Mayoral Representation Hearing and completion of any necessary section 106 legal agreement. The costs associated with the consideration and determination of the planning application will be reimbursed in full by the Applicant.</p>

	<p>section 106 legal agreement; and</p> <p>3. A delegation to the Assistant Director of Planning, to be exercised via Assistant Director Decision Forms, to approve additional:</p> <ul style="list-style-type: none"> - Recovery of costs of up to £50,000 for any further staffing costs that may be incurred; - Recovery of costs for the commissioning of further studies related to this planning application. 			
MD2461	<p>Communities and Social Policy Programme Budget 2019-20</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Expenditure of £1,148,000 as follows: Social Integration - £694,000; Equality and Fairness - £94,000; Community Engagement - £220,000; Social Evidence Base - £140,000; 2. Receipt and expenditure of a further £154,000 of Home Office grant funding for social integration work including a particular focus on the resettlement of refugees in London; and 3. Delegation of authority to the Executive Director, Communities and Intelligence and Assistant Director, Communities and Social Policy to approve expenditure, through subsequent decision forms, of £677,000 as follows: Social Integration - £461,000; Equality and Fairness - £196,000; Community Engagement - £20,000. <p>The total request for approval in 2019/20 (including Home Office grant funding of £154,000 and in-principle delegated</p>	15/05/19	Sadiq Khan/ Debbie Weekes- Bernard	<p>Approval is sought for expenditure of up to £1.825m on the Communities and Social Policy Unit work programme for 2019-20.</p> <p>The total cost of £1.825m will be funded from the Communities and Social Policy Unit's 2019-20 budget. Further breakdown is contained within the decision form.</p> <p>Approval is also sought for receipt and expenditure of £154,000 in Home Office grant, to fund the work streams associated with the London Strategic Migration Partnership.</p>

	decisions of £677,000) is £1,979,000.			
MD2441	London & Partners Events Limited The Mayor: Exercises rights reserved to him under London & Partners' articles of association and consents to London & Partners' establishment of a new subsidiary company called London & Partners Events Limited, subject to matters reserved to the Mayor in relation to London & Partners also applying to London & Partners Events Limited.	29/05/19	Sadiq Khan/ David Bellamy	There are no direct financial implications to the GLA arising from this report as the GLA will not be making any financial contribution towards the set-up costs of the proposed subsidiary nor its day to day operational activities (including via the annual GLA Grant to L&P).
MD2472	Mayoral Decision-Making in the GLA and GLA Financial Regulations Approved: The updated Mayoral Decision-Making in the GLA and GLA Financial Regulations documents, as appended to this decision form.	29/05/19	Sadiq Khan/ David Bellamy	Financial issues are integral to the content of the two documents covered by this decision.
DD2259*	London Plan Consultation Database – further development work Approved: Expenditure of up to £50,000 on external services to improve the public search of comments submitted to the database – taking total expenditure on the database to a possible maximum of £140,000.	30/08/18	Juliemma McLoughlin (on behalf of Lucy Owen)	Approval is being sought for expenditure of up to £50,000 for IT development consultant CTI Digital to make improvements to the public search of the comments submitted as part of the consultation on the Draft New London Plan. The costs will be funded from the 2018-19 London Plan Programme budget. This work will take the total spend on London Plan consultation response system to £140,000 (DD2152 approved £90,000 spend).

DD2320*	<p>London Technology Acceleration Service</p> <p>Approved:</p> <p>Expenditure of £75,000 on supplies and services required to deliver the London Technology Acceleration Service.</p>	29/01/19	Lucy Owen	<p>The estimated cost of £75,000 for this project will be funded from the LEAP Strategies budget for 2019-20 subject to the 2019-20 budget process currently underway.</p> <p>Officers will seek match funding to scale the project in terms of content and outreach to companies in London, including sponsorship income where applicable. If secured, this and the associated expenditure will be subject to further approval via the Authority's decision-making process.</p>
DD2354*	<p>Skills for Londoners Capital Fund – Round 2</p> <p>Approved:</p> <p>Up to £73.35m on Sfl Capital Fund of which an extra decision to ringfence £12m for the purpose set out in part 2 and expenditure of up to £61.35m, comprising:</p> <ol style="list-style-type: none"> 1. £57.6m in the form of contributions to projects selected to form part of Skills for Londoners Capital Fund Round 2, of which £7.2m is Mayor's Construction Academy funding; 2. £3.75m for the second round of Small Projects and Equipment Fund. <p>Also approved:</p> <p>The establishment of an approved list of reserve projects subject to additional funding becoming available.</p>	30/04/19	Debbie Jackson	<p>This decision authorises expenditure of up to £73.35 million of the Skills for Londoners capital budget of £114 million approved by the Mayor under cover of MD2142. Projects proposed for approval have undergone a rigorous due diligence process and will be subject to funding agreements in which any remaining clarification issues are addressed.</p> <p>An estimated £20.5 million of the grant allocated in this decision is anticipated will be spent after March 2021. Although the Government has acknowledged the commitment of project spend beyond the end of the current Growth Deal there remains an element of risk whilst its formal position on spend after March 2021 is uncertain.</p> <p>The necessary funding is not in place at this stage of project development to deliver those recommended for reserve</p>

				<p>approval and these would be subject to a further Director Decision following approval by the LEAP Investment Committee if they were to be progressed.</p> <p>The £61.35 million proposed expenditure on projects and the £12 million contingency recommended for approval in part 2 of this decision means that taken together there would be £8.65 million uncommitted of the £114 million Skills for Londoners budget approved in MD2142. If it can be demonstrated that the contingency is required for the delivery of projects, a methodology will need to be put in place to ensure this is drawn down consistently.</p>
DD2357*	<p>Resourcing and implementing a Resolution Policy at the GLA</p> <p>Approved:</p> <p>Expenditure of up to £100,000 on consultancy and training services for staff over a three-year period to resource and implement a Resolution Policy at the GLA.</p>	09/05/19	Mary Harpley	<p>Approval is being sought for expenditure of up to £100,000 over a three-year period to fund the procurement of consultancy and training services as part of the new Resolution Policy to replace the current Grievance Procedure. The costs will be met from the Chief Officer's Transformation Fund.</p>
DD2356	<p>Talent Management Consultancy Support</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Expenditure of £95,000 to commission Deloitte to provide the GLA with a talent management approach. Through piloting and interventions, Deloitte will identify lawful positive action strategies which will help ensure the GLA's workforce reflects London's diversity at all levels, including senior leadership. 	21/05/19	Mary Harpley	<p>Approval is sought for expenditure of £95,000 to commission Deloitte to undertake talent management consultancy support. The expenditure will be funded from the 2019-20 Transformation budget held in the Chief Officer's directorate.</p>

Page 7/10

	<div>2. An exemption from the requirement of the GLA Contracts and Funding Code to procure competitively and commission Deloitte using a single source procurement process. This is based on the requirement to ensure that the programme we develop will be complementary to and comparable with the existing Our Time programme which Deloitte have previously been procured to develop.</div>									
ADD2311 *	<div>Growth Hub Business support research</div> <div>Approved:</div> <div>Commitment of £25,000 to commission research for the Growth Hub on existing business support provision.</div>	08/01/18	Debbie Jackson	<div>Approval is being sought for up to £25,000 for the delivery of the business support project. The project will map business support provision (private, public and third sector) across London and identify how provision of business support could be achieved in terms of business stages</div> <div>The costs will be spread across two financial years, 2018/19 and 2019/20 as shown below:</div> <table><tr><th>Year</th><th>Cost</th></tr><tr><td>2018-19</td><td>£20,000</td></tr><tr><td>2019-20</td><td>£5,000</td></tr></table> <div>The costs for this project will be funded from the existing LEAP Growth Hub (WBS GE.0302.004). All necessary budget adjustments will be completed.</div>	Year	Cost	2018-19	£20,000	2019-20	£5,000
Year	Cost									
2018-19	£20,000									
2019-20	£5,000									
ADD2262 *	<div>Register of specialist older persons and accessible housing project</div> <div>Approved:</div>	03/09/18	Juliemma McLoughlin	<div>Assistant Director’s approval is sought for expenditure of £40,000 to fund the development of a register of specialist older persons and accessible housing. This work is to be phased over 2 phases where</div>						

	Expenditure of £40,000 to fund the development of the register of specialist older persons and accessible housing.			phase 1 is expected to cost £30,000 and is to be completed by November 2018. Phase 2 is to cost £10,000 and will be delivered by November 2019. Planning team's London Plan Programme budget for 2018-19 (£30,000) and 2019-20 (£10,000) will fund the cost of this register.
ADD2291 *	Sharing Cities (H2020) – Facilitation of Smart Use Case Workshops Approved: The use of up to £20,000 of Sharing Cities programme funds to procure facilitation expertise to support the delivery of four workshops.	30/10/18	Jeremy Skinner	The expenditure of up to £20,000 will be funded from the 2018-19 H2020 Programme budget within the Intelligence Unit, where a full reimbursement of costs will be submitted and reclaimed from the European Commission (EC).
ADD2344	Pay and Grading Review Approved: 1. Expenditure of £18,275 to commission QGC to carry out data collection and analysis to identify what the pay and grading requirements should be at the GLA. This will include the following: <ul style="list-style-type: none"> • A full data gathering exercise to test the current pay and grading approach; • A review of the current pay strategy to identify whether the current pay and grading approach fits with the GLA's objectives and aspiration to be an exemplary employer, recognising that pay is one element of the total package offered to staff; and • The development of options for securing specialist support to undertake the review if it is concluded 	15/05/19	Charmaine De Souza	Approval is being sought for expenditure up £18,275 to commission QGC to carry out data collection and analysis to review the case for a GLA pay and grading review and to ensure that the GLA fulfils its objective to be an exemplary employer. The expenditure will be incurred during the 2019-20 financial year and will be met from the Chief Officer's Transformation Fund.

	<p>that a review is appropriate.</p> <p>2. An exemption from the requirement in the Contracts and Funding Code to procure competitively and to appoint QGC without a competitive process (i.e. a single source exemption). This is based on QCG being pay and grading specialists. We have consulted with the GLA family and QCG have provided consultancy support to TFL and have extensive experience in reviewing pay and grading structures in public and private sector organisations and as a result hold essential comparator data. Therefore, it is proposed that an exemption from the Contracts and Funding Code is applied allowing this to be commissioned using a single source procurement process.</p>			
ADD2345	<p>Purchase of population count data from a mobile phone company</p> <p>Approved:</p> <p>1. Expenditure of up to £45,000 for the purchase of population count data from Citi Logik to support demographic projections, air quality modelling, and a range of borough economic and transport planning projects; and</p> <p>2. An exemption from the requirement in the Contracts and Funding Code to procure competitively and to purchase the data from Citi Logik without a formal tender process on the basis that a full research process has been completed identifying and examining all possible service providers with only one demonstrating the ability to fulfil the requirements.</p>	30/05/19	Jeremy Skinner	Approval is being sought for expenditure of up to £45,000 for the purchase of population count data. This expenditure will be funded by the 2019-20 Demography and Policy Analysis Team's budget held within the Intelligence unit.

Mayor's Report to the Assembly

Background Document – List of decisions published between 7 June 2019 and 4 July 2019.

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)
MD2294*	Information Services Shared Service The Mayor: <ol style="list-style-type: none"> 1. Approved the GLA's entry into a shared service arrangement, under section 401A of the Greater London Authority Act 1999, with the LFB, for the provision of information services on a cost recovery basis. It is anticipated that the contract will be entered into for four years, with an anticipated value of £468,000, with an option to extend for a further two years. 2. Delegated authority to the Executive Director of Resources to prepare, finalise and subsequently execute on behalf on the GLA documentation putting into place the arrangements under section 401A. 	13/07/18	Sadiq Khan/ David Bellamy	Approval is sought for expenditure of up to £468,000, to enter into a shared service agreement with the London Fire Brigade (LFB) for the provision of the GLA's information services, with costs incurred over 4 financial years in 2018-19 (£117k), 2019-20 (£117k), 2020-21 (£117k), and 2021-22 (£117k). The 2018-19 costs will be funded from the Information Services budget within the Intelligence Unit. Future years' budgets are indicative and subject to the GLA's annual budget setting process.
MD2456	Excel Centre (Plots WE4A and WE4B) Approved: <ol style="list-style-type: none"> 1. An increase in the level of affordable housing on two plots (WE4A and WE4B) on the Excel estate from 35 to 40 per cent; and 	11/06/19	Sadiq Khan/ James Murray	This decision seek approval to increase the affordable housing on three plots of land at the Excel Centre. There will be a reduction in the GLAP land receipt from the development of the land to compensate the developer. The payment to GLAP will also be delayed.

	<p>2. A consequent adjustment in the terms of the commercial agreement with Excel, and their Joint Venture (JV) with Mount Anvil, regarding the development these plots (as set out in Part 2 of this MD).</p>			
MD2464	<p>Royal Docks DLR station improvements</p> <p>Approved:</p> <p>Payment of a capital grant of up to £3.75m to TfL under section 120(1) of the GLA Act 1999, to be paid in relation to costs incurred in financial year 2019-20.</p>	11/06/19	Sadiq Khan/ James Murray	<p>This decision requests the approval of the Mayor for £3.75m of capital expenditure to be granted to TfL to fund the detailed design and management of Docklands Light Railway improvements set out in DD2297.</p> <p>The expenditure will be funded from the Connectivity theme of the Delivery Plan set out in MD2338.</p>
MD2473	<p>Hindmans Way road infrastructure upgrade (pursuant to EastPlus development agreement)</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Entering into a deed of variation to an existing development agreement with SEGRO Development Properties Ltd, so that the delivery of the proposed highway works, and a construction oversight methodology can be included; 2. Expenditure of up to £4.89m in 2019-2020 for the upgrade of Hindmans Way in Dagenham Dock, in the London Borough of Barking & Dagenham, to be funded from an adjustment to the GLA Land and Property Limited ('GLAP') capital receipt from their EastPlus development agreement with SEGRO; and 3. GLAP entering into an agreement under s.38 of the Highways Act (or a similar legal arrangement) for the 	11/06/19	Sadiq Khan/ James Murray	<p>This decision requests approval for expenditure of £4.89m for the upgrade of Hindman's Way in Dagenham Dock to improve access to underused brownfield land. The road will then be adopted by the London Borough of Barking and Dagenham.</p> <p>The expenditure will be funded from GLAP receipts from the sale of land in the EastPlus portfolio. There is provision in the EastPlus development agreement with SEGRO, who will be upgrading the road, for the cost of it to be deducted from sale receipts. However the last land receipt was paid to GLAP gross, before deduction of the costs of the work set out in this decision. The work will therefore be funded from GLAP.</p>

	adoption of Hindmans Way by the local highway authority, and providing a bond (or refundable deposit) designed to ensure completion of the works to an adoptable standard.			
MD2475	Development Management Review of External Fees and Charges Approved: <ol style="list-style-type: none"> 1. The implementation of bespoke Planning Performance Agreements (PPAs) for complex schemes; 2. A standing delegation to the Assistant Director of Planning to enter into such schemes up to a cap of £250,000 on a cost recovery basis from the developer to cover GLA officer and, if required, consultant costs; with the delegation to be exercised via an ADD decision form for each individual Planning Performance Agreement; 3. An increase to the charge from £65,000 + VAT to £95,000 + VAT for fixed price PPAs for all applications that have been recovered by the Mayor; 4. An increase to the charge from £7,500 + VAT to £10,000 + VAT for Level 2 Pre-Application Advice meetings for users of the service to reflect full cost recovery under s.93 of the Local Government Act 2003; and 5. The new charges and arrangements coming into effect on 10 June 2019. 	11/06/19	Sadiq Khan/ Jules Pipe	<p>The implementation of a new bespoke Planning Performance Agreement for complex major strategic planning applications and the proposed increases to existing service charges set out in this report reflect a full cost recovery model. The new charges will be published on the GLA website and come into effect on 10 June 2019.</p> <p>As outlined within the Local Government Act 2003, income derived from charging fees cannot exceed the costs of providing the service but allows the budget to be balanced over a period of time. Consequently, and in-line with previous financial years any surplus income received beyond expenditure from pre-application charges and Planning Performance Agreements will be placed in the Authority's Pre-application and Smoothing reserves at the end of the financial year (in-line with Section 93 of the Local Government Act which allows the GLA to establish a reserve to ensure all income generated is utilised on the service).</p>
MD2477	Commitment of the European Regional Development Fund to applications under London Call 7	11/06/19	Sadiq Khan/ Rajesh Agrawal	Approval is being sought for the commitment and award of ERDF up to a total of £26.61 million.

	<p>Approved:</p> <p>The commitment and award of up to £26.61million ERDF to applicants of the seventh call for proposals to support jobs and growth, as set out in Part 2.</p>			<p>Should changes in the sterling/euro exchange rate result in fluctuations in individual claims, and in turn the overall total level of funding required, EPMU officers should ensure variations are authorised in line with the financial delegation limits laid out in MD1583. Any gains or losses in sterling/euro exchange rate fluctuations will be contained and managed by MHCLG.</p>
MD2478	<p>London & Partners – Domestic Tourism Consortium</p> <p>Approved:</p> <p>£600,000 of funding to London & Partners to coordinate an industry-led public-private ‘Domestic Tourism Consortium’ to help promote London to a UK audience over two financial years:</p> <ul style="list-style-type: none"> • 2019-20 - £320,000 • 2020-21 - £280,000 	21/06/19	Sadiq Khan/ David Bellamy	<p>The proposed funding of £600,000 for this initiative was identified during the GLA Group’s 2019/20 budget process and placed in the Authority’s earmarked reserves. It will be drawn down and administered by way of grant funding to London & Partners (L&P), spanning two financial-years as follows:</p> <ul style="list-style-type: none"> • 2019-20 - £320,000 • 2020-21 - £280,000 <p>It should be noted that this funding is to support L&P’s work for the Domestic Tourism Consortium and is separate from their core funding of £13.136m for 2019-20, approved by MD2449.</p>
MD2488	<p>East Bank - Power Lines Underground Asset Protection Agreements</p> <p>Approved that LLDC proceed to:</p> <p>Enter into APAs with UKPN and National Grid to enable piling works to commence on the Stratford Waterfront Site at East Bank, noting the indemnities to be provided by LLDC in favour of UKPN and NG under such APAs (as described in Part 2 of</p>	24/06/19	Sadiq Khan/ David Bellamy	<p>The APAs require LLDC to have minimum insurance in place to cover costs that could potentially arise to rectify any damage to the tunnels during the piling works and/or any consequential losses. LLDC has confirmed that it has the required insurance cover in place and will only incur minor expenses within existing budgetary provision to put the required</p>

	this form).			agreements in place, and in allowing the Corporation to proceed this would not increase GLA financial support for LLDC. LLDC would retain risk if any claims were not covered by insurance or could not be passed down to the relevant contractor or designer. However, although LLDC regards the risk of damage occurring as low this is a contingent liability. As the agreements have a 12-year liability limit for contractual claims, this liability would fall directly to the GLA if LLDC is wound up before this expired and could not be passed on to a successor body.
DD2288*	Homes for Londoners Conference 2019 Approved: <ol style="list-style-type: none"> 1. The single source procurement of New London Architecture (NLA) with expenditure of up to £95,000 to provide event design and programme curation services; 2. Expenditure of up to £50,000 to hire a venue for the event and all associated costs; and 3. An exemption from the requirement of section 9 of the GLA Contracts and Funding Code to procure services competitively for the procurement of NLA and hire of an event venue. 	20/11/18	David Lunts	The above expenditure will be funded from the Housing and Land Management and Consultancy budget with £46,850 incurred in 2018-19, and £98,150 in 2019/2020.
DD2316*	Team London Volunteer Portal 2019-2022 Approved: Expenditure of up to £115,000 on a volunteer portal for the Team London Ambassador and Major Events Programme.	06/02/19	Sarah Mulley	Approval is sought for expenditure of up to £115,000 towards a volunteer portal for the Team London Ambassador and Major Events Programme, with costs to be incurred over 3 financial years in 2019-20 (£50k), 2020-21 (£45k) and 2021-22

				<p>(£20k).</p> <p>The 2019-20 costs will be funded the Visitor Welcome Programme budget with The Team London and Sport Unit.</p> <p>Future years' budgets are indicative and subject to the GLA's annual budget setting process.</p>
DD2332*	<p>Bridport Road Enfield (North Middlesex Stage 1)</p> <p>Approved:</p> <p>Following the agreement of the Investment Committee and as per the delegation in MD2396, expenditure from the Land Assembly Fund budget for the purchase of the Bridport Road site in Enfield and the costs of subsequent preparatory work to facilitate the disposal of the site via the GLA's London Development Panel 2, up to the amounts as set out in section 3 of Part 2 of this Director's Decision and agrees receipt of any incomes arising from tenancies or other uses taking place within the site.</p>	27/03/19	David Lunts	<p>The decision is seeking approval for GLAP to purchase the Bridport Road site in Enfield and take over the management of the leaseback arrangement by March 2019 for residential development. The site is contained within the grounds of the North Middlesex University Hospital and owned by MHCLG through its agent, LocatED (an operational agency for the Department of Education).</p> <p>The purchase will be funded from the Land Assembly Fund Budget and includes the cost of subsequent preparatory work to facilitate future disposal via the GLA's London Development Panel.</p> <p>There are further financial comments in Part 2, including tax comments.</p>
DD2352	<p>Good Growth Fund – Additional projects at Round 2 Stage 2</p> <p>Approved:</p> <p>Capital expenditure of £2,183,379 to support the delivery of Better Bankside's 'Crossing the Line' project and the London Borough of Redbridge's 'The Forge – Hainault Country Park'</p>	06/06/19	Debbie Jackson	<p>Capital budget of £2,215,000 is to be transferred from the Small Sites programme underspend in 2018/19 to fund two Good Growth Fund reserve projects costing £2,183,379, the remaining balance of £31,621 will be available to use in future application rounds of the Good Growth Fund. Both</p>

	project. This will take total approved capital expenditure through the Good Growth Fund to £60,855,085.			the Good Growth Fund and Small Sites are funded as part of the LEAP's Growth Deal 3 programme. The transfer of Small Sites underspends was approved in principle by MD2133.
DD2358	Riverside Energy Park Examination legal and consultant costs Approved: <ol style="list-style-type: none"> 1. Expenditure of up to £90,000 on legal representation and consultant input to support GLA and TfL officers in expanding on and presenting the Mayor's opposition to the proposed development at the forthcoming Examination for the Nationally Significant Infrastructure Project. 2. In relation to services to be procured from SLR consult for up to £20,000, a related exemption from the requirement in the Contracts and Funding Code to procure such services competitively on the grounds set out in para 1.9. 	06/06/19	Debbie Jackson	Approval is sought for the Executive Director of Development, Enterprise and Environment to approve expenditure of up to £90k on legal representation and consultancy services to support GLA officers in the development, collation and refinement of submission material for the Examination. This work is to be funded by a draw-down on the Authority's earmarked reserves.
DD2360	Rough Sleeping and Mental Health Pilot – Evaluation and Monitoring Framework and Programme Coordinator Approved: Expenditure comprising: <ul style="list-style-type: none"> - A further £4,500 expenditure under Imperial College Health Partners' existing agreement with the GLA (taking the total value to £29,500) to develop an evaluation and monitoring framework for the Mental Health Pilot and an attendant exemption from the requirements of the Contracts and Funding Code; and 	06/06/19	David Lunts	The above expenditure will be funded from within the £400,000 receipts from the Ministry for Housing, Communities and Local Government (MHCLG) and £1.25m funding allocated to this initiative by the Mayor. The breakdown of expenditure by year is as follows: <ul style="list-style-type: none"> • 2019/20: £68,000 (MHCLG funding) • 2020/21: £78,500 (Mayoral allocation).

	<ul style="list-style-type: none"> - £142,000 for external services to coordinate and evaluate the project. 			
DD2363	<p>Local Implementation Plan approvals 2019 – Batch 2</p> <p>Approved:</p> <p>In accordance with section 146 of the Greater London Authority Act 1999, the Local Implementation Plans submitted by the London borough councils listed in Appendix A, on the basis that they are consistent with the Mayor’s Transport Strategy and adequate for the purposes of implementing the Mayor’s Transport Strategy.</p>	06/06/19	Debbie Jackson	There are no financial implications of this decision for the GLA.
DD2366	<p>Agreement to transfer funding from Transport for London (TfL) to the Greater London Authority (GLA) for GLA support on implementing the Mayoral Community Infrastructure Levy (MCIL)</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. Transport for London’s transfer of £60,000 to the Greater London Authority (with TfL’s expenditure paid for from the revenue it retains from the MCIL to cover administrative costs); and 2. The use of this funding to cover the cost of GLA officer time spent supporting TfL in connection with the MCIL. 	06/06/19	Debbie Jackson	This decision recommends that the Director agrees to a transfer of £60,000 from TfL for the GLA’s Planning Team’s costs incurred on MCIL in 2018-19. This payment is to be funded from the annual 1% administrative fee TfL are entitled to levy against MCIL receipts. As the GLA will be receiving virtually all MCIL receipts from TfL from 2019-20 onwards, this year and future year costs arising to the GLA’s Planning Team will be paid by the GLA.
DD2362	<p>Development of Design District, Greenwich Peninsula</p> <p>Approved:</p> <ol style="list-style-type: none"> 1. The granting of a lease to Knight Dragon under the terms of the Land Disposal Agreement to enable development of the Design District project. The 	10/06/19	David Lunts/ Martin Clarke	This decision requests the Executive Director of Housing and Land and Executive Director of Resources to approve the grant of a lease to Knight Dragon. The lease is for Plot 11 of the Peninsula Central District and will be used to develop workspace for small and

	<p>proposed lease length and value of the premium are set out in Part 2 of this paper.</p> <p>2. That GLAP's investment in this project will take the form of an equity stake in proportion to its Minimum Land Value, payable to GLAP under the terms of the LDA. GLAP will recover its land value through rental payments from occupiers once operational costs have been deducted. Land value will be recovered in full (with annual value indexation) within 25 years.</p>			<p>medium enterprises. The rents for the space will be at a blended affordable rate, indexed for ten years. After ten years 25% will continue at the indexed blended rate with flexibility over the remaining 75%.</p> <p>The investment by GLAP will be an equity stake in the venture equal to its Minimum Land Value due under the Land Disposal Agreement. Rents, after paying for operational costs, will be split between GLAP and Knight Dragon in proportion to their equity stakes. The Minimum Land Value, with indexation, will be recovered by GLAP through rents, with a lump sum payment by KD making up any shortfall no later than year 25 of the project.</p>
DD2372	<p>Corporate gifts</p> <p>Approved, following consultation with the Monitoring Officer:</p> <p>The GLA's approach for dealing with corporate gifts as set out in this decision form.</p>	01/07/19	Martin Clarke	<p>Finance officers will ensure that corporate gifts are securely stored while held by the GLA and that they have valuations attached to them for insurance purposes.</p> <p>There are no budget implications for the GLA as no income from corporate gifts is budgeted for and so there are no financial implications arising from corporate gifts being donated to a charity.</p> <p>Any additional insurance costs arising from holding corporate gifts are marginal.</p>
DD2369	<p>City Operations team – data platforms</p> <p>Approved:</p>	02/07/19	Emma Strain	<p>This decision seeks approval to spend up to £150,000 in 2019-20 on licences for the City Operations team which will be funded from the Directorate Programme reserve.</p>

	Expenditure of up to £150,000 for ten licences for access to data platforms for the City Operations team.			Funding for licences for future years will be secured via the forthcoming GLA budget-setting process.
ADD2270*	<p>Safer Nights Partnership (working title)</p> <p>Approved:</p> <p>One off grant funding of up to £35,000 to the Safer Business Network as a contribution to its costs incurred in starting up the Safer Nights Partnership.</p>	17/12/18	Shonagh Manson	<p>A contribution of £35,000 is required from the Authority to fund the creation of a Safer Sounds Network. The Safer Business Network will work with the music industry to secure the remaining match funding.</p> <p>This contribution will be issued as one-off grant during 2018/19 with no plans for future funding.</p> <p>To mitigate any risk, payment will be made in arrears once key milestones have been met.</p> <p>The expenditure will be met from within the Culture and Creative Industries 2018/19 budget and subsequently managed by the Unit.</p>
ADD2339*	<p>Voluntary and Community Sector housing forum</p> <p>Approved:</p> <p>A grant of £30,000 to Trust for London to deliver its VCS housing forum project.</p>	18/03/19	Jamie Ratcliff	<p>This decision seeks approval for expenditure of £30,000 in 2018/2019 to award a grant to Trust for London to deliver the Voluntary and Community Sector housing forum project. Trust for London will be responsible for running the forum and will provide match funding of £20,000 to meet the total project cost of £50,000.</p> <p>The expenditure will be funded from the</p>

				H&L Management & Consultancy budget and will be spent in 2018/19 financial year.
ADD2348	Victoria Place Plan Approved: A one-off grant of £50,000 in 2019/20 to Victoria Business Improvement District to enable the commissioning and delivery of the Victoria Place Plan comprising: <ul style="list-style-type: none"> - £25,000 from the Good Growth Fund research and evidence budget (DD2181); and - £25,000 income from Westminster City Council, repurposed from the West End Good Growth Study, receipt of which was approved under ADD2281. 	11/06/19	Patrick Dubeck	<p>The cost of £25,000 for this project will be funded from the £6.088 million revenue funding allocated as part of the overall Good Growth Fund total of £61.095 million in MD 2163. This total for revenue funding has been identified for expenditure on costs to support applicants in the development of their project proposals and to provide for associated operational expenditure and programme support costs to enable the delivery of the programme. Included within the revenue funding total is a specific indicative allocation for research of £240,000. This project would meet the definition of research to be funded from this budget and sufficient funding is available.</p> <p>The remaining £25,000 will be funded utilising a receipt of funding from Westminster City Council for the West End Good Growth Study. Previously £50,000 had been allocated from the Strategic Investment Fund, for this study, as approved in ADD 2281. However, this receipt of funding means the net contribution from the GLA to the West End study is only £25,000 enabling the receipt to be re-allocated and applied to the Victoria Place Plan.</p>

DMFD21 *	<p>London Fire Brigade – Portable Hygiene Unit Provision</p> <p>The Deputy Mayor for Fire and Resilience:</p> <p>Consented to the London Fire Commissioner’s decision to spend up to £470,321 on services from Site-Equip Limited for the provision of two portable hygiene units.</p>	18/06/19	Fiona Twycross	<p>LFC-0096x to the London Fire Commissioner sets out four different options with regard to the future provision of Portable Hygiene Units and recommends Option 4 – to purchase two PHUs built to LFB specification, hosted with a third-party supplier.</p> <p>The total cost of the proposal is up to £470,321 comprising of an annual revenue cost of approximately £126,400 for three years and a one-off capital cost for the two custom Portable Hygiene Units at £91,000, which will be incurred in 2019/20 financial year. If the capital purchase is funded by external borrowing, the annual debt charges would be £32,000 per annum, being £30,000 debt repayment based on a three-year life and £2,000 interest payable based on an interest rate of 2%.</p>
DMFD22	<p>Payment of the Ultra-Low Emission Zone charge for personnel based in the charging zone</p> <p>The Deputy Mayor for Fire and Resilience:</p> <p>Consents to the implementation of the recommendations above, which have been fully consulted on with the representative bodies, for the temporary reimbursements of the Ultra-Low Emission Zone charges at an estimated one-off cost of £234.5k in 2019/20, within the parameters described in the recommendations to the London Fire Commissioner in report LFC-0178z and outlined in paragraph 2.1 below.</p>	21/06/19	Fiona Twycross	<p>The expenditure is to be funded through sums available to the Commissioner. There are no direct financial implications for the GLA.</p>

DMFD26	<p>Procurement of Travel and Accommodation Services</p> <p>Approved:</p> <p>The expenditure of circa £1m by the London Fire Commissioner for the purpose of awarding a contract with Corporate Travel Management Limited for the delivery of travel and accommodation services.</p>	06/06/19	Fiona Twycross	<p>The new contract is expected to streamline processes and also provide a savings on transaction fees. The current annual spend of £240k includes transaction fees of approximately 3-4%, i.e., £7.2k – £9.6k. Based on an average savings of 37% on transaction fees, it is expected that there would be a savings of £2.7k – £3.6k per annum that can be incorporated into the budget process.</p>
DMFD29	<p>Fuel Cards and Associated Services: Contract Award</p> <p>The Deputy Mayor for Fire and Resilience:</p> <p>Consented to the commitment of £6.5m by the London Fire Commissioner for the award of a fuel card and associated services contract with Allstar Business Solutions.</p>	10/06/19	Fiona Twycross	<p>Report LFC-0167 to the London Fire Commissioner recommends the award of a five-year contract for the provision of Fuel Cards and Associated Services. The report notes that spend on this service over the last five years was £5.3 million and that the annual contract spend going forwards will depend on vehicle use and inflation. For 2018/19 the annual budget for this was £1.2million with an outturn spend of £1.3 million. The budget provision for this will be considered as part of the budget process for 2020/21 to assess any inflationary requirements. The expenditure is to be funded through sums available to the Commissioner. There are no direct financial implications for the GLA.</p>

This page is intentionally left blank

Subject: Payments over £250

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Resources

Date: 11 September 2019

This report will be considered in public

1. Summary

- 1.1 This report provides information on payments over £250 during the period 1 April 2019 to 20 July 2019 (inclusive) for the Greater London Authority (GLA) 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 first quarter of the year, these totalled £164 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 1 April 2019 to 20 July 2019

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Yen Dang Telephone: 020 7983 4863 E-mail: yen.dang@london.gov.uk

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
2CL COMMUNICATIONS LIMITED	FURNITURE & EQUIPMENT	425.00
2CL COMMUNICATIONS LIMITED Total		425.00
2CV RESEARCH	CONSULTANCY EVALUATION ASSESSMENT	18,100.00
	MANAGEMENT & SUPPORT CONSULTANCY	25,600.00
2CV RESEARCH Total		43,700.00
ADAPT-IT	COMPUTER SOFTWARE	652.30
ADAPT-IT Total		652.30
AFFINITY HEALTH AT WORK LTD	CONSULTANCY-PROJECT MANAGEMENT	22,662.51
AFFINITY HEALTH AT WORK LTD Total		22,662.51
AFFINITY HOMES GROUP LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	490,000.00
AFFINITY HOMES GROUP LIMITED Total		490,000.00
AHREND LIMITED	FURNITURE & EQUIPMENT	478.00
AHREND LIMITED Total		478.00
AIR QUALITY CONSULTANTS LTD	MANAGEMENT & SUPPORT CONSULTANCY	24,597.12
AIR QUALITY CONSULTANTS LTD Total		24,597.12
ALL CLEAN GROUP	OFFICE CLEANING	26,740.00
ALL CLEAN GROUP Total		26,740.00
ALLEN LANE FINANCIAL RECRUITMENT	AGENCY STAFF	128,364.72
	RECRUITMENT AGENCY FEES	101,386.88
ALLEN LANE FINANCIAL RECRUITMENT Total		229,751.60
AMAS LTD	COMMERCIAL PROPERTY RENT	1,988,077.00
AMAS LTD Total		1,988,077.00
AMAZON.COM INC.	MANAGE IT SERVICES	79,221.57
AMAZON.COM INC. Total		79,221.57
ARC SEVEN COMMUNICATIONS	MARKETING STRATEGY AND CONSULTANCY	1,250.00
	PHOTOGRAPHY & VIDEO	1,666.66
ARC SEVEN COMMUNICATIONS Total		2,916.66
ARGUS SOFTWARE (UK) LTD	SOFTWARE MAINTENANCE	512.04
	STAFF TRAINING	800.00
ARGUS SOFTWARE (UK) LTD Total		1,312.04
ASPERITY EMPLOYEE BENEFITS LTD	CHILDCARE VOUCHERS	32,446.55
	CYCLE TO WORK BIKES	8,628.02
ASPERITY EMPLOYEE BENEFITS LTD Total		41,074.57
BENENDEN HEALTHCARE SOCIETY LTD	STAFF WELFARE BENEFITS	2,060.25
BENENDEN HEALTHCARE SOCIETY LTD Total		2,060.25
BENUGO	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	907.65
BENUGO Total		907.65
BERKELEY CATERING LIMITED	CATERERS SERVICE CHARGES	250.45
BERKELEY CATERING LIMITED Total		250.45
BERWIN LEIGHTON PAISNER	LEGAL FEES	191,936.00
BERWIN LEIGHTON PAISNER Total		191,936.00
BIG ISSUE INVEST LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	100,000.00
BIG ISSUE INVEST LIMITED Total		100,000.00
BLISS EVENTS MANAGEMENT LIMITED	EVENT MANAGEMENT FEE	319,348.63
BLISS EVENTS MANAGEMENT LIMITED Total		319,348.63
BLOOMBERG LP	PUBLICATIONS & PERIODICALS	8,700.75
BLOOMBERG LP Total		8,700.75
BLOSSOMS HEALTHCARE LLP	STAFF WELFARE BENEFITS	4,795.00
BLOSSOMS HEALTHCARE LLP Total		4,795.00
BOP CONSULTING	CONSULTANCY-PROJECT MANAGEMENT	6,000.00
BOP CONSULTING Total		6,000.00
BOW TIE	COMPUTER HARDWARE	6,268.36
	EVENT MANAGEMENT FEE	600.00
	EXTERNAL AUDIT FEES	512.00
	OFFICE CLEANING	6,770.00
	PHOTOGRAPHY & VIDEO	154,534.00
	EQUIPMENT HIRE & RENTAL	1,694.25

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
BOW TIE Total		170,378.61
BRITISH FASHION COUNCIL	GRANTS TO EXTERNAL ORGANISATIONS	498,573.90
BRITISH FASHION COUNCIL Total		498,573.90
BRITISH GAS BUSINESS	ELECTRICITY	1,250.66
BRITISH GAS BUSINESS Total		1,250.66
BRITISH RED CROSS SOCIETY	STAFF TRAINING	359.00
BRITISH RED CROSS SOCIETY Total		359.00
BROMLEY COLLEGE OF FURTHER & HI	GRANTS TO EXTERNAL ORGANISATIONS	42,500.00
BROMLEY COLLEGE OF FURTHER & HI Total		42,500.00
BROWSER LONDON LTD	OTHER PROFESSIONAL FEES	41,659.00
BROWSER LONDON LTD Total		41,659.00
BT CONFERENCING	TELEPHONY FIXED	3,272.33
BT CONFERENCING Total		3,272.33
BT GLOBAL SERVICES	TELEPHONY FIXED	7,902.36
BT GLOBAL SERVICES Total		7,902.36
BT SERVICE AGILITY	TELEPHONY FIXED	17,966.37
BT SERVICE AGILITY Total		17,966.37
BUCKHILL LTD	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	774.53
BUCKHILL LTD Total		774.53
BURGES SALMON LLP	LEGAL FEES	31,728.00
BURGES SALMON LLP Total		31,728.00
BURNING GLASS TECHNOLOGIES, INC.	IT CONSULTANCY	18,750.00
BURNING GLASS TECHNOLOGIES, INC. Total		18,750.00
BURO HAPPOLD LTD	MANAGEMENT & SUPPORT CONSULTANCY	45,000.00
BURO HAPPOLD LTD Total		45,000.00
BYTES SOFTWARE SERVICES	COMPUTER SOFTWARE	474,780.19
BYTES SOFTWARE SERVICES Total		474,780.19
CAMWAY FACILITIES MAINTENANCE LTD	PROPERTY MANAGEMENT FEES	65,148.00
CAMWAY FACILITIES MAINTENANCE LTD Total		65,148.00
CAPITA BUSINESS TRAVEL	HOTEL ACCOMMODATION	4,193.84
	STAFF TRAVEL (BUSINESS FARES)	7,073.03
CAPITA BUSINESS TRAVEL Total		11,266.87
CAPITA LEARNING & DEVELOPMENT	STAFF TRAINING	10,887.50
CAPITA LEARNING & DEVELOPMENT Total		10,887.50
CAPP & CO LTD	STAFF TRAINING	336.60
CAPP & CO LTD Total		336.60
CARBON CREDENTIALS ENERGY SERV LTD	CONSULTANCY-COMMISSIONED REPORT	3,175.00
CARBON CREDENTIALS ENERGY SERV LTD Total		3,175.00
CARBON FOOTPRINT LTD	OTHER PROFESSIONAL FEES	1,016.50
CARBON FOOTPRINT LTD Total		1,016.50
CASTLE WATER LIMITED	WATER	14,684.76
CASTLE WATER LIMITED Total		14,684.76
CAUSEWAY TECHNOLOGIES LTD	STATIONERY	7,977.41
CAUSEWAY TECHNOLOGIES LTD Total		7,977.41
CAVALIER COMMUNICATIONS LIMITED	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	23,253.92
CAVALIER COMMUNICATIONS LIMITED Total		23,253.92
CENTRE FOR LONDON	RESEARCH & STUDY FEES	10,000.00
CENTRE FOR LONDON Total		10,000.00
CHALLENGE PARTNERS	CONSULTANCY-PROJECT MANAGEMENT	35,000.00
CHALLENGE PARTNERS Total		35,000.00
CIPFA	PUBLICATIONS & PERIODICALS	6,190.00
CIPFA Total		6,190.00
CITY OF LONDON	DOCUMENT ARCHIVE & STORAGE	1,966.25
	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	3,250.00
	GRANTS TO EXTERNAL ORGANISATIONS	175,000.00
	INCOME MAXIMISATION EXPENSES	75,300.00
CITY OF LONDON Total		255,516.25

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
CITY OF WESTMINSTER	INCOME MAXIMISATION EXPENSES	5,643.50
CITY OF WESTMINSTER Total		5,643.50
CLIFFORD CHANCE LLP	LEGAL FEES	12,008.33
CLIFFORD CHANCE LLP Total		12,008.33
COIN STREET COMMUNITY BUILDERS	EXTERNAL MEETING ROOM HIRE & EXPENSES	4,147.50
COIN STREET COMMUNITY BUILDERS Total		4,147.50
COMPUTACENTER	COMPUTER CONSUMABLES	7,941.98
	COMPUTER HARDWARE	305,349.91
	COMPUTER SOFTWARE	11,467.21
	MANAGE IT SERVICES	21,249.34
	SOFTWARE MAINTENANCE	8,078.29
	TELEPHONY MOBILE	958.62
COMPUTACENTER Total		355,045.35
CONTINENTAL DRIFTS LTD	EVENT MANAGEMENT FEE	3,891.13
CONTINENTAL DRIFTS LTD Total		3,891.13
COPYRIGHT LICENSING AGENCY LTD	SOFTWARE MAINTENANCE	15,503.40
COPYRIGHT LICENSING AGENCY LTD Total		15,503.40
CORONA ENERGY RETAIL 4 LTD	GAS	12,920.57
CORONA ENERGY RETAIL 4 LTD Total		12,920.57
CORPORATE DOCUMENT SERVICES LTD	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	1,548.75
	OTHER PROFESSIONAL FEES	2,042.25
	PRINTING	2,607.15
	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	11,466.47
	PROMOTIONS INCENTIVES MERCHANDISE GIVE-AWAYS	1,849.58
	PUBLICATIONS & PERIODICALS	765.87
	STORAGE AND DISTRIBUTION OF PUBLICITY MATERIALS	813.75
	STATUTORY ADS NOTICES COMMUNICATIONS & CONSULTATIO	1,603.85
CORPORATE DOCUMENT SERVICES LTD Total		22,697.67
CRITICAL MENTION INC	OTHER PROFESSIONAL FEES	5,122.65
CRITICAL MENTION INC Total		5,122.65
DENTONS UKMEA LLP	LEGAL FEES	31,552.63
DENTONS UKMEA LLP Total		31,552.63
DEVONSHIRES SOLICITORS	LEGAL FEES	8,035.00
DEVONSHIRES SOLICITORS Total		8,035.00
DOCUMENT SOS LIMITED	POSTAGE	500.00
DOCUMENT SOS LIMITED Total		500.00
DODS PARLIAMENTARY COMMS LTD	CONFERENCES & SEMINARS	255.00
	STAFF TRAINING	945.00
DODS PARLIAMENTARY COMMS LTD Total		1,200.00
DOTTED EYES	OTHER PROFESSIONAL FEES	5,000.00
DOTTED EYES Total		5,000.00
DRON & WRIGHT PROP CONS	COMMERCIAL PROPERTY RENT	369,687.51
DRON & WRIGHT PROP CONS Total		369,687.51
EDF ENERGY	ELECTRICITY	49,241.08
EDF ENERGY Total		49,241.08
EDUCATION DIRECT	CONSULTANCY-PROJECT MANAGEMENT	542.00
	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	800.00
	OTHER PROFESSIONAL FEES	1,342.00
EDUCATION DIRECT Total		2,684.00
ELITE TELECOM	TELEPHONY FIXED	2,814.32
ELITE TELECOM Total		2,814.32
ENGLAND HOCKEY	GRANTS TO EXTERNAL ORGANISATIONS	34,869.16
ENGLAND HOCKEY Total		34,869.16
ERICA BOLTON & JANE QUINN LTD	OTHER PROFESSIONAL FEES	3,000.00
ERICA BOLTON & JANE QUINN LTD Total		3,000.00
ESRI (UK) LIMITED	DATA PURCHASE	35,000.00
ESRI (UK) LIMITED Total		35,000.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
ESSENTRA SECURITY	FURNITURE & EQUIPMENT	1,240.50
ESSENTRA SECURITY Total		1,240.50
ETC VENUES LTD	EXTERNAL MEETING ROOM HIRE & EXPENSES	2,682.00
ETC VENUES LTD Total		2,682.00
EXPENSES PAID TO THIRD PARTIES	MANAGEMENT & SUPPORT CONSULTANCY	2,160.00
	MARKETING EXHIBITIONS & EVENTS	11,618.03
	NON-GLA BUSINESS FARES	1,102.80
	OTHER PROFESSIONAL FEES	1,820.00
	NON-GLA STAFF-MEALS	450.00
EXPENSES PAID TO THIRD PARTIES Total		17,150.83
FILM LONDON LTD	GRANTS TO EXTERNAL ORGANISATIONS	670,000.00
FILM LONDON LTD Total		670,000.00
FUTURE OF LONDON 2011 LIMITED	STAFF TRAINING	1,400.00
FUTURE OF LONDON 2011 LIMITED Total		1,400.00
GERALD EVE	COMMERCIAL PROPERTY RENT	45,945.57
GERALD EVE Total		45,945.57
GIGL	GRANTS TO EXTERNAL ORGANISATIONS	2,892.00
GIGL Total		2,892.00
GOOD HOTEL LONDON	EXTERNAL MEETING ROOM HIRE & EXPENSES	1,023.49
	REFRESHMENTS/MEALS AT MEETINGS	633.51
GOOD HOTEL LONDON Total		1,657.00
GORT SCOTT	CONSULTANCY-PROJECT MANAGEMENT	3,160.00
	RESEARCH & STUDY FEES	16,558.50
GORT SCOTT Total		19,718.50
GREATER LONDON VOLUNTEERING	GRANTS TO EXTERNAL ORGANISATIONS	28,500.00
	OTHER PROFESSIONAL FEES	4,400.00
GREATER LONDON VOLUNTEERING Total		32,900.00
GREENWICH & DOCKLANDS FESTIVALS	CONSULTANCY-PROJECT MANAGEMENT	2,500.00
	GRANTS TO EXTERNAL ORGANISATIONS	120,100.00
GREENWICH & DOCKLANDS FESTIVALS Total		122,600.00
GREENWICH LEISURE LTD	ELECTRICITY	120,000.00
	EXTERNAL BUILDING MAINTENANCE	32,617.00
	PROPERTY MANAGEMENT FEES	9,527.41
GREENWICH LEISURE LTD Total		162,144.41
GROUNDWELL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
GROUNDWELL Total		10,000.00
GROUNDWORK LONDON	CONSULTANCY-PROJECT MANAGEMENT	65,395.00
	GRANTS TO EXTERNAL ORGANISATIONS	547,730.14
	MANAGEMENT & SUPPORT CONSULTANCY	42,624.00
	OTHER PROFESSIONAL FEES	9,116.44
	RESEARCH & STUDY FEES	11,658.50
GROUNDWORK LONDON Total		676,524.08
HARINGEY COUNCIL	GRANTS TO EXTERNAL ORGANISATIONS	385,828.00
	HSG GRANTS TO LOCAL AUTHORITIES	5,036,932.65
	INCOME MAXIMISATION EXPENSES	168,800.00
HARINGEY COUNCIL Total		5,591,560.65
HARROW COLLEGE	GRANTS TO EXTERNAL ORGANISATIONS	902,645.75
HARROW COLLEGE Total		902,645.75
HAVAS PEOPLE LIMITED	IT CONSULTANCY	13,000.00
HAVAS PEOPLE LIMITED Total		13,000.00
HEXAGON HOUSING ASSOCIATION LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	1,161,075.00
HEXAGON HOUSING ASSOCIATION LIMITED Total		1,161,075.00
HIGGINSON PR	MARKETING STRATEGY AND CONSULTANCY	3,000.00
HIGGINSON PR Total		3,000.00
HUNTERS CONTRACTS	FURNITURE & EQUIPMENT	2,868.80
HUNTERS CONTRACTS Total		2,868.80
HYDE HOUSING ASSOCIATION LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	3,832,886.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
HYDE HOUSING ASSOCIATION LIMITED Total		3,832,886.00
I4C PUBLICITY LIMITED	UNIFORMS	1,037.50
I4C PUBLICITY LIMITED Total		1,037.50
ICM RESEARCH LIMITED	CONSULTANCY EVALUATION ASSESSMENT	15,660.00
ICM RESEARCH LIMITED Total		15,660.00
IDOX	MANAGEMENT & SUPPORT CONSULTANCY	25,533.25
IDOX Total		25,533.25
INDEPENDENT LIVING ALTERNATIVES	STAFF WELFARE BENEFITS	2,905.44
INDEPENDENT LIVING ALTERNATIVES Total		2,905.44
INDIGO2	EVENT MANAGEMENT FEE	9,250.00
INDIGO2 Total		9,250.00
INSIGHT DIRECT UK LIMITED	COMPUTER HARDWARE	21,099.12
	CONTRACTORS	1,400.00
	IT CONSULTANCY	76,931.01
	MANAGE IT SERVICES	134,182.87
	OTHER PROFESSIONAL FEES	2,945.00
	SOFTWARE MAINTENANCE	20,025.00
	HARDWARE MAINTENANCE	31,944.43
INSIGHT DIRECT UK LIMITED Total		288,527.43
ISLINGTON COUNCIL	GRANTS TO EXTERNAL ORGANISATIONS	63,542.00
ISLINGTON COUNCIL Total		63,542.00
JACK MORTON WORLDWIDE	EVENT MANAGEMENT FEE	996,931.52
JACK MORTON WORLDWIDE Total		996,931.52
JAMES O JENKINS	EVENT MANAGEMENT FEE	350.00
	PHOTOGRAPHY & VIDEO	2,100.00
	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	6,600.00
JAMES O JENKINS Total		9,050.00
JENNY HASTINGS	CONSULTANCY-COMMISSIONED REPORT	2,100.00
JENNY HASTINGS Total		2,100.00
JO RICHARDSON COMMUNITY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
JO RICHARDSON COMMUNITY SCHOOL Total		25,000.00
KINGS COLLEGE LONDON	CATERERS SERVICE CHARGES	477.50
	CONSULTANCY-PROJECT MANAGEMENT	112,490.00
	GRANTS TO EXTERNAL ORGANISATIONS	15,000.00
KINGS COLLEGE LONDON Total		127,967.50
KIWI POWER	GRANTS TO EXTERNAL ORGANISATIONS	28,497.05
KIWI POWER Total		28,497.05
LAMBERT SMITH HAMPTON	CONSULTANCY EVALUATION ASSESSMENT	8,648.00
	CONSULTANCY-PROJECT MANAGEMENT	13,572.00
LAMBERT SMITH HAMPTON Total		22,220.00
LAND REGISTRY	DATA PURCHASE	20,000.00
LAND REGISTRY Total		20,000.00
LATINOLIFE	GRANTS TO EXTERNAL ORGANISATIONS	9,000.00
LATINOLIFE Total		9,000.00
LAURENCE TAYLOR	CONSULTANCY-PROJECT MANAGEMENT	5,000.00
LAURENCE TAYLOR Total		5,000.00
LB TOWER HAMLETS	HSG GRANTS TO LOCAL AUTHORITIES	3,250,000.00
LB TOWER HAMLETS Total		3,250,000.00
LIVE ENTERTAINMENT DIRECTIVE	EVENT MANAGEMENT FEE	2,050.00
LIVE ENTERTAINMENT DIRECTIVE Total		2,050.00
LIZA MONKS	ART AND POETRY INSTALLATIONS AND PROGRAMMES	364.00
	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	360.00
LIZA MONKS Total		724.00
LONDON & PARTNERS	EXTERNAL MEETING ROOM HIRE & EXPENSES	950.00
	SECONDED STAFF - NON GROUP	35,650.50
LONDON & PARTNERS Total		36,600.50
LONDON & PARTNERS LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	7,065,000.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
LONDON & PARTNERS LIMITED Total		7,065,000.00
LONDON AND QUADRANT HOUSING TRUST	HSG GRANTS TO REGISTERED PROVIDERS	1,485,949.00
LONDON AND QUADRANT HOUSING TRUST Total		1,485,949.00
LONDON BOROUGH OF WALTHAM FOREST	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
	INCOME MAXIMISATION EXPENSES	68,833.00
LONDON BOROUGH OF WALTHAM FOREST Total		73,833.00
LONDON BOROUGH OF BARKING	GRANTS TO EXTERNAL ORGANISATIONS	150,000.00
	HZ CONTINGENT GRANT LA	11,300,000.00
LONDON BOROUGH OF BARKING Total		11,450,000.00
LONDON BOROUGH OF BARKING AND DAGEN	GRANTS TO EXTERNAL ORGANISATIONS	168,000.00
LONDON BOROUGH OF BARKING AND DAGEN Total		168,000.00
LONDON BOROUGH OF BARNET	GRANTS TO EXTERNAL ORGANISATIONS	100,619.00
LONDON BOROUGH OF BARNET Total		100,619.00
LONDON BOROUGH OF BRENT	INCOME MAXIMISATION EXPENSES	35,000.00
LONDON BOROUGH OF BRENT Total		35,000.00
LONDON BOROUGH OF CAMDEN	GRANTS TO EXTERNAL ORGANISATIONS	259,713.71
	STAFF TRAINING	725.00
	INCOME MAXIMISATION EXPENSES	82,500.00
LONDON BOROUGH OF CAMDEN Total		342,938.71
LONDON BOROUGH OF CROYDON	GRANTS TO EXTERNAL ORGANISATIONS	3,173.07
	INCOME MAXIMISATION EXPENSES	53,400.00
LONDON BOROUGH OF CROYDON Total		56,573.07
LONDON BOROUGH OF EALING	HSG GRANTS TO LOCAL AUTHORITIES	376,901.00
	INCOME MAXIMISATION EXPENSES	80,430.80
	HZ CONTINGENT GRANT LA	5,582,551.54
LONDON BOROUGH OF EALING Total		6,039,883.34
LONDON BOROUGH OF ENFIELD	CONSULTANCY-PROJECT MANAGEMENT	90,000.00
	GRANTS TO EXTERNAL ORGANISATIONS	1,088,550.59
LONDON BOROUGH OF ENFIELD Total		1,178,550.59
LONDON BOROUGH OF HACKNEY	GRANTS TO EXTERNAL ORGANISATIONS	65,000.00
	HSG GRANTS TO LOCAL AUTHORITIES	209,000.00
LONDON BOROUGH OF HACKNEY Total		274,000.00
LONDON BOROUGH OF HAVERING	INCOME MAXIMISATION EXPENSES	20,842.50
LONDON BOROUGH OF HAVERING Total		20,842.50
LONDON BOROUGH OF HOUNSLOW	GRANTS TO EXTERNAL ORGANISATIONS	300,000.00
LONDON BOROUGH OF HOUNSLOW Total		300,000.00
LONDON BOROUGH OF ISLINGTON	GRANTS TO EXTERNAL ORGANISATIONS	2,388.50
	PLANNING & DEVELOPMENT CONSULTANCY	8,431.25
	INCOME MAXIMISATION EXPENSES	44,825.97
LONDON BOROUGH OF ISLINGTON Total		55,645.72
LONDON BOROUGH OF LAMBETH	GRANTS TO EXTERNAL ORGANISATIONS	722,706.15
	INCOME MAXIMISATION EXPENSES	86,300.00
LONDON BOROUGH OF LAMBETH Total		809,006.15
LONDON BOROUGH OF LEWISHAM	GRANTS TO EXTERNAL ORGANISATIONS	635,095.07
LONDON BOROUGH OF LEWISHAM Total		635,095.07
LONDON BOROUGH OF NEWHAM	GRANTS TO EXTERNAL ORGANISATIONS	44,044.00
	GROUPS MAINTENANCE	40,000.00
	SECONDED STAFF - NON GROUP	21,283.20
	INCOME MAXIMISATION EXPENSES	142,912.00
LONDON BOROUGH OF NEWHAM Total		248,239.20
LONDON BOROUGH OF REDBRIDGE	GRANTS TO EXTERNAL ORGANISATIONS	781,366.08
	HSG GRANTS TO REGISTERED PROVIDERS	6,678,000.00
	INCOME MAXIMISATION EXPENSES	93,968.00
LONDON BOROUGH OF REDBRIDGE Total		7,553,334.08
LONDON BOROUGH OF SOUTHWARK	RATES	50,000.00
LONDON BOROUGH OF SOUTHWARK Total		50,000.00
LONDON BOROUGH OF WALTHAM FOREST	GRANTS TO EXTERNAL ORGANISATIONS	289,000.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
--------------------	---------	--

Vendor Name	Expenditure Account Code Description	Sum of Amount
LONDON BOROUGH OF WALTHAM FOREST	HSG GRANTS TO LOCAL AUTHORITIES	1,002,999.07
LONDON BOROUGH OF WALTHAM FOREST Total		1,291,999.07
LONDON BOROUGH SOUTHWARK	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
LONDON BOROUGH SOUTHWARK Total		5,000.00
LONDON FESTIVAL OF ARCHITECTURE LTD	CONSULTANCY-PROJECT MANAGEMENT	9,500.00
	GRANTS TO EXTERNAL ORGANISATIONS	14,000.00
LONDON FESTIVAL OF ARCHITECTURE LTD Total		23,500.00
LONDON IRISH CENTRE	EVENT MANAGEMENT FEE	1,500.00
LONDON IRISH CENTRE Total		1,500.00
LONDON LEGACY DEVELOPMENT CORPORATI	GRANTS TO EXTERNAL ORGANISATIONS	64,000.00
LONDON LEGACY DEVELOPMENT CORPORATI Total		64,000.00
LONDON TRAVEL WATCH	MISCELLANEOUS COSTS	518,000.00
LONDON TRAVEL WATCH Total		518,000.00
LONDON WILDLIFE TRUST	GRANTS TO EXTERNAL ORGANISATIONS	20,000.00
LONDON WILDLIFE TRUST Total		20,000.00
LSE ENTERPRISE	CONSULTANCY-PROJECT MANAGEMENT	1,140.00
	PLANNING & DEVELOPMENT CONSULTANCY	9,488.00
LSE ENTERPRISE Total		10,628.00
LUISA SIEIRO DESIGN	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	6,825.00
LUISA SIEIRO DESIGN Total		6,825.00
MAINTEL EUROPE LTD	IT CONSULTANCY	15,030.00
	MAINTENANCE OF TELECOMMUNICATIONS EQUIPMENT	8,000.00
MAINTEL EUROPE LTD Total		23,030.00
MAJESTIC WINE	CATERERS SERVICE CHARGES	308.60
MAJESTIC WINE Total		308.60
MARTIN ARNOLD ASSOCIATES LLP	PROPERTY MANAGEMENT FEES	737.00
MARTIN ARNOLD ASSOCIATES LLP Total		737.00
MEDCITY LTD	GRANTS TO EXTERNAL ORGANISATIONS	73,750.00
MEDCITY LTD Total		73,750.00
MEDIA TRAINING LTD	STAFF TRAINING	350.00
MEDIA TRAINING LTD Total		350.00
MG 1996 LTD	OTHER PROFESSIONAL FEES	1,000.00
MG 1996 LTD Total		1,000.00
MIME CONSULTING	CONSULTANCY-COMMISSIONED REPORT	6,000.00
MIME CONSULTING Total		6,000.00
MOPAC	INTERNAL AUDIT FEES	44,400.00
MOPAC Total		44,400.00
MOTT MACDONALD LIMITED	CONSULTANCY-PROJECT MANAGEMENT	53,582.19
MOTT MACDONALD LIMITED Total		53,582.19
MPLC LTD	STATIONERY	3,245.97
MPLC LTD Total		3,245.97
MUSEUM OF LONDON	EXTERNAL MEETING ROOM HIRE & EXPENSES	250.00
	GRANTS TO EXTERNAL ORGANISATIONS	3,850,000.00
	RECRUITMENT AGENCY FEES	29,464.00
MUSEUM OF LONDON Total		3,879,714.00
NATWEST CORPORATE CREDIT CARD	COMPUTER SOFTWARE	1,461.42
	Conferences/Seminars	1,884.13
	Equip Hire & Rental	446.40
	PHOTOGRAPHY & VIDEO	2,139.98
	Publications & Perio	12,913.94
	STAFF TRAINING	10,588.50
	STATIONERY	295.00
	Recruitment Expenses	300.00
	Bank Charges	-495.00
NATWEST CORPORATE CREDIT CARD Total		29,534.37
NEOPOST LTD	EQUIPMENT REPAIRS & MAINTENANCE	745.17
NEOPOST LTD Total		745.17

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
NORTH LONDON PARTNERSHIP LTD	GRANTS TO EXTERNAL ORGANISATIONS	90,000.00
NORTH LONDON PARTNERSHIP LTD Total		90,000.00
NSPCC	STAFF TRAINING	450.00
NSPCC Total		450.00
O2 UK LIMITED	COMPUTER HARDWARE	4,090.00
	TELEPHONY MOBILE	63,760.54
O2 UK LIMITED Total		67,850.54
OCS CATERING	CATERERS SERVICE CHARGES	61,004.76
	REFRESHMENTS/MEALS AT MEETINGS	6,607.05
OCS CATERING Total		67,611.81
OFFICE DEPOT UK LTD	STATIONERY	6,724.49
OFFICE DEPOT UK LTD Total		6,724.49
OFFICE FOR NATIONAL STATISTICS	DATA PURCHASE	47,692.50
OFFICE FOR NATIONAL STATISTICS Total		47,692.50
ORBIT HOUSING GROUP LTD	HSG GRANTS TO REGISTERED PROVIDERS	521,000.00
ORBIT HOUSING GROUP LTD Total		521,000.00
OVE ARUP & PARTNERS LTD	CONSULTANCY-COMMISSIONED REPORT	128,986.36
	CONSULTANCY-PROJECT MANAGEMENT	75,097.31
	MANAGEMENT & SUPPORT CONSULTANCY	22,745.00
OVE ARUP & PARTNERS LTD Total		226,828.67
PARAGON COMMUNITY HOUSING GROUP LT	HSG GRANTS TO REGISTERED PROVIDERS	16,000.00
PARAGON COMMUNITY HOUSING GROUP LTD Total		16,000.00
PAYMENT CARD SOLUTIONS (UK) LTD	OTHER PROFESSIONAL FEES	46,000.00
PAYMENT CARD SOLUTIONS (UK) LTD Total		46,000.00
PERSONAL CAREER MANAGEMENT LTD	OTHER PROFESSIONAL FEES	5,000.00
	STAFF TRAINING	6,116.00
PERSONAL CAREER MANAGEMENT LTD Total		11,116.00
PIPER'S PROJECTS LTD	CONSULTANCY-PROJECT MANAGEMENT	27,112.50
	EVENT MANAGEMENT FEE	37,500.00
PIPER'S PROJECTS LTD Total		64,612.50
POPLAR HARCA	GRANTS TO EXTERNAL ORGANISATIONS	1,015,350.96
POPLAR HARCA Total		1,015,350.96
PORT OF LONDON AUTHORITY	LAND/GROUND RENTS	-15,626.95
	PLANNING & DEVELOPMENT CONSULTANCY	1,306.57
	PROPERTY MANAGEMENT FEES	39,634.78
PORT OF LONDON AUTHORITY Total		25,314.40
PRECISE MEDIA MONITORING LTD	MONITORING OF PR AND SOCIAL MEDIA	15,432.22
PRECISE MEDIA MONITORING LTD Total		15,432.22
PRICEWATERHOUSECOOPERS LLP	CONFERENCES & SEMINARS	250.00
	STAFF TRAINING	750.00
PRICEWATERHOUSECOOPERS LLP Total		1,000.00
PROBRAND LTD	COMPUTER SOFTWARE	23,590.00
	MANAGE IT SERVICES	19,252.96
	MANAGEMENT & SUPPORT CONSULTANCY	32,997.00
	SOFTWARE MAINTENANCE	37,957.97
PROBRAND LTD Total		113,797.93
PURE	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	8,337.00
PURE Total		8,337.00
PUREPRINT	PRINTING	648.00
PUREPRINT Total		648.00
QDOS CONTRACTOR	OTHER PROFESSIONAL FEES	537.00
QDOS CONTRACTOR Total		537.00
QUAY OFFICE FURNISHERS LTD	OTHER PROFESSIONAL FEES	1,185.00
QUAY OFFICE FURNISHERS LTD Total		1,185.00
R B KINGSTON UPON THAMES	GRANTS TO EXTERNAL ORGANISATIONS	192,066.28
R B KINGSTON UPON THAMES Total		192,066.28
REED BUSINESS INFORMATION	OTHER PROFESSIONAL FEES	14,445.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
REED BUSINESS INFORMATION	PUBLICATIONS & PERIODICALS	8,800.00
REED BUSINESS INFORMATION Total		23,245.00
REED IN PARTNERSHIP LIMITED	OTHER PROFESSIONAL FEES	130,277.26
REED IN PARTNERSHIP LIMITED Total		130,277.26
REPOWERING LONDON	GRANTS TO EXTERNAL ORGANISATIONS	4,433.00
REPOWERING LONDON Total		4,433.00
RICHMOND UPON THAMES COLLEGE	GRANTS TO EXTERNAL ORGANISATIONS	6,265,667.73
RICHMOND UPON THAMES COLLEGE Total		6,265,667.73
ROADMUNK	SOFTWARE MAINTENANCE	8,602.54
ROADMUNK Total		8,602.54
ROCKET SCIENCE UK LTD	CONSULTANCY-COMMISSIONED REPORT	7,829.00
	CONSULTANCY-PROJECT MANAGEMENT	9,270.00
	GRANTS TO EXTERNAL ORGANISATIONS	741,077.53
ROCKET SCIENCE UK LTD Total		758,176.53
RODMA	PROPERTY MANAGEMENT FEES	249,705.00
	GENERAL INSURANCE	41,156.85
RODMA Total		290,861.85
ROYAL BOROUGH OF GREENWICH	GRANTS TO EXTERNAL ORGANISATIONS	239,923.05
	INCOME MAXIMISATION EXPENSES	22,700.00
ROYAL BOROUGH OF GREENWICH Total		262,623.05
ROYAL BOROUGH OF KENSINGTON&CHELSEA	GRANTS TO EXTERNAL ORGANISATIONS	3,475.00
ROYAL BOROUGH OF KENSINGTON&CHELSEA Total		3,475.00
SECUREDATA EUROPE LIMITED	SOFTWARE MAINTENANCE	1,127.00
SECUREDATA EUROPE LIMITED Total		1,127.00
SENATOR INTERNATIONAL LTD	FURNITURE & EQUIPMENT	5,896.00
SENATOR INTERNATIONAL LTD Total		5,896.00
SERVOCA SECURE SOLUTIONS	SECURITY SERVICES (GUARDS)	41,707.39
SERVOCA SECURE SOLUTIONS Total		41,707.39
SETON LTD	COMPUTER CONSUMABLES	743.20
SETON LTD Total		743.20
SILVERTOWN HOMES LIMITED	CONSULTANCY-PROJECT MANAGEMENT	450,000.00
SILVERTOWN HOMES LIMITED Total		450,000.00
SLR CONSULTING LIMITED	CONSULTANCY EVALUATION ASSESSMENT	5,000.00
	PLANNING & DEVELOPMENT CONSULTANCY	4,450.00
SLR CONSULTING LIMITED Total		9,450.00
SOUTHERN HOUSING GROUP LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	11,000.00
SOUTHERN HOUSING GROUP LIMITED Total		11,000.00
SPROUT SOCIAL INC	SOCIAL MEDIA AND DIGITAL ADVERTISING SPACE	472.63
SPROUT SOCIAL INC Total		472.63
ST MUNGOS	GRANTS TO EXTERNAL ORGANISATIONS	4,102.50
	HSG-ROUGH SLEEPING	2,988,691.46
ST MUNGOS Total		2,992,793.96
STONEWALL	STAFF TRAINING	1,017.00
STONEWALL Total		1,017.00
SUSTAIN	GRANTS TO EXTERNAL ORGANISATIONS	20,660.00
	OTHER PROFESSIONAL FEES	5,000.00
	SECONDED STAFF - NON GROUP	14,058.30
SUSTAIN Total		39,718.30
TATTERSALL TRAINING	STAFF TRAINING	4,003.83
TATTERSALL TRAINING Total		4,003.83
TEMPLE GROUP LTD	CONSULTANCY-PROJECT MANAGEMENT	14,802.28
TEMPLE GROUP LTD Total		14,802.28
TEST PARTNERS LTD	IT CONSULTANCY	78,319.96
TEST PARTNERS LTD Total		78,319.96
TFL GROUP PROPERTY	PROPERTY MANAGEMENT FEES	4,000.00
TFL GROUP PROPERTY Total		4,000.00
THAMES REACH	GRANTS TO EXTERNAL ORGANISATIONS	44,836.92

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
THAMES REACH	HSG-ROUGH SLEEPING	826,724.17
THAMES REACH Total		871,561.09
THE BRITISH LIBRARY	GRANTS TO EXTERNAL ORGANISATIONS	15,000.00
THE BRITISH LIBRARY Total		15,000.00
THE CONNECTION AT ST MARTIN'S	GRANTS TO EXTERNAL ORGANISATIONS	26,004.50
THE CONNECTION AT ST MARTIN'S Total		26,004.50
THE FINANCIAL REPORTING COUNCIL	OTHER PROFESSIONAL FEES	3,768.00
THE FINANCIAL REPORTING COUNCIL Total		3,768.00
THE HOUSING FORUM LTD	PUBLICATIONS & PERIODICALS	11,700.00
THE HOUSING FORUM LTD Total		11,700.00
THE PRESS ASSOCIATION LTD	MONITORING OF PR AND SOCIAL MEDIA	1,696.50
THE PRESS ASSOCIATION LTD Total		1,696.50
THIRTEEN DESIGN LTD	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	5,565.00
THIRTEEN DESIGN LTD Total		5,565.00
TIMEWISE SOLUTIONS LIMITED	STAFF TRAINING	4,075.00
TIMEWISE SOLUTIONS LIMITED Total		4,075.00
TIMOTHY STRAKER QC	LEGAL FEES	68,850.00
TIMOTHY STRAKER QC Total		68,850.00
TMP (UK) LTD	CONSULTANCY-PROJECT MANAGEMENT	116,440.97
	RECRUITMENT ADVERTISING	145,007.61
TMP (UK) LTD Total		261,448.58
TRANSPORT FOR LONDON	CONSULTANCY-COMMISSIONED REPORT	30,000.00
	CONSULTANCY-PROJECT MANAGEMENT	40,000.00
	GRANTS TO EXTERNAL ORGANISATIONS	74,894.69
	LEGAL FEES	100,000.00
	MANAGEMENT & SUPPORT CONSULTANCY	114,553.00
	OTHER PROFESSIONAL FEES	22,500.00
	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	1,050.00
	SHARED SERVICES FEES	107,097.00
	NLE - GRANT PMT TO TFL	23,216,643.00
	FUNCTIONAL BODIES GRANT PAYMENTS	61,750.00
TRANSPORT FOR LONDON Total		23,768,487.69
TRANSPORT TRADING LTD	GRANTS TO EXTERNAL ORGANISATIONS	160,000.00
	LEGAL FEES	738,450.00
	OTHER PROFESSIONAL FEES	3,020.00
	PRINTING	34,374.74
	PROPERTY MANAGEMENT FEES	1,000.00
	SHARED SERVICES FEES	980.00
TRANSPORT TRADING LTD Total		937,824.74
TREES FOR CITIES	GRANTS TO EXTERNAL ORGANISATIONS	475.00
TREES FOR CITIES Total		475.00
TROWERS & HAMLINS LLP	CONSULTANCY-PROJECT MANAGEMENT	3,996.40
	LEGAL FEES	50,159.31
TROWERS & HAMLINS LLP Total		54,155.71
TUBE LINES LTD	NON RECYCLABLE WASTE DISPOSAL/REFUSE COLLECTION	14,585.19
TUBE LINES LTD Total		14,585.19
TURNER & TOWNSEND PROJECT MAGAG	CONSULTANCY-PROJECT MANAGEMENT	2,791.10
	MANAGEMENT & SUPPORT CONSULTANCY	314,421.44
TURNER & TOWNSEND PROJECT MAGAG Total		317,212.54
UCL CONSULTANTS LIMITED	CONSULTANCY-PROJECT MANAGEMENT	17,000.00
	DATA PURCHASE	31,650.00
	PLANNING & DEVELOPMENT CONSULTANCY	4,043.00
UCL CONSULTANTS LIMITED Total		52,693.00
UNITED BUSINESS MEDIA	DATA PURCHASE	6,494.00
UNITED BUSINESS MEDIA Total		6,494.00
UNIVERSITY COLLEGE LONDON	MANAGEMENT & SUPPORT CONSULTANCY	9,045.01
UNIVERSITY COLLEGE LONDON Total		9,045.01

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
VEOLIA ES (UK) PLC	EVENT MANAGEMENT FEE	6,107.58
	NON RECYCLABLE WASTE DISPOSAL/REFUSE COLLECTION	10,378.68
	OFFICE CLEANING	2,473.52
	PROPERTY MANAGEMENT FEES	105,257.26
VEOLIA ES (UK) PLC Total		124,217.04
VITAL ENERGI UTILITES LTD	GAS	96,762.64
	GROUNDS MAINTENANCE	5,498.00
VITAL ENERGI UTILITES LTD Total		102,260.64
WALTHAM FOREST COLLEGE	GRANTS TO EXTERNAL ORGANISATIONS	58,788.32
WALTHAM FOREST COLLEGE Total		58,788.32
WE MADE THAT	CONSULTANCY EVALUATION ASSESSMENT	2,700.00
	CONSULTANCY-PROJECT MANAGEMENT	2,500.00
	OTHER PROFESSIONAL FEES	4,212.50
WE MADE THAT Total		9,412.50
WYG MANAGEMENT SERVICES	CONSULTANCY-PROJECT MANAGEMENT	1,200.00
	HEALTH & SAFETY SYSTEMS & ASSURANCE	6,550.00
WYG MANAGEMENT SERVICES Total		7,750.00
XEROX (UK) LTD	MANAGE IT SERVICES	779.80
	PRINTING	14,104.87
XEROX (UK) LTD Total		14,884.67
YOUGOV LTD	CONSULTANCY-PROJECT MANAGEMENT	61,455.00
	OTHER PROFESSIONAL FEES	2,100.00
	RESEARCH & STUDY FEES	24,850.00
YOUGOV LTD Total		88,405.00
ZURICH MUNICIPAL	GENERAL INSURANCE	149,769.18
ZURICH MUNICIPAL Total		149,769.18
(blank)	(blank)	
(blank) Total		
Vendor Name	Expenditure Account Code Description	0.00
Vendor Name Total		0.00
THE LONDON DESIGN FESTIVAL LTD	GRANTS TO EXTERNAL ORGANISATIONS	62,500.00
THE LONDON DESIGN FESTIVAL LTD Total		62,500.00
KEYTREE LIMITED	CONSULTANCY-PROJECT MANAGEMENT	422,884.36
KEYTREE LIMITED Total		422,884.36
FREE THE CHILDREN	GRANTS TO EXTERNAL ORGANISATIONS	144,000.00
FREE THE CHILDREN Total		144,000.00
WSP UK LTD	CONSULTANCY-COMMISSIONED REPORT	39,999.00
	CONSULTANCY-PROJECT MANAGEMENT	13,348.02
	MANAGEMENT & SUPPORT CONSULTANCY	137,077.90
WSP UK LTD Total		190,424.92
NEWSWHIP MEDIA LTD	MONITORING OF PR AND SOCIAL MEDIA	30,000.00
NEWSWHIP MEDIA LTD Total		30,000.00
DRIVE FORWARD FOUNDATION	GRANTS TO EXTERNAL ORGANISATIONS	14,142.77
DRIVE FORWARD FOUNDATION Total		14,142.77
EQUALITY WORKS LIMITED	MANAGEMENT & SUPPORT CONSULTANCY	7,675.00
	STAFF TRAINING	12,100.00
EQUALITY WORKS LIMITED Total		19,775.00
TSIP	CONSULTANCY EVALUATION ASSESSMENT	5,000.00
	GRANTS TO EXTERNAL ORGANISATIONS	9,737.00
TSIP Total		14,737.00
ACUMEN FIELD LTD	CONSULTANCY-PROJECT MANAGEMENT	2,800.00
ACUMEN FIELD LTD Total		2,800.00
PROSUS CONSULTING LTD	MANAGEMENT & SUPPORT CONSULTANCY	6,175.00
PROSUS CONSULTING LTD Total		6,175.00
ANNE STUDD QC	LEGAL FEES	800.00
ANNE STUDD QC Total		800.00
RAINBOW TRANSCRIPTIONS	RESEARCH & STUDY FEES	406.64

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
RAINBOW TRANSCRIPTIONS Total		406.64
HUNTRESS SEARCH LTD	AGENCY STAFF	110,509.26
	RECRUITMENT AGENCY FEES	2,655.00
HUNTRESS SEARCH LTD Total		113,164.26
INTERROUTE NETWORKS LTD	MANAGE IT SERVICES	2,311.76
INTERROUTE NETWORKS LTD Total		2,311.76
ELEANOR BENTALL PHOTOGRAPHER	OTHER PROFESSIONAL FEES	260.00
	PHOTOGRAPHY & VIDEO	800.00
	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	560.00
	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	265.00
	STAFF TRAINING	265.00
ELEANOR BENTALL PHOTOGRAPHER Total		2,150.00
ARTHUR J GALLAGHER	GENERAL INSURANCE	422,124.95
ARTHUR J GALLAGHER Total		422,124.95
A NEW DIRECTION LONDON LTD	GRANTS TO EXTERNAL ORGANISATIONS	62,092.56
A NEW DIRECTION LONDON LTD Total		62,092.56
THINK BEYOND	GRANTS TO EXTERNAL ORGANISATIONS	5,691.15
THINK BEYOND Total		5,691.15
OPEN CITY ARCHITECTURE	GRANTS TO EXTERNAL ORGANISATIONS	22,500.00
OPEN CITY ARCHITECTURE Total		22,500.00
BRITISH SCIENCE ASSOCIATION	GRANTS TO EXTERNAL ORGANISATIONS	21,000.00
BRITISH SCIENCE ASSOCIATION Total		21,000.00
ESTUARY HOUSING ASSOCIATION LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	1,191,335.00
ESTUARY HOUSING ASSOCIATION LIMITED Total		1,191,335.00
THE AUDIENCE AGENCY	OTHER PROFESSIONAL FEES	15,750.00
THE AUDIENCE AGENCY Total		15,750.00
FRAME PROJECTS LTD	CONSULTANCY-PROJECT MANAGEMENT	1,500.00
	PLANNING & DEVELOPMENT CONSULTANCY	7,050.00
FRAME PROJECTS LTD Total		8,550.00
LONDON SUSTAINABILITY EXCHANGE	CONSULTANCY-PROJECT MANAGEMENT	2,254.00
	GRANTS TO EXTERNAL ORGANISATIONS	12,260.00
LONDON SUSTAINABILITY EXCHANGE Total		14,514.00
ORDNANCE SURVEY	DATA PURCHASE	1,500.00
ORDNANCE SURVEY Total		1,500.00
HOUSE OF COMMONS	SECONDED STAFF - NON GROUP	10,489.74
HOUSE OF COMMONS Total		10,489.74
KOIS MIAH	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	2,000.00
KOIS MIAH Total		2,000.00
UNIVERSITY OF WESTMINSTER	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
	STAFF TRAINING	2,500.00
UNIVERSITY OF WESTMINSTER Total		7,500.00
SUSTAINABLE BRIDGES CIC	GRANTS TO EXTERNAL ORGANISATIONS	7,360.78
SUSTAINABLE BRIDGES CIC Total		7,360.78
POPLAR HARCA LTD	HSG GRANTS TO REGISTERED PROVIDERS	633,693.00
POPLAR HARCA LTD Total		633,693.00
HACKNEY CO-OP. DEVELOPMENTS CIC	GRANTS TO EXTERNAL ORGANISATIONS	316,080.45
HACKNEY CO-OP. DEVELOPMENTS CIC Total		316,080.45
AGILE IMPRESSIONS LTD	GRANTS TO EXTERNAL ORGANISATIONS	8,330.91
AGILE IMPRESSIONS LTD Total		8,330.91
INSTITUTE OF PHYSICS (IOP)	GRANTS TO EXTERNAL ORGANISATIONS	30,000.00
INSTITUTE OF PHYSICS (IOP) Total		30,000.00
SUSTAINABLE VENTURE DEVELOPMENT	GRANTS TO EXTERNAL ORGANISATIONS	16,338.22
SUSTAINABLE VENTURE DEVELOPMENT Total		16,338.22
SUSTAINABLE HOME SURVEY CO. C.I.C.	GRANTS TO EXTERNAL ORGANISATIONS	3,635.11
SUSTAINABLE HOME SURVEY CO. C.I.C. Total		3,635.11
SOUTHWARK CATHEDRAL (CONFERENCING)	EXTERNAL MEETING ROOM HIRE & EXPENSES	1,540.00
	GRANTS TO EXTERNAL ORGANISATIONS	5,506.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
--------------------	---------	--

Vendor Name	Expenditure Account Code Description	Sum of Amount
SOUTHWARK CATHEDRAL (CONFERENCING) Total		7,046.00
CIVIL SERVICE COLLEGE LIMITED	STAFF TRAINING	3,785.00
CIVIL SERVICE COLLEGE LIMITED Total		3,785.00
5TH STUDIO LTD	CONSULTANCY EVALUATION ASSESSMENT	85,397.50
5TH STUDIO LTD Total		85,397.50
A1 PRO ENTERTAINMENTS	BUSINESS ENTERTAINING	390.00
A1 PRO ENTERTAINMENTS Total		390.00
NETWORK HOMES LTD	GRANTS TO EXTERNAL ORGANISATIONS	1,773,300.00
NETWORK HOMES LTD Total		1,773,300.00
RETROFIT WORKS	GRANTS TO EXTERNAL ORGANISATIONS	2,425,000.00
RETROFIT WORKS Total		2,425,000.00
SIRIUS	IT CONSULTANCY	3,200.00
	MANAGE IT SERVICES	34,467.50
SIRIUS Total		37,667.50
ZOOLOGICAL SOCIETY OF LONDON	GRANTS TO EXTERNAL ORGANISATIONS	25,622.80
ZOOLOGICAL SOCIETY OF LONDON Total		25,622.80
ENTERPRISE NATION	GRANTS TO EXTERNAL ORGANISATIONS	33,000.00
	OTHER PROFESSIONAL FEES	6,000.00
ENTERPRISE NATION Total		39,000.00
LONDON BOROUGH OF TOWER HAMLETS	GRANTS TO EXTERNAL ORGANISATIONS	74,265.28
LONDON BOROUGH OF TOWER HAMLETS Total		74,265.28
AXA ICAS LIMITED	STAFF WELFARE BENEFITS	1,427.19
AXA ICAS LIMITED Total		1,427.19
COMMUNITY LINKS	SECURITY EQUIPMENT	308.00
COMMUNITY LINKS Total		308.00
PEABODY TRUST	HSG GRANTS TO REGISTERED PROVIDERS	1,394,885.00
	LLITE-ELECTRICITY DEFICIT (TOP UP)	9,083.81
PEABODY TRUST Total		1,403,968.81
GREENWOOD STRATEGIC ADVISORS AG	CONSULTANCY-COMMISSIONED REPORT	40,000.00
GREENWOOD STRATEGIC ADVISORS AG Total		40,000.00
FREUDS	PR COST PRODUCT COST & PR FEES	10,000.00
FREUDS Total		10,000.00
RFEA THE FORCES EMPLOYMENT CHARITY	GRANTS TO EXTERNAL ORGANISATIONS	18,302.65
RFEA THE FORCES EMPLOYMENT CHARITY Total		18,302.65
BAME RECRUITMENT	RECRUITMENT ADVERTISING	28,599.64
BAME RECRUITMENT Total		28,599.64
YOU PRESS	GRANTS TO EXTERNAL ORGANISATIONS	6,000.00
YOU PRESS Total		6,000.00
HIGH TREES COMMUNITY DEV. TRUST	GRANTS TO EXTERNAL ORGANISATIONS	75,545.00
HIGH TREES COMMUNITY DEV. TRUST Total		75,545.00
GAUTIER DEBLONDE	PHOTOGRAPHY & VIDEO	5,000.00
GAUTIER DEBLONDE Total		5,000.00
LONDON BOROUGH OF MERTON	GRANTS TO EXTERNAL ORGANISATIONS	350.64
	SECONDED STAFF - NON GROUP	16,726.74
	INCOME MAXIMISATION EXPENSES	18,400.00
	HZ CONTINGENT GRANT LA	20,000.00
LONDON BOROUGH OF MERTON Total		55,477.38
UK BUSINESS ANGELS ASSOCIATION	GRANTS TO EXTERNAL ORGANISATIONS	15,000.00
UK BUSINESS ANGELS ASSOCIATION Total		15,000.00
URBAN DESIGN LONDON	PUBLICATIONS & PERIODICALS	12,000.00
URBAN DESIGN LONDON Total		12,000.00
MHR INTERNATIONAL UK LTD	IT CONSULTANCY	385.64
MHR INTERNATIONAL UK LTD Total		385.64
SUPPLIES TEAM	COMPUTER CONSUMABLES	4,084.70
	COMPUTER HARDWARE	760.50
SUPPLIES TEAM Total		4,845.20
ONE HOUSING GROUP LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	1,841,562.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
ONE HOUSING GROUP LIMITED Total		1,841,562.00
LB HOUNSLOW	HSG GRANTS TO REGISTERED PROVIDERS	633,606.00
LB HOUNSLOW Total		633,606.00
INQUILAB HOUSING ASSOCIATION LIMITE	HSG GRANTS TO REGISTERED PROVIDERS	359,650.00
INQUILAB HOUSING ASSOCIATION LIMITE Total		359,650.00
FAMILY MOSAIC HOUSING ASSOCIATION	HSG GRANTS TO REGISTERED PROVIDERS	390,000.00
FAMILY MOSAIC HOUSING ASSOCIATION Total		390,000.00
AGUDAS ISRAEL HOUSING ASSOCIATION L	HSG GRANTS TO REGISTERED PROVIDERS	312,000.00
AGUDAS ISRAEL HOUSING ASSOCIATION L Total		312,000.00
NEWLON HOUSING TRUST	HSG GRANTS TO REGISTERED PROVIDERS	3,948,732.00
NEWLON HOUSING TRUST Total		3,948,732.00
MISSING PEOPLE LTD	GRANTS TO EXTERNAL ORGANISATIONS	6,266.00
MISSING PEOPLE LTD Total		6,266.00
CENT & NORTH WEST LONDON NHS FT	GRANTS TO EXTERNAL ORGANISATIONS	21,000.00
CENT & NORTH WEST LONDON NHS FT Total		21,000.00
REVEALING REALITY	CONSULTANCY-PROJECT MANAGEMENT	9,570.00
	RESEARCH & STUDY FEES	5,000.00
REVEALING REALITY Total		14,570.00
CAPITAL ENTERPRISE	GRANTS TO EXTERNAL ORGANISATIONS	39,669.49
CAPITAL ENTERPRISE Total		39,669.49
ALTAIR LTD	CONSULTANCY-PROJECT MANAGEMENT	6,128.57
ALTAIR LTD Total		6,128.57
PUBLICA ASSOCIATES LIMITED	PLANNING & DEVELOPMENT CONSULTANCY	15,624.00
PUBLICA ASSOCIATES LIMITED Total		15,624.00
FORWARD ACTION LTD	DATA HOSTING EMAIL DESIGN AND TRANSMISSION INC SMS	13,320.00
	MARKETING STRATEGY AND CONSULTANCY	15,000.00
FORWARD ACTION LTD Total		28,320.00
JULIE'S BICYCLE LTD	OTHER PROFESSIONAL FEES	5,000.00
JULIE'S BICYCLE LTD Total		5,000.00
AZEUS UK LIMITED	PUBLICATIONS & PERIODICALS	9,450.00
AZEUS UK LIMITED Total		9,450.00
ALEHM	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
ALEHM Total		10,000.00
NHS ENGLAND	SECONDED STAFF - NON GROUP	18,993.04
NHS ENGLAND Total		18,993.04
AVENUES YOUTH PROJECT	GRANTS TO EXTERNAL ORGANISATIONS	2,000.00
AVENUES YOUTH PROJECT Total		2,000.00
RIO FERDINAND FOUNDATION	GRANTS TO EXTERNAL ORGANISATIONS	1,978.00
RIO FERDINAND FOUNDATION Total		1,978.00
LEWISHAM YOUTH THEATRE	GRANTS TO EXTERNAL ORGANISATIONS	1,900.00
LEWISHAM YOUTH THEATRE Total		1,900.00
AFRO-BRAZILIAN A&C EX. INST. ABACEI	GRANTS TO EXTERNAL ORGANISATIONS	1,300.00
AFRO-BRAZILIAN A&C EX. INST. ABACEI Total		1,300.00
IMAGINATORS	EVENT MANAGEMENT FEE	8,018.00
	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	556.00
IMAGINATORS Total		8,574.00
CAMDEN TOWN UNLIMITED	GRANTS TO EXTERNAL ORGANISATIONS	20,000.00
CAMDEN TOWN UNLIMITED Total		20,000.00
THRIVE TRAINING LIMITED	PLANNING & DEVELOPMENT CONSULTANCY	3,000.00
THRIVE TRAINING LIMITED Total		3,000.00
GOLDSMITHS COLLEGE	CONSULTANCY-PROJECT MANAGEMENT	4,000.00
GOLDSMITHS COLLEGE Total		4,000.00
CABINET OFFICE	SECONDED STAFF - NON GROUP	56,544.75
	STAFF TRAINING	390.00
CABINET OFFICE Total		56,934.75
ADDISON LEE PLC	STAFF TRAVEL (BUSINESS FARES)	2,659.85
ADDISON LEE PLC Total		2,659.85

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
--------------------	---------	--

Vendor Name	Expenditure Account Code Description	Sum of Amount
SECURITY FORCE MANAGEMENT LTD	SECURITY SERVICES (GUARDS)	363.50
SECURITY FORCE MANAGEMENT LTD Total		363.50
MUSEUM OF LONDON (TRADING) LIMITED	STAFF TRAINING	1,263.33
MUSEUM OF LONDON (TRADING) LIMITED Total		1,263.33
VETERANS AID	GRANTS TO EXTERNAL ORGANISATIONS	909.09
VETERANS AID Total		909.09
WATERSIDE PLACES	HZ CONTINGENT GRANT-EXT ORG	103,877.75
WATERSIDE PLACES Total		103,877.75
NEWHAM COLLEGE LONDON	GRANTS TO EXTERNAL ORGANISATIONS	100,000.00
NEWHAM COLLEGE LONDON Total		100,000.00
NHS LAMBETH CCG	GRANTS TO EXTERNAL ORGANISATIONS	256,480.00
NHS LAMBETH CCG Total		256,480.00
LIVING UNDER ONE SUN	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
LIVING UNDER ONE SUN Total		10,000.00
FIVIUM	IT CONSULTANCY	6,300.00
FIVIUM Total		6,300.00
ENGLAND AND WALES CRICKET BOARD	GRANTS TO EXTERNAL ORGANISATIONS	35,000.00
ENGLAND AND WALES CRICKET BOARD Total		35,000.00
THE LORD MAYOR'S APPEAL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
THE LORD MAYOR'S APPEAL Total		10,000.00
GATENBYSANDERSON LIMITED	AGENCY STAFF	77,249.00
GATENBYSANDERSON LIMITED Total		77,249.00
LONDON BUSINESS PARTNERSHIP LIMITED	OTHER PROFESSIONAL FEES	5,000.00
LONDON BUSINESS PARTNERSHIP LIMITED Total		5,000.00
CARAS	GRANTS TO EXTERNAL ORGANISATIONS	11,214.80
CARAS Total		11,214.80
PARTNERSHIP FOR YOUNG LONDON	GRANTS TO EXTERNAL ORGANISATIONS	11,173.20
PARTNERSHIP FOR YOUNG LONDON Total		11,173.20
LET'S GO OUTSIDE AND LEARN CIC	GRANTS TO EXTERNAL ORGANISATIONS	2,000.00
LET'S GO OUTSIDE AND LEARN CIC Total		2,000.00
WESTMINSTER HOUSE YOUTH CLUB	GRANTS TO EXTERNAL ORGANISATIONS	1,872.00
WESTMINSTER HOUSE YOUTH CLUB Total		1,872.00
THE GREENBANK PARTNERSHIP	GRANTS TO EXTERNAL ORGANISATIONS	1,786.25
THE GREENBANK PARTNERSHIP Total		1,786.25
POWER UP NORTH LONDON	GRANTS TO EXTERNAL ORGANISATIONS	1,161.00
POWER UP NORTH LONDON Total		1,161.00
URBAN THINKERS	PLANNING & DEVELOPMENT CONSULTANCY	1,600.00
URBAN THINKERS Total		1,600.00
GENSLER & ASSOCIATES INTERNATIONAL	PLANNING & DEVELOPMENT CONSULTANCY	400.00
GENSLER & ASSOCIATES INTERNATIONAL Total		400.00
SOCIAL JUSTICE & HUMAN RIGHTS	EXTERNAL MEETING ROOM HIRE & EXPENSES	465.00
SOCIAL JUSTICE & HUMAN RIGHTS Total		465.00
BSI GROUP	CONSULTANCY-PROJECT MANAGEMENT	424.00
BSI GROUP Total		424.00
LONDON LGBT+COMM PRIDE CIC	EVENT MANAGEMENT FEE	90,000.00
LONDON LGBT+COMM PRIDE CIC Total		90,000.00
MORLEY COLLEGE LONDON	GRANTS TO EXTERNAL ORGANISATIONS	20,416.00
MORLEY COLLEGE LONDON Total		20,416.00
GROUNDWORK UK	GRANTS TO EXTERNAL ORGANISATIONS	678,311.78
	OTHER PROFESSIONAL FEES	10,000.00
GROUNDWORK UK Total		688,311.78
BSIX BROOKE HOUSE SIXTH FORM COLL.	GRANTS TO EXTERNAL ORGANISATIONS	76,630.00
BSIX BROOKE HOUSE SIXTH FORM COLL. Total		76,630.00
TEAMKINETIC	OTHER PROFESSIONAL FEES	3,166.64
TEAMKINETIC Total		3,166.64
JENNIFER KAVANAGH	OTHER PROFESSIONAL FEES	2,100.00
JENNIFER KAVANAGH Total		2,100.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
TBOS CS	AGENCY STAFF	9,752.28
TBOS CS Total		9,752.28
COMPASS	CATERERS SERVICE CHARGES	2,068.75
COMPASS Total		2,068.75
OFFICE PERFORMANCE INTERPRETING LTD	EVENT MANAGEMENT FEE	540.00
OFFICE PERFORMANCE INTERPRETING LTD Total		540.00
GOVNET COMMUNICATIONS	CONFERENCES & SEMINARS	395.00
	STAFF TRAINING	2,520.00
GOVNET COMMUNICATIONS Total		2,915.00
EASY-READ-ONLINE LIMITED	CONSULTANCY-COMMISSIONED REPORT	500.00
EASY-READ-ONLINE LIMITED Total		500.00
SPORTSAID	GRANTS TO EXTERNAL ORGANISATIONS	116,939.80
SPORTSAID Total		116,939.80
LONDON YOUTH	GRANTS TO EXTERNAL ORGANISATIONS	19,978.00
LONDON YOUTH Total		19,978.00
ENERGY UNLOCKED	MANAGEMENT & SUPPORT CONSULTANCY	34,999.00
ENERGY UNLOCKED Total		34,999.00
LOCAL GOVERNMENT ASSOCIATION	MARKETING STRATEGY AND CONSULTANCY	20,324.92
LOCAL GOVERNMENT ASSOCIATION Total		20,324.92
STRIPE PARTNERS	CONSULTANCY-PROJECT MANAGEMENT	20,000.00
STRIPE PARTNERS Total		20,000.00
LEVITT BERNSTEIN ASSOCIATES LIMITED	RESEARCH & STUDY FEES	800.00
LEVITT BERNSTEIN ASSOCIATES LIMITED Total		800.00
REMARK! LTD	TRANSLATION SIGN LANGUAGE	425.00
REMARK! LTD Total		425.00
CATALYST COMMUNITIES HOUSING	HSG GRANTS TO REGISTERED PROVIDERS	1,400,000.00
CATALYST COMMUNITIES HOUSING Total		1,400,000.00
GBM SERVICES LTD	FURNITURE & EQUIPMENT	314.48
	HEALTH & SAFETY PEST CONTROL	12,384.06
	OFFICE CLEANING	192,695.72
	PROPERTY MANAGEMENT FEES	5,969.56
GBM SERVICES LTD Total		211,363.82
AECOM LIMITED	CONSULTANCY-COMMISSIONED REPORT	9,037.00
	MANAGEMENT & SUPPORT CONSULTANCY	190,159.46
AECOM LIMITED Total		199,196.46
L B BEXLEY	EVENT MANAGEMENT FEE	8,880.79
L B BEXLEY Total		8,880.79
SECTOR TREASURY SERVICES LTD	MANAGEMENT & SUPPORT CONSULTANCY	26,000.00
SECTOR TREASURY SERVICES LTD Total		26,000.00
MEDIAEDGE:CIA	EXTERNAL MEETING ROOM HIRE & EXPENSES	327.25
	MANAGEMENT & SUPPORT CONSULTANCY	6,651.00
	MONITORING OF PR AND SOCIAL MEDIA	7,750.00
	RESEARCH FOR MARKETING CAMPAIGNS AND ACTIVITIES	27,739.15
	SOCIAL MEDIA AND DIGITAL ADVERTISING SPACE	233,554.19
MEDIAEDGE:CIA Total		276,021.59
ELEMENT ENERGY	MANAGEMENT & SUPPORT CONSULTANCY	21,700.00
ELEMENT ENERGY Total		21,700.00
EVERSHEDS	BUILDING MAINTENANCE & REPAIRS	10,000.00
	LEGAL FEES	94,065.66
EVERSHEDS Total		104,065.66
LONDON FIRE & EMERGENCY PLANNING	PAYROLL SERVICES FEES	32,968.75
	POSTAGE	2,287.75
LONDON FIRE & EMERGENCY PLANNING Total		35,256.50
STUDIO TILT	CONSULTANCY-PROJECT MANAGEMENT	9,784.45
STUDIO TILT Total		9,784.45
SOCIAL MARKET FOUNDATION	CONSULTANCY EVALUATION ASSESSMENT	15,120.00
SOCIAL MARKET FOUNDATION Total		15,120.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
STREET IMPACT LONDON LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	65,000.00
	HSG-ROUGH SLEEPING	78,100.00
STREET IMPACT LONDON LIMITED Total		143,100.00
THE SCHOOLS ENERGY CO-OPERATIVE LTD	GRANTS TO EXTERNAL ORGANISATIONS	29,700.00
THE SCHOOLS ENERGY CO-OPERATIVE LTD Total		29,700.00
ENERGY SAVING TRUST	CONSULTANCY-PROJECT MANAGEMENT	57,563.00
	MANAGEMENT & SUPPORT CONSULTANCY	14,195.00
ENERGY SAVING TRUST Total		71,758.00
SELCE	GRANTS TO EXTERNAL ORGANISATIONS	17,988.32
SELCE Total		17,988.32
TIMOTHY PITT-PAYNE	LEGAL FEES	396.00
TIMOTHY PITT-PAYNE Total		396.00
HAYS ACCOUNTANCY PERSONNEL	AGENCY STAFF	996,823.92
	CONTRACTORS	8,911.76
	MANAGE IT SERVICES	42,949.67
	RECRUITMENT ADVERTISING	1,656.60
	RECRUITMENT AGENCY FEES	115,853.21
HAYS ACCOUNTANCY PERSONNEL Total		1,166,195.16
WORDWAVE INTERNATIONAL LIMITED	TRANSCRIPTION	11,749.00
	TRANSLATION SIGN LANGUAGE	910.00
WORDWAVE INTERNATIONAL LIMITED Total		12,659.00
NORLAND MANAGED SERVICES LIMITED	BUILDING MAINTENANCE & REPAIRS	617,761.83
	ELECTRICITY	695.40
	FURNITURE & EQUIPMENT	9,295.59
	OFFICE CLEANING	649.04
NORLAND MANAGED SERVICES LIMITED Total		628,401.86
WRAGGE & CO	LEGAL FEES	2,704.60
WRAGGE & CO Total		2,704.60
MEDIAEDGE:CIA UK LTD	MARKETING STRATEGY AND CONSULTANCY	36,293.82
	PHOTOGRAPHY & VIDEO	0.00
	SOCIAL MEDIA AND DIGITAL ADVERTISING SPACE	56,955.13
MEDIAEDGE:CIA UK LTD Total		93,248.95
DEEPSTORE LIMITED	DOCUMENT ARCHIVE & STORAGE	4,332.92
DEEPSTORE LIMITED Total		4,332.92
LONDON COUNCILS	EXTERNAL MEETING ROOM HIRE & EXPENSES	572.00
	GRANTS TO EXTERNAL ORGANISATIONS	496,398.66
LONDON COUNCILS Total		496,970.66
BROOMFIELD	PHOTOGRAPHY & VIDEO	600.00
BROOMFIELD Total		600.00
KEEP BRITAIN TIDY	PROPERTY MANAGEMENT FEES	325.00
KEEP BRITAIN TIDY Total		325.00
GL HEARN PROPERTY CONSULTANTS	PLANNING & DEVELOPMENT CONSULTANCY	10,000.00
	VALUATION FEES	72,500.00
GL HEARN PROPERTY CONSULTANTS Total		82,500.00
MAYORS OFFICE OF POLICING AND CRIME	GRANTS TO EXTERNAL ORGANISATIONS	2,475,000.00
MAYORS OFFICE OF POLICING AND CRIME Total		2,475,000.00
CGI IT UK LTD	OTHER PROFESSIONAL FEES	2,157,871.56
CGI IT UK LTD Total		2,157,871.56
RESI HOUSING LTD	HSG GRANTS TO REGISTERED PROVIDERS	952,000.00
RESI HOUSING LTD Total		952,000.00
OPTIVO	HSG GRANTS TO REGISTERED PROVIDERS	1,033,764.00
OPTIVO Total		1,033,764.00
LONDON BOROUGH OF BARKING & DAGENH/ HZ CONTINGENT GRANT LA		570,668.67
LONDON BOROUGH OF BARKING & DAGENHA Total		570,668.67
LONDON BOROUGH OF HILLINGDON	HSG GRANTS TO LOCAL AUTHORITIES	266,000.00
LONDON BOROUGH OF HILLINGDON Total		266,000.00
L B OF HARINGEY	GRANTS TO EXTERNAL ORGANISATIONS	575,962.19

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
L B OF HARINGEY Total		575,962.19
RURAL URBAN SYNTHESIS SOCIETY LTD	HSG GRANTS TO REGISTERED PROVIDERS	316,160.00
RURAL URBAN SYNTHESIS SOCIETY LTD Total		316,160.00
COVENT GARDEN MARKET AUTHORITY	GRANTS TO EXTERNAL ORGANISATIONS	163,033.94
COVENT GARDEN MARKET AUTHORITY Total		163,033.94
PLANNING INSPECTORATE	EXTERNAL AUDIT FEES	132,476.34
PLANNING INSPECTORATE Total		132,476.34
NAT CENTRE FOR SOCIAL RESEARCH	RESEARCH & STUDY FEES	104,223.50
NAT CENTRE FOR SOCIAL RESEARCH Total		104,223.50
AN ARTIST INFORMATION COMPANY	OTHER PROFESSIONAL FEES	100,000.00
AN ARTIST INFORMATION COMPANY Total		100,000.00
EMCOR FACILITIES SERVICE LIMITED	CONSULTANCY-PROJECT MANAGEMENT	80,776.84
EMCOR FACILITIES SERVICE LIMITED Total		80,776.84
BRITISH SWIMMING	GRANTS TO EXTERNAL ORGANISATIONS	65,000.00
BRITISH SWIMMING Total		65,000.00
NEW HORIZON YOUTH CENTRE	GRANTS TO EXTERNAL ORGANISATIONS	54,846.00
NEW HORIZON YOUTH CENTRE Total		54,846.00
NOW ADVERTISING LTD	MANAGEMENT & SUPPORT CONSULTANCY	133,960.00
NOW ADVERTISING LTD Total		133,960.00
VOLUNTEER IT YOURSELF CIC	GRANTS TO EXTERNAL ORGANISATIONS	50,042.42
VOLUNTEER IT YOURSELF CIC Total		50,042.42
NPOWER LTD	LLITE-ELECTRICITY DEFICIT (TOP UP)	286,801.86
NPOWER LTD Total		286,801.86
CHANGE PLEASE	GRANTS TO EXTERNAL ORGANISATIONS	40,000.00
CHANGE PLEASE Total		40,000.00
MERTON VOLUNTARY SERVICE COUNCIL	GRANTS TO EXTERNAL ORGANISATIONS	39,900.00
MERTON VOLUNTARY SERVICE COUNCIL Total		39,900.00
EUSTON TOWN BID	GRANTS TO EXTERNAL ORGANISATIONS	38,943.00
EUSTON TOWN BID Total		38,943.00
ECOLOGY CONSULTANCY LTD	MANAGEMENT & SUPPORT CONSULTANCY	35,276.50
ECOLOGY CONSULTANCY LTD Total		35,276.50
BTCV	GRANTS TO EXTERNAL ORGANISATIONS	31,800.00
BTCV Total		31,800.00
SELBY TRUST	GRANTS TO EXTERNAL ORGANISATIONS	29,400.00
SELBY TRUST Total		29,400.00
HACKNEY CVS	GRANTS TO EXTERNAL ORGANISATIONS	29,400.00
HACKNEY CVS Total		29,400.00
EALING COMMUNITY VOLUNTARY SERVICE	GRANTS TO EXTERNAL ORGANISATIONS	29,400.00
EALING COMMUNITY VOLUNTARY SERVICE Total		29,400.00
COMMUNITY LINKS BROMLEY	GRANTS TO EXTERNAL ORGANISATIONS	28,398.00
COMMUNITY LINKS BROMLEY Total		28,398.00
ADVICE SERVICES ALLIANCE	RESEARCH & STUDY FEES	26,000.00
ADVICE SERVICES ALLIANCE Total		26,000.00
SOMETHING & SON LTD.	OTHER PROFESSIONAL FEES	40,000.00
SOMETHING & SON LTD. Total		40,000.00
IMPERIAL CLG HEALTH CARE PARTERNS	HSG-ROUGH SLEEPING	25,000.00
IMPERIAL CLG HEALTH CARE PARTERNS Total		25,000.00
SSE HEAT NETWORKS LTD	LLITE-ELECTRICITY DEFICIT (TOP UP)	35,145.36
SSE HEAT NETWORKS LTD Total		35,145.36
CONSTRUCTION YOUTH TRUST	GRANTS TO EXTERNAL ORGANISATIONS	24,000.00
CONSTRUCTION YOUTH TRUST Total		24,000.00
THE NATIONAL YOUTH AGENCY	CONSULTANCY-PROJECT MANAGEMENT	23,975.00
THE NATIONAL YOUTH AGENCY Total		23,975.00
OASIS WATERLOO	GRANTS TO EXTERNAL ORGANISATIONS	23,875.00
OASIS WATERLOO Total		23,875.00
KATE MOON	CONSULTANCY-COMMISSIONED REPORT	23,526.70
KATE MOON Total		23,526.70

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
CAPITA SYMONDS	CONTRACTORS	48,741.64
CAPITA SYMONDS Total		48,741.64
STEER	EVENT MANAGEMENT FEE	46,941.75
STEER Total		46,941.75
EXCEL EXHIBITION CENTRE	EXTERNAL MEETING ROOM HIRE & EXPENSES	21,285.00
EXCEL EXHIBITION CENTRE Total		21,285.00
SODEXO LTD	EXTERNAL MEETING ROOM HIRE & EXPENSES	24,882.50
SODEXO LTD Total		24,882.50
SKYWAY CHARITY	GRANTS TO EXTERNAL ORGANISATIONS	20,000.00
SKYWAY CHARITY Total		20,000.00
KOREO	GRANTS TO EXTERNAL ORGANISATIONS	20,000.00
KOREO Total		20,000.00
SWECO UK LIMITED	MANAGEMENT & SUPPORT CONSULTANCY	18,532.75
SWECO UK LIMITED Total		18,532.75
BOC GASES	CONSULTANCY-PROJECT MANAGEMENT	18,000.00
BOC GASES Total		18,000.00
SAVILLS (L&P) LTD	SECONDED STAFF - NON GROUP	17,998.75
SAVILLS (L&P) LTD Total		17,998.75
CHILD POVERTY ACTION GROUP	RESEARCH & STUDY FEES	17,500.00
CHILD POVERTY ACTION GROUP Total		17,500.00
OLYMPIA LIMITED	EXTERNAL MEETING ROOM HIRE & EXPENSES	16,649.99
OLYMPIA LIMITED Total		16,649.99
E-BOOSTER LIMITED	OTHER PROFESSIONAL FEES	15,000.00
E-BOOSTER LIMITED Total		15,000.00
RUSHEY GREEN TIME BANK	GRANTS TO EXTERNAL ORGANISATIONS	15,000.00
RUSHEY GREEN TIME BANK Total		15,000.00
IPSOS MORI	RESEARCH & STUDY FEES	14,040.00
IPSOS MORI Total		14,040.00
INTERACT CONSULTING LIMITED	MANAGE IT SERVICES	12,600.00
	RECRUITMENT AGENCY FEES	32,200.00
INTERACT CONSULTING LIMITED Total		44,800.00
CITY LITERARY INSTITUTE	GRANTS TO EXTERNAL ORGANISATIONS	25,952.00
CITY LITERARY INSTITUTE Total		25,952.00
HATCH REGENERIS	CONSULTANCY-COMMISSIONED REPORT	42,930.50
	MANAGEMENT & SUPPORT CONSULTANCY	12,669.00
HATCH REGENERIS Total		55,599.50
LIFT. & ENGINEERING SERVICES LTD	BUILDING MAINTENANCE & REPAIRS	23,231.11
LIFT. & ENGINEERING SERVICES LTD Total		23,231.11
WOODWARD ENERGY CONSULTING	MANAGEMENT & SUPPORT CONSULTANCY	29,600.00
WOODWARD ENERGY CONSULTING Total		29,600.00
ANEEMO	GRANTS TO EXTERNAL ORGANISATIONS	11,824.00
ANEEMO Total		11,824.00
RED PENCIL	MANAGEMENT & SUPPORT CONSULTANCY	18,050.00
RED PENCIL Total		18,050.00
TIM AND BARRY LTD	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	8,333.34
TIM AND BARRY LTD Total		8,333.34
KARMARAMA LIMITED	RESEARCH FOR MARKETING CAMPAIGNS AND ACTIVITIES	10,000.00
KARMARAMA LIMITED Total		10,000.00
GOSPEL OAK PRIMARY & NURSERY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
GOSPEL OAK PRIMARY & NURSERY SCHOOL Total		10,000.00
LORDSHIP LANE PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
LORDSHIP LANE PRIMARY SCHOOL Total		10,000.00
ART FRANKLIN PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
ART FRANKLIN PRIMARY SCHOOL Total		10,000.00
JOHN KEBLE CoE PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
JOHN KEBLE CoE PRIMARY SCHOOL Total		10,000.00
MERTON ABBEY PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
MERTON ABBEY PRIMARY SCHOOL Total		10,000.00
THE WILLIAM HOGARTH SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
THE WILLIAM HOGARTH SCHOOL Total		10,000.00
ST ANNE'S CoE PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
ST ANNE'S CoE PRIMARY SCHOOL Total		10,000.00
ST PAUL'S CoE PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
ST PAUL'S CoE PRIMARY SCHOOL Total		10,000.00
LONDON BOROUGH HAMMERSMITH & FULH. GRANTS TO EXTERNAL ORGANISATIONS		10,000.00
LONDON BOROUGH HAMMERSMITH & FULHAM Total		10,000.00
SPOTLESS INTERACTIVE	RESEARCH & STUDY FEES	9,985.00
SPOTLESS INTERACTIVE Total		9,985.00
KMATRIX DATA SERVICES LIMITED	CONSULTANCY-PROJECT MANAGEMENT	9,980.00
KMATRIX DATA SERVICES LIMITED Total		9,980.00
CLIMATE-KIC HOLDING B.V.	MANAGEMENT & SUPPORT CONSULTANCY	9,858.03
CLIMATE-KIC HOLDING B.V. Total		9,858.03
2B UK	OTHER PROFESSIONAL FEES	14,775.61
2B UK Total		14,775.61
CRAYON LTD	SOFTWARE MAINTENANCE	9,050.00
CRAYON LTD Total		9,050.00
JON DAVIS	OTHER PROFESSIONAL FEES	8,400.00
JON DAVIS Total		8,400.00
ONI PLC	MANAGE IT SERVICES	8,000.00
ONI PLC Total		8,000.00
BREADWINNERS	GRANTS TO EXTERNAL ORGANISATIONS	8,000.00
BREADWINNERS Total		8,000.00
ST MARY'S SECRET GARDEN	GRANTS TO EXTERNAL ORGANISATIONS	8,000.00
ST MARY'S SECRET GARDEN Total		8,000.00
TONIC LIVING CIC	RESEARCH & STUDY FEES	8,000.00
TONIC LIVING CIC Total		8,000.00
INNOVATIVE VISION ORGANISATION IVO	GRANTS TO EXTERNAL ORGANISATIONS	8,000.00
INNOVATIVE VISION ORGANISATION IVO Total		8,000.00
PAUL BRAGMAN C&E REGEN CONSULT. LTD	CONSULTANCY EVALUATION ASSESSMENT	9,900.00
PAUL BRAGMAN C&E REGEN CONSULT. LTD Total		9,900.00
E-SAFETY TRAINING AND CONSULTANCY	MANAGEMENT & SUPPORT CONSULTANCY	11,550.00
E-SAFETY TRAINING AND CONSULTANCY Total		11,550.00
CARERS SUPPORT MERTON	GRANTS TO EXTERNAL ORGANISATIONS	7,733.60
CARERS SUPPORT MERTON Total		7,733.60
KINGSTON VOLUNTARY ACTION	GRANTS TO EXTERNAL ORGANISATIONS	15,000.00
KINGSTON VOLUNTARY ACTION Total		15,000.00
GEOLYTIX LTD	PLANNING & DEVELOPMENT CONSULTANCY	7,500.00
GEOLYTIX LTD Total		7,500.00
CALOREM LTD	CONSULTANCY-PROJECT MANAGEMENT	10,895.49
CALOREM LTD Total		10,895.49
EUNOMIA	CONSULTANCY-PROJECT MANAGEMENT	12,220.00
EUNOMIA Total		12,220.00
CHOCOLATE FILMS LIMITED	OTHER PROFESSIONAL FEES	6,710.00
	PHOTOGRAPHY & VIDEO	635.50
CHOCOLATE FILMS LIMITED Total		7,345.50
PRAXIS SUSTAINABILITY CONSULTING	MANAGEMENT & SUPPORT CONSULTANCY	26,400.00
PRAXIS SUSTAINABILITY CONSULTING Total		26,400.00
SHIPRA OGRA	OTHER PROFESSIONAL FEES	5,775.00
SHIPRA OGRA Total		5,775.00
ROYAL BRITISH LEGION INDUSTRIES	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	5,100.00
ROYAL BRITISH LEGION INDUSTRIES Total		5,100.00
ALLY EVENTS	EVENT MANAGEMENT FEE	8,500.00
ALLY EVENTS Total		8,500.00
PLINTH	OTHER PROFESSIONAL FEES	5,000.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
PLINTH Total		5,000.00
LONDON RECLAIMED	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
LONDON RECLAIMED Total		5,000.00
COMMUNITY & REHABILITATION SOLN CIC	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
COMMUNITY & REHABILITATION SOLN CIC Total		5,000.00
YOUNG LEWISHAM PROJECT	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
YOUNG LEWISHAM PROJECT Total		5,000.00
GOLDEN OPPORTUNITY SKILLS AND DEVT	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
GOLDEN OPPORTUNITY SKILLS AND DEVT Total		5,000.00
THE FILM AND VIDEO WORKSHOP	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
THE FILM AND VIDEO WORKSHOP Total		5,000.00
ST MARYS CENTRE COMMUNITY TRUST LTD	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
ST MARYS CENTRE COMMUNITY TRUST LTD Total		5,000.00
WIPERS YOUTH	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
WIPERS YOUTH Total		5,000.00
BARNET REFUGEE SERVICE	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
BARNET REFUGEE SERVICE Total		5,000.00
EUROPEAN FEDERATION OF GREEN ROOF AS'	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
EUROPEAN FEDERATION OF GREEN ROOF ASSOCIATIONS Total		5,000.00
MAPLANGO	CONTRACTORS	4,980.00
MAPLANGO Total		4,980.00
LATIN AMERICAN WOMEN'S RIGHTS SERV	GRANTS TO EXTERNAL ORGANISATIONS	4,940.00
LATIN AMERICAN WOMEN'S RIGHTS SERV Total		4,940.00
NEW EUROPEANS	GRANTS TO EXTERNAL ORGANISATIONS	4,870.00
NEW EUROPEANS Total		4,870.00
WORLD UNION OF OLYMPIC CITIES	GRANTS TO EXTERNAL ORGANISATIONS	8,618.00
WORLD UNION OF OLYMPIC CITIES Total		8,618.00
LONDON GENERAL TRANSPORT SERV LTD	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	4,250.00
LONDON GENERAL TRANSPORT SERV LTD Total		4,250.00
SOMERS TOWN COMMUNITY ASSOC. CAMDE	GRANTS TO EXTERNAL ORGANISATIONS	4,200.00
SOMERS TOWN COMMUNITY ASSOC. CAMDEN Total		4,200.00
COMMUNITYRENEWABLEENERGYWANDSWC	GRANTS TO EXTERNAL ORGANISATIONS	8,246.88
COMMUNITYRENEWABLEENERGYWANDSWORTH Total		8,246.88
LEO TEXTILES LIMITED	FURNITURE & EQUIPMENT	3,975.50
LEO TEXTILES LIMITED Total		3,975.50
CONNECT SPORT UK LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	3,307.50
CONNECT SPORT UK LIMITED Total		3,307.50
AOC PARTICIPATION	PLANNING & DEVELOPMENT CONSULTANCY	1,800.00
	RESEARCH & STUDY FEES	3,088.00
AOC PARTICIPATION Total		4,888.00
CATHERINE MAX CONSULTING	CONSULTANCY-PROJECT MANAGEMENT	6,000.00
CATHERINE MAX CONSULTING Total		6,000.00
DISCOVER	GRANTS TO EXTERNAL ORGANISATIONS	3,000.00
DISCOVER Total		3,000.00
JONES CLIMATE & SUSTAINABILITY CSLT	CONSULTANCY EVALUATION ASSESSMENT	3,000.00
JONES CLIMATE & SUSTAINABILITY CSLT Total		3,000.00
ANTONY TRAVERS	MANAGEMENT & SUPPORT CONSULTANCY	2,700.00
ANTONY TRAVERS Total		2,700.00
FOR JIMMY	OTHER PROFESSIONAL FEES	2,674.50
FOR JIMMY Total		2,674.50
DEHAVILLAND INFORMATION SERVICES LT	MONITORING OF PR AND SOCIAL MEDIA	10,333.32
DEHAVILLAND INFORMATION SERVICES LT Total		10,333.32
CLAIRE CROWLEY	PLANNING & DEVELOPMENT CONSULTANCY	3,360.00
CLAIRE CROWLEY Total		3,360.00
METRO BROADCAST LTD	OTHER PROFESSIONAL FEES	2,502.00
METRO BROADCAST LTD Total		2,502.00
EMPATHY MUSEUM	OTHER PROFESSIONAL FEES	2,436.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
EMPATHY MUSEUM Total		2,436.00
FUTURE FACULTY LTD	CONSULTANCY-PROJECT MANAGEMENT	2,320.00
FUTURE FACULTY LTD Total		2,320.00
KAY PRINGLE	OTHER PROFESSIONAL FEES	3,488.51
KAY PRINGLE Total		3,488.51
GVA GRIMLEY LTD T/A AVISON YOUNG	CONSULTANCY-PROJECT MANAGEMENT	2,250.00
	OTHER PROFESSIONAL FEES	3,960.00
	PLANNING & DEVELOPMENT CONSULTANCY	46,911.60
	PROPERTY MANAGEMENT FEES	85,085.20
	VALUATION FEES	12,300.00
GVA GRIMLEY LTD T/A AVISON YOUNG Total		150,506.80
SO FRAICHE MEDIA LTD	PHOTOGRAPHY AND VIDEO DESIGN AND PRODUCTION	2,200.00
SO FRAICHE MEDIA LTD Total		2,200.00
PRENAX LIMITED	PUBLICATIONS & PERIODICALS	12,166.82
PRENAX LIMITED Total		12,166.82
TOTUS FIRE SAFETY GROUP	PLANNING & DEVELOPMENT CONSULTANCY	2,050.00
TOTUS FIRE SAFETY GROUP Total		2,050.00
PUBLIC WORKS	GRANTS TO EXTERNAL ORGANISATIONS	7,026.00
PUBLIC WORKS Total		7,026.00
WISE CAMPAIGN CIC	CONSULTANCY-PROJECT MANAGEMENT	2,000.00
WISE CAMPAIGN CIC Total		2,000.00
AUTUS	GRANTS TO EXTERNAL ORGANISATIONS	2,000.00
AUTUS Total		2,000.00
THE BIKE PROJECT	GRANTS TO EXTERNAL ORGANISATIONS	2,000.00
THE BIKE PROJECT Total		2,000.00
SEEDS FOR GROWTH	GRANTS TO EXTERNAL ORGANISATIONS	2,000.00
SEEDS FOR GROWTH Total		2,000.00
NO ORDINARY EXPERIENCE	OTHER PROFESSIONAL FEES	8,000.00
NO ORDINARY EXPERIENCE Total		8,000.00
CONFLICT MANAGEMENT PLUS TROUBLESH	STAFF WELFARE BENEFITS	1,754.00
CONFLICT MANAGEMENT PLUS TROUBLESH Total		1,754.00
BROMLEY BY BOW CENTRE	GRANTS TO EXTERNAL ORGANISATIONS	1,742.00
BROMLEY BY BOW CENTRE Total		1,742.00
ETHIX MANAGEMENT LIMITED	EVENT MANAGEMENT FEE	2,814.00
ETHIX MANAGEMENT LIMITED Total		2,814.00
ASHURST LLP	LEGAL FEES	3,000.00
ASHURST LLP Total		3,000.00
MINDFUL SALES TRAINING	OTHER PROFESSIONAL FEES	1,500.00
MINDFUL SALES TRAINING Total		1,500.00
AUDIENCENET	CONSULTANCY EVALUATION ASSESSMENT	1,500.00
AUDIENCENET Total		1,500.00
HIGHBURY VALE BLACKSTOCK TRUST	GRANTS TO EXTERNAL ORGANISATIONS	1,493.77
HIGHBURY VALE BLACKSTOCK TRUST Total		1,493.77
YELLOW HAT LIMITED	STAFF TRAINING	1,450.00
YELLOW HAT LIMITED Total		1,450.00
THE OFFICE GROUP PROPERTIES LIMITED	CATERERS SERVICE CHARGES	1,156.50
THE OFFICE GROUP PROPERTIES LIMITED Total		1,156.50
MORGAN HUNT UK LTD	AGENCY STAFF	15,426.51
MORGAN HUNT UK LTD Total		15,426.51
HOLLY LODGE ESTATE COMMITTEE	GRANTS TO EXTERNAL ORGANISATIONS	1,109.40
HOLLY LODGE ESTATE COMMITTEE Total		1,109.40
GUNDERSON LTD	OTHER PROFESSIONAL FEES	1,000.00
GUNDERSON LTD Total		1,000.00
TURN2US	RESEARCH & STUDY FEES	990.28
TURN2US Total		990.28
NURTURE LANDSCAPES LTD	HORTICULTURAL EXPENSES	2,967.48
NURTURE LANDSCAPES LTD Total		2,967.48

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
REDCENTRIC	COMPUTER HARDWARE	1,349.38
	IT CONSULTANCY	496.82
	MANAGE IT SERVICES	1,700.00
REDCENTRIC Total		3,546.20
EHST LTD	EVENT MANAGEMENT FEE	800.00
EHST LTD Total		800.00
LONDON INTERNATIONAL GOSPEL CHOIR	OTHER PROFESSIONAL FEES	800.00
LONDON INTERNATIONAL GOSPEL CHOIR Total		800.00
GETTING ON BOAD	GRANTS TO EXTERNAL ORGANISATIONS	800.00
GETTING ON BOAD Total		800.00
REACH VOLUNTEERING	GRANTS TO EXTERNAL ORGANISATIONS	800.00
REACH VOLUNTEERING Total		800.00
TAP LONDON	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	775.00
TAP LONDON Total		775.00
PEDDER & SCAMPTON ARCHITECTS LTD	CONSULTANCY-COMMISSIONED REPORT	1,465.00
PEDDER & SCAMPTON ARCHITECTS LTD Total		1,465.00
ISLEDON ARTS CIC	EXTERNAL MEETING ROOM HIRE & EXPENSES	730.00
ISLEDON ARTS CIC Total		730.00
BAXTERSTOREY LTD	REFRESHMENTS/MEALS AT MEETINGS	658.38
BAXTERSTOREY LTD Total		658.38
LOVE LANGUAGE	OTHER PROFESSIONAL FEES	500.00
LOVE LANGUAGE Total		500.00
WEAREEXCEL	STAFF TRAINING	435.00
WEAREEXCEL Total		435.00
PPL PRS LTD	EVENT MANAGEMENT FEE	377.94
	STATIONERY	1,917.49
PPL PRS LTD Total		2,295.43
WORKER ANT	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	350.00
WORKER ANT Total		350.00
EUROPEAN SPACE IMAGING GMBH	CONSULTANCY-PROJECT MANAGEMENT	330.84
EUROPEAN SPACE IMAGING GMBH Total		330.84
BIG BLUE DOOR	IT CONSULTANCY	3,500.00
	MANAGE IT SERVICES	3,250.00
	SOFTWARE MAINTENANCE	41,313.50
BIG BLUE DOOR Total		48,063.50
CITY ACADEMY ARTS LTD	STAFF TRAINING	295.00
CITY ACADEMY ARTS LTD Total		295.00
BLUE YONDER EVENTS	MANAGEMENT & SUPPORT CONSULTANCY	250.00
BLUE YONDER EVENTS Total		250.00
ANN SKIPPERS PLANNING	OTHER PROFESSIONAL FEES	250.00
ANN SKIPPERS PLANNING Total		250.00
EAST LONDON NHS FOUNDATION TRUST	OVERAGE PAYABLE	3,800,000.00
EAST LONDON NHS FOUNDATION TRUST Total		3,800,000.00
HERBERT SMITH LLP	LEGAL FEES	53,487.33
HERBERT SMITH LLP Total		53,487.33
CB RICHARD ELLIS LTD	EVENT MANAGEMENT FEE	579.50
	VALUATION FEES	22,500.00
CB RICHARD ELLIS LTD Total		23,079.50
BEVAN BRITTAN SOLICITORS	LEGAL FEES	23,217.43
BEVAN BRITTAN SOLICITORS Total		23,217.43
NORTH MIDDLESEX UNIV HOSP NHST	CONSULTANCY EVALUATION ASSESSMENT	4,000.00
NORTH MIDDLESEX UNIV HOSP NHST Total		4,000.00
24 AM	BROKERS FEES	30,363.56
24 AM Total		30,363.56
PRYTANIA	BROKERS FEES	28,480.62
PRYTANIA Total		28,480.62
NOTTING HILL GENESIS	HSG GRANTS TO REGISTERED PROVIDERS	2,713,097.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)
--------------------	---------

Vendor Name	Expenditure Account Code Description	Sum of Amount
NOTTING HILL GENESIS Total		2,713,097.00
L B TOWER HAMLETS	INCOME MAXIMISATION EXPENSES	174,650.00
L B TOWER HAMLETS Total		174,650.00
T/A COMIC RELIEF LTD	GRANTS TO EXTERNAL ORGANISATIONS	123,763.38
T/A COMIC RELIEF LTD Total		123,763.38
L B SOUTHWARK	HSG GRANTS TO LOCAL AUTHORITIES	140,000.00
L B SOUTHWARK Total		140,000.00
PARTICIPATORY CITY FOUNDATION	GRANTS TO EXTERNAL ORGANISATIONS	142,312.53
PARTICIPATORY CITY FOUNDATION Total		142,312.53
SECOND FLOOR STUDIOS & ARTS LTD	GRANTS TO EXTERNAL ORGANISATIONS	88,462.00
SECOND FLOOR STUDIOS & ARTS LTD Total		88,462.00
MEDI PROSPECTS LTD	GRANTS TO EXTERNAL ORGANISATIONS	73,750.00
MEDI PROSPECTS LTD Total		73,750.00
HOLBORN COMMUNITY ASSOCIATION	GRANTS TO EXTERNAL ORGANISATIONS	73,357.48
HOLBORN COMMUNITY ASSOCIATION Total		73,357.48
TATE GALLERY	GRANTS TO EXTERNAL ORGANISATIONS	66,000.00
TATE GALLERY Total		66,000.00
JOHN LYON'S CHARITY	GRANTS TO EXTERNAL ORGANISATIONS	63,000.00
JOHN LYON'S CHARITY Total		63,000.00
SIMON RANDLE	LEGAL FEES	64,830.00
SIMON RANDLE Total		64,830.00
LOUDSOUND	RESEARCH & STUDY FEES	55,000.00
LOUDSOUND Total		55,000.00
BARKING AND DAGENHAM COLLEGE	GRANTS TO EXTERNAL ORGANISATIONS	93,000.00
BARKING AND DAGENHAM COLLEGE Total		93,000.00
URBAN DEVELOPME	GRANTS TO EXTERNAL ORGANISATIONS	72,016.49
URBAN DEVELOPME Total		72,016.49
LTE GROUP	GRANTS TO EXTERNAL ORGANISATIONS	36,591.00
LTE GROUP Total		36,591.00
ENTERPRISE ENFIELD	GRANTS TO EXTERNAL ORGANISATIONS	35,000.00
ENTERPRISE ENFIELD Total		35,000.00
CHANCE TO SHINE	GRANTS TO EXTERNAL ORGANISATIONS	33,000.00
CHANCE TO SHINE Total		33,000.00
DN&CO	AGENCY FEES PAID TO MARKETING AGENCIES	50,010.79
	MARKETING STRATEGY AND CONSULTANCY	68,840.00
DN&CO Total		118,850.79
RAMBOLL UK LTD	MANAGEMENT & SUPPORT CONSULTANCY	31,483.00
RAMBOLL UK LTD Total		31,483.00
REDBRIDGE CVS	GRANTS TO EXTERNAL ORGANISATIONS	29,400.00
REDBRIDGE CVS Total		29,400.00
BARKING & DAGENHAM CVS	GRANTS TO EXTERNAL ORGANISATIONS	29,400.00
BARKING & DAGENHAM CVS Total		29,400.00
THE ARCHBISHOP LNAFRANC ACADEMY	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
THE ARCHBISHOP LNAFRANC ACADEMY Total		25,000.00
THE ENGLISH STAGE COMPANY LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
THE ENGLISH STAGE COMPANY LIMITED Total		25,000.00
BLACK TRAINING AND ENTERPRISE GROUP	RESEARCH & STUDY FEES	10,000.00
BLACK TRAINING AND ENTERPRISE GROUP Total		10,000.00
KNOWLEDGE DOCK (UEL) LIMITED	CONSULTANCY-PROJECT MANAGEMENT	19,236.00
KNOWLEDGE DOCK (UEL) LIMITED Total		19,236.00
FIGHT FOR PEACE ACADEMY	GRANTS TO EXTERNAL ORGANISATIONS	19,000.00
FIGHT FOR PEACE ACADEMY Total		19,000.00
CAVILL ASSOCIATES LTD	CONSULTANCY EVALUATION ASSESSMENT	37,313.34
CAVILL ASSOCIATES LTD Total		37,313.34
THOMAS TELFORD LTD	EXTERNAL MEETING ROOM HIRE & EXPENSES	2,390.70
	PUBLICATIONS & PERIODICALS	18,500.00
THOMAS TELFORD LTD Total		20,890.70

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
--------------------	---------	--

Vendor Name	Expenditure Account Code Description	Sum of Amount
ZOOCHA LIMITED	MANAGEMENT & SUPPORT CONSULTANCY	41,394.00
ZOOCHA LIMITED Total		41,394.00
FRAMEWORKS INSTITUTE	CONSULTANCY-PROJECT MANAGEMENT	15,000.00
FRAMEWORKS INSTITUTE Total		15,000.00
VIVIENNE SEDGLEY	LEGAL FEES	12,930.00
VIVIENNE SEDGLEY Total		12,930.00
STONEWALL HOUSING	GRANTS TO EXTERNAL ORGANISATIONS	14,500.00
STONEWALL HOUSING Total		14,500.00
KPMG	OTHER PROFESSIONAL FEES	22,015.75
KPMG Total		22,015.75
THE CENTRE FOR YOUTH IMPACT	CONSULTANCY EVALUATION ASSESSMENT	11,613.33
THE CENTRE FOR YOUTH IMPACT Total		11,613.33
BOUNDARY EDGE PROJECT MANAGEMNT LTD	CONSULTANCY-COMMISSIONED REPORT	15,300.00
BOUNDARY EDGE PROJECT MANAGEMNT LTD Total		15,300.00
CHRIST CHURCH CE PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	19,013.19
CHRIST CHURCH CE PRIMARY SCHOOL Total		19,013.19
WEST LONDON MISSION	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
WEST LONDON MISSION Total		10,000.00
THE FLOWER BANK	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
THE FLOWER BANK Total		10,000.00
HOLY TRINITY CE SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
HOLY TRINITY CE SCHOOL Total		10,000.00
ST MARY'S RC PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
ST MARY'S RC PRIMARY SCHOOL Total		10,000.00
ST MARY'S CATHOLIC PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
ST MARY'S CATHOLIC PRIMARY SCHOOL Total		10,000.00
PALMA BLACK CONSULTING LTD.	CONSULTANCY-COMMISSIONED REPORT	18,900.00
PALMA BLACK CONSULTING LTD. Total		18,900.00
UP PROJECTS	GRANTS TO EXTERNAL ORGANISATIONS	8,796.00
UP PROJECTS Total		8,796.00
RUSS LTD	GRANTS TO EXTERNAL ORGANISATIONS	7,594.25
RUSS LTD Total		7,594.25
NUMIKO LTD	IT CONSULTANCY	7,381.00
NUMIKO LTD Total		7,381.00
SERVICE GRAPHICS LTD	EXTERNAL EVENTS ROADS SHOWS AND FACE TO FACE	1,035.00
	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	6,326.00
SERVICE GRAPHICS LTD Total		7,361.00
BEKI BATESON	CONSULTANCY-COMMISSIONED REPORT	5,000.00
	OTHER PROFESSIONAL FEES	6,000.00
BEKI BATESON Total		11,000.00
DIVERSITY LIVING SERVICES	GRANTS TO EXTERNAL ORGANISATIONS	6,000.00
DIVERSITY LIVING SERVICES Total		6,000.00
THE3MILLION LTD	GRANTS TO EXTERNAL ORGANISATIONS	5,915.00
THE3MILLION LTD Total		5,915.00
THE ROYAL ASSOCIATION FOR DEAF PEOP	GRANTS TO EXTERNAL ORGANISATIONS	5,879.00
THE ROYAL ASSOCIATION FOR DEAF PEOP Total		5,879.00
SALMON YOUTH CENTRE	GRANTS TO EXTERNAL ORGANISATIONS	5,810.00
SALMON YOUTH CENTRE Total		5,810.00
YEAR HERE	PLANNING & DEVELOPMENT CONSULTANCY	5,099.00
YEAR HERE Total		5,099.00
D-LAB STUDIOS	GRANTS TO EXTERNAL ORGANISATIONS	15,322.50
D-LAB STUDIOS Total		15,322.50
STORIES FOR HEALTH	CONSULTANCY-COMMISSIONED REPORT	5,304.40
STORIES FOR HEALTH Total		5,304.40
THE MOULE PARTNERSHIP LIMITED	EVENT MANAGEMENT FEE	5,284.00
THE MOULE PARTNERSHIP LIMITED Total		5,284.00
BULGARIAN CENTRE 4 SOC INTG & CULT	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)
--------------------	---------

Vendor Name	Expenditure Account Code Description	Sum of Amount
BULGARIAN CENTRE 4 SOC INTG & CULT Total		5,000.00
CONSONANT- MIGRANTS RESOURCE CENTRE GRANTS TO EXTERNAL ORGANISATIONS		5,000.00
CONSONANT- MIGRANTS RESOURCE CENTRE Total		5,000.00
WORK RIGHTS CENTRE	GRANTS TO EXTERNAL ORGANISATIONS	5,000.00
WORK RIGHTS CENTRE Total		5,000.00
NEWBURY HOUSE CO-OPERATIVE LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	9,740.00
NEWBURY HOUSE CO-OPERATIVE LIMITED Total		9,740.00
MAINSAIL LTD	EXTERNAL MEETING ROOM HIRE & EXPENSES	4,500.00
MAINSAIL LTD Total		4,500.00
CIPFA BUSINESS LIMITED	PUBLICATIONS & PERIODICALS	11,360.00
CIPFA BUSINESS LIMITED Total		11,360.00
SOUTHBANK CENTRE ENTERPRISES LTD	OTHER PROFESSIONAL FEES	4,362.90
SOUTHBANK CENTRE ENTERPRISES LTD Total		4,362.90
WSA COMMUNITY CONSULTANTS LIMITED	CONSULTANCY EVALUATION ASSESSMENT	4,000.00
WSA COMMUNITY CONSULTANTS LIMITED Total		4,000.00
OPENNESS CONSULTING	CONFERENCES & SEMINARS	3,500.00
OPENNESS CONSULTING Total		3,500.00
ESTEEM MANAGED SERVICES LTD	MANAGE IT SERVICES	3,400.00
ESTEEM MANAGED SERVICES LTD Total		3,400.00
BUILD HOLLYWOOD T/AS JACK ARTS	OTHER PROFESSIONAL FEES	3,042.00
BUILD HOLLYWOOD T/AS JACK ARTS Total		3,042.00
RIGB LTD.	OTHER PROFESSIONAL FEES	3,000.00
RIGB LTD. Total		3,000.00
PAXTON PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	3,000.00
PAXTON PRIMARY SCHOOL Total		3,000.00
LEADERS IN COMMUNITY LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	14,322.98
LEADERS IN COMMUNITY LIMITED Total		14,322.98
THE CLORE LEADERSHIP PROGRAMME	OTHER PROFESSIONAL FEES	2,000.00
THE CLORE LEADERSHIP PROGRAMME Total		2,000.00
FRIENDS OF GIPSY HILL	GRANTS TO EXTERNAL ORGANISATIONS	2,500.00
FRIENDS OF GIPSY HILL Total		2,500.00
SERYNNI LTD	MANAGEMENT & SUPPORT CONSULTANCY	1,300.00
SERYNNI LTD Total		1,300.00
TIMBERLAKE CONSULTANTS	COMPUTER SOFTWARE	1,260.00
TIMBERLAKE CONSULTANTS Total		1,260.00
THE RETROFIT ACADEMY CIC	STAFF TRAINING	1,199.00
THE RETROFIT ACADEMY CIC Total		1,199.00
TODAY'S TRAINING COURSES LTD	STAFF TRAINING	950.00
TODAY'S TRAINING COURSES LTD Total		950.00
AMULET(CHURCHILL SEC SOLUTIONS) LTD	SECURITY SERVICES (GUARDS)	116,986.32
AMULET(CHURCHILL SEC SOLUTIONS) LTD Total		116,986.32
MACCREANOR LAVINGTON	PLANNING & DEVELOPMENT CONSULTANCY	800.00
MACCREANOR LAVINGTON Total		800.00
UGLY ENTERPRISES LTD	PHOTOGRAPHY & VIDEO	650.00
UGLY ENTERPRISES LTD Total		650.00
ANDREW PARKINSON	LEGAL FEES	600.00
ANDREW PARKINSON Total		600.00
PUBLIC REALM SERVICES LTD	GROUNDS MAINTENANCE	570.94
PUBLIC REALM SERVICES LTD Total		570.94
NICOLE ROBSON	OTHER PROFESSIONAL FEES	500.00
NICOLE ROBSON Total		500.00
ACTIVE IMPACT CIC	EQUIPMENT HIRE & RENTAL	395.00
ACTIVE IMPACT CIC Total		395.00
VEHICLES FOR CHANGE T/A MOBILOO	EQUIPMENT HIRE & RENTAL	395.00
VEHICLES FOR CHANGE T/A MOBILOO Total		395.00
PINNACLE PSG	TELEPHONY MOBILE	1,500.00
PINNACLE PSG Total		1,500.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
SWNS.COM	PHOTOGRAPHY & VIDEO	350.00
SWNS.COM Total		350.00
COMMUNITY BARNET	STAFF TRAINING	350.00
COMMUNITY BARNET Total		350.00
ASK EUROPE PLC	STAFF TRAINING	2,070.00
ASK EUROPE PLC Total		2,070.00
79 BOROUGH ROAD LTD	OTHER PROFESSIONAL FEES	315.00
79 BOROUGH ROAD LTD Total		315.00
THE GUINNESS PARTNERSHIP LIMITED	HSG GRANTS TO REGISTERED PROVIDERS	2,922,499.00
THE GUINNESS PARTNERSHIP LIMITED Total		2,922,499.00
ANCHOR HANOVER GROUP	HSG GRANTS TO REGISTERED PROVIDERS	790,000.00
ANCHOR HANOVER GROUP Total		790,000.00
BARKING COLLEGE	GRANTS TO EXTERNAL ORGANISATIONS	739,344.52
BARKING COLLEGE Total		739,344.52
NOTTING HILL CARNIVAL LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	250,000.00
NOTTING HILL CARNIVAL LIMITED Total		250,000.00
NHS BRENT CCG	SECONDED STAFF - NON GROUP	110,605.00
NHS BRENT CCG Total		110,605.00
HEART PRODUCTIONS LIMITED	EVENT MANAGEMENT FEE	59,935.11
HEART PRODUCTIONS LIMITED Total		59,935.11
WAGSTAFFS DESIGN LIMITED	CONSULTANCY-PROJECT MANAGEMENT	53,360.00
WAGSTAFFS DESIGN LIMITED Total		53,360.00
ETN MEDIA, INC. DBA STREET LEAGUE	GRANTS TO EXTERNAL ORGANISATIONS	50,000.00
ETN MEDIA, INC. DBA STREET LEAGUE Total		50,000.00
BLOCK9 LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	30,000.00
BLOCK9 LIMITED Total		30,000.00
DECIDEDLY	MANAGEMENT & SUPPORT CONSULTANCY	29,500.00
DECIDEDLY Total		29,500.00
INTEGRATE	GRANTS TO EXTERNAL ORGANISATIONS	28,963.20
INTEGRATE Total		28,963.20
PRESTON MANOR SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
PRESTON MANOR SCHOOL Total		25,000.00
ELTHAM HILL SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
ELTHAM HILL SCHOOL Total		25,000.00
CENTRAL FOUNDATION GIRLS' SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
CENTRAL FOUNDATION GIRLS' SCHOOL Total		25,000.00
FEATHERSTONE HIGH SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
FEATHERSTONE HIGH SCHOOL Total		25,000.00
EASTBURY COMMUNITY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
EASTBURY COMMUNITY SCHOOL Total		25,000.00
HARRIS ACADEMY GREENWICH	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
HARRIS ACADEMY GREENWICH Total		25,000.00
HARRIS ACADEMY SOUTH NORWOOD	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
HARRIS ACADEMY SOUTH NORWOOD Total		25,000.00
CHINGFORD ACADEMIES TRUST-RUSHCROFT	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
CHINGFORD ACADEMIES TRUST-RUSHCROFT Total		25,000.00
CITI LOGIK LIMITED	DATA PURCHASE	22,500.00
CITI LOGIK LIMITED Total		22,500.00
LPFA	RECRUITMENT AGENCY FEES	22,000.00
LPFA Total		22,000.00
THE LINE SCULPTURE WALK COMM INT CO	GRANTS TO EXTERNAL ORGANISATIONS	20,000.00
THE LINE SCULPTURE WALK COMM INT CO Total		20,000.00
WAC ARTS	GRANTS TO EXTERNAL ORGANISATIONS	17,500.00
WAC ARTS Total		17,500.00
SUTTON COLLEGE	GRANTS TO EXTERNAL ORGANISATIONS	34,233.00
SUTTON COLLEGE Total		34,233.00
ALEXANDRA PALACE TRADING LTD	EXTERNAL MEETING ROOM HIRE & EXPENSES	15,000.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
ALEXANDRA PALACE TRADING LTD Total		15,000.00
ANTHESIS ENERGY UK LTD	MANAGEMENT & SUPPORT CONSULTANCY	10,481.61
ANTHESIS ENERGY UK LTD Total		10,481.61
MARKET PLACE MANAGENT LTD	MANAGEMENT & SUPPORT CONSULTANCY	10,000.00
MARKET PLACE MANAGENT LTD Total		10,000.00
EAST TWICKENHAM NEIGHBOURHOOD ASSO	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
EAST TWICKENHAM NEIGHBOURHOOD ASSOC Total		10,000.00
FRIENDS OF CRYSTAL PALACE DINOSAURS	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
FRIENDS OF CRYSTAL PALACE DINOSAURS Total		10,000.00
ILLUMINATE ROTHERHITHE	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
ILLUMINATE ROTHERHITHE Total		10,000.00
SALISBURY PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
SALISBURY PRIMARY SCHOOL Total		10,000.00
WESSEX GARDENS PRIMARY AND NURSERY S	MANAGEMENT & SUPPORT CONSULTANCY	10,000.00
WESSEX GARDENS PRIMARY AND NURSERY SCHOOL Total		10,000.00
ST STEPHEN'S CE PRIMARY SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
ST STEPHEN'S CE PRIMARY SCHOOL Total		10,000.00
PLAYED LIMITED	MARKETING STRATEGY AND CONSULTANCY	3,600.00
	PHOTOGRAPHY & VIDEO	9,000.00
PLAYED LIMITED Total		12,600.00
WHITECHAPEL GALLERY	OTHER PROFESSIONAL FEES	8,500.00
WHITECHAPEL GALLERY Total		8,500.00
RAIL FOR LONDON LIMITED	GRANTS TO EXTERNAL ORGANISATIONS	7,900.00
RAIL FOR LONDON LIMITED Total		7,900.00
KHAA	CONSULTANCY-PROJECT MANAGEMENT	7,500.00
KHAA Total		7,500.00
LAND USE CONSULTANTS	PLANNING & DEVELOPMENT CONSULTANCY	8,115.50
LAND USE CONSULTANTS Total		8,115.50
BBITS	PROPERTY MANAGEMENT FEES	6,400.00
BBITS Total		6,400.00
ADVANCE	GRANTS TO EXTERNAL ORGANISATIONS	6,000.00
ADVANCE Total		6,000.00
SISTAH SPACE	GRANTS TO EXTERNAL ORGANISATIONS	6,000.00
SISTAH SPACE Total		6,000.00
REAP	GRANTS TO EXTERNAL ORGANISATIONS	5,978.00
REAP Total		5,978.00
TRUE NORTH SERVICE MANAGEMENT LTD	COMPUTER HARDWARE	3,280.00
	COMPUTER SOFTWARE	6,016.00
TRUE NORTH SERVICE MANAGEMENT LTD Total		9,296.00
CODA AGENCY LTD	MARKETING EXHIBITIONS & EVENTS	5,000.00
CODA AGENCY LTD Total		5,000.00
ZOE'S GHANA KITCHEN	CATERERS SERVICE CHARGES	4,870.00
ZOE'S GHANA KITCHEN Total		4,870.00
THEPUBLICOFFICE LTD	OTHER PROFESSIONAL FEES	4,200.00
THEPUBLICOFFICE LTD Total		4,200.00
BITE THE BALLOT	CONSULTANCY-PROJECT MANAGEMENT	3,750.00
BITE THE BALLOT Total		3,750.00
ROYAL HOLLOWAY UNIVERSITY OF LON	CONSULTANCY-PROJECT MANAGEMENT	3,743.00
ROYAL HOLLOWAY UNIVERSITY OF LON Total		3,743.00
CENTURYLINK COMMUNICATIONS UK LTD	TELEPHONY FIXED	16,109.47
CENTURYLINK COMMUNICATIONS UK LTD Total		16,109.47
ZIP	EVENT MANAGEMENT FEE	3,335.75
ZIP Total		3,335.75
TPJB FOUNDATION FOR PEACE	EVENT MANAGEMENT FEE	3,000.00
TPJB FOUNDATION FOR PEACE Total		3,000.00
ENCOMPASS LATC LTD	GRANTS TO EXTERNAL ORGANISATIONS	742.12
ENCOMPASS LATC LTD Total		742.12

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
SORELLA	EVENT MANAGEMENT FEE	3,000.00
SORELLA Total		3,000.00
WE ARE ORCHARD	MARKETING STRATEGY AND CONSULTANCY	3,000.00
WE ARE ORCHARD Total		3,000.00
FUTURE CITY	GRANTS TO EXTERNAL ORGANISATIONS	3,000.00
FUTURE CITY Total		3,000.00
100 WARDOUR LIMITED	REFRESHMENTS/MEALS AT MEETINGS	3,090.59
100 WARDOUR LIMITED Total		3,090.59
COCREATE CONSULTANCY LTD	PLANNING & DEVELOPMENT CONSULTANCY	2,800.00
COCREATE CONSULTANCY LTD Total		2,800.00
ASHTHEAD PLANT HIRE COMPANY LTD	SECURITY SERVICES (GUARDS)	1,353.00
ASHTHEAD PLANT HIRE COMPANY LTD Total		1,353.00
GEMEENTE AMSTERDAM	SECONDED STAFF - NON GROUP	2,468.75
GEMEENTE AMSTERDAM Total		2,468.75
DUNN CREATIVE LTD	PHOTOGRAPHY & VIDEO	2,434.99
DUNN CREATIVE LTD Total		2,434.99
MEYRIC LEWIS	LEGAL FEES	4,150.00
MEYRIC LEWIS Total		4,150.00
ANGAGE	MISCELLANEOUS COSTS	2,090.00
ANGAGE Total		2,090.00
EAST EUROPEAN RESOURCE CENTRE	GRANTS TO EXTERNAL ORGANISATIONS	2,000.00
EAST EUROPEAN RESOURCE CENTRE Total		2,000.00
FURTHER&MORE	STAFF TRAINING	3,750.00
FURTHER&MORE Total		3,750.00
INTERCOM R&D	MANAGEMENT & SUPPORT CONSULTANCY	1,947.42
INTERCOM R&D Total		1,947.42
FIELD DYNAMICS	DATA PURCHASE	1,550.00
FIELD DYNAMICS Total		1,550.00
OPEN THE GATE	EVENT MANAGEMENT FEE	1,500.00
OPEN THE GATE Total		1,500.00
MCCLOY CONSULTING LTD	MANAGEMENT & SUPPORT CONSULTANCY	1,430.00
MCCLOY CONSULTING LTD Total		1,430.00
THE EGGTOOTH PROJECT	PLANNING & DEVELOPMENT CONSULTANCY	1,000.00
THE EGGTOOTH PROJECT Total		1,000.00
POLICINGMATTERS LTD	STAFF TRAINING	900.00
POLICINGMATTERS LTD Total		900.00
CAMDENWOOD LIMITED	OTHER PROFESSIONAL FEES	780.00
CAMDENWOOD LIMITED Total		780.00
OBJ COACHING LIMITED	STAFF TRAINING	750.00
OBJ COACHING LIMITED Total		750.00
PRINGLE RICHARDS SHARRATT LTD	EVENT MANAGEMENT FEE	750.00
PRINGLE RICHARDS SHARRATT LTD Total		750.00
GREATER LONDON MUTUAL LTD (GLM)	GRANTS TO EXTERNAL ORGANISATIONS	666.00
GREATER LONDON MUTUAL LTD (GLM) Total		666.00
NAKED HOUSE	PLANNING & DEVELOPMENT CONSULTANCY	600.00
NAKED HOUSE Total		600.00
MESH	PLANNING & DEVELOPMENT CONSULTANCY	600.00
MESH Total		600.00
THE COLLEGE OF ESTATE MANAGEMENT	STAFF TRAINING	406.00
THE COLLEGE OF ESTATE MANAGEMENT Total		406.00
GIGA SOUNDS LTD	OTHER PROFESSIONAL FEES	300.00
GIGA SOUNDS LTD Total		300.00
THE WHITEHALL AND INDUSTRY	STAFF TRAINING	295.00
THE WHITEHALL AND INDUSTRY Total		295.00
BNP PARIBAS REAL ESTATE ADV & PROP	PROPERTY MANAGEMENT FEES	689,458.00
BNP PARIBAS REAL ESTATE ADV & PROP Total		689,458.00
SEGRO PLC	CONSULTANCY-PROJECT MANAGEMENT	421,730.38

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
SEGRO PLC Total		421,730.38
HM TREASURY	MISCELLANEOUS COSTS	521,060.78
HM TREASURY Total		521,060.78
HARROW COUNCIL	HSG GRANTS TO LOCAL AUTHORITIES	1,355,000.00
HARROW COUNCIL Total		1,355,000.00
EDUCATION DEVELOPMENT TRUST	GRANTS TO EXTERNAL ORGANISATIONS	112,160.80
EDUCATION DEVELOPMENT TRUST Total		112,160.80
DOUGLAS EDWARDS QC	LEGAL FEES	83,575.00
DOUGLAS EDWARDS QC Total		83,575.00
NEWSPAPER LICENSING AGENCY THE	MONITORING OF PR AND SOCIAL MEDIA	46,462.36
NEWSPAPER LICENSING AGENCY THE Total		46,462.36
HUBBUB FOUNDATION UK	GRANTS TO EXTERNAL ORGANISATIONS	30,000.00
HUBBUB FOUNDATION UK Total		30,000.00
ATKINS LIMITED	PLANNING & DEVELOPMENT CONSULTANCY	29,485.00
ATKINS LIMITED Total		29,485.00
IC CONSULTANTS LTD	GRANTS TO EXTERNAL ORGANISATIONS	28,000.00
IC CONSULTANTS LTD Total		28,000.00
L B HILLINGDON	GRANTS TO EXTERNAL ORGANISATIONS	27,000.00
L B HILLINGDON Total		27,000.00
WHITEFIELD SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
WHITEFIELD SCHOOL Total		25,000.00
HEARTLANDS HIGH SCHOOL	GRANTS TO EXTERNAL ORGANISATIONS	25,000.00
HEARTLANDS HIGH SCHOOL Total		25,000.00
CERTAIN BLACKS	EVENT MANAGEMENT FEE	25,000.00
CERTAIN BLACKS Total		25,000.00
CLITTERHOUSE FARM PROJECT	GRANTS TO EXTERNAL ORGANISATIONS	22,215.00
CLITTERHOUSE FARM PROJECT Total		22,215.00
S&P GLOBAL RATINGS	OTHER PROFESSIONAL FEES	20,500.00
S&P GLOBAL RATINGS Total		20,500.00
IMPROVEMENT AND DEVELOPMENT AGENCY	IT CONSULTANCY	17,235.04
IMPROVEMENT AND DEVELOPMENT AGENCY Total		17,235.04
UNIVERSITY OF WOLVERHAMPTON	RESEARCH & STUDY FEES	14,823.70
UNIVERSITY OF WOLVERHAMPTON Total		14,823.70
COSI CARE LTD	GRANTS TO EXTERNAL ORGANISATIONS	14,187.60
COSI CARE LTD Total		14,187.60
LIMELIGHT SPORTS	CONSULTANCY-PROJECT MANAGEMENT	10,305.00
LIMELIGHT SPORTS Total		10,305.00
WEST LONDON BUSINESS	OTHER PROFESSIONAL FEES	10,000.00
WEST LONDON BUSINESS Total		10,000.00
BUILD UP FOUNDATION	GRANTS TO EXTERNAL ORGANISATIONS	10,000.00
BUILD UP FOUNDATION Total		10,000.00
PRAXIS	GRANTS TO EXTERNAL ORGANISATIONS	9,979.75
PRAXIS Total		9,979.75
WORKING MEN'S COLLEGE	GRANTS TO EXTERNAL ORGANISATIONS	9,278.00
WORKING MEN'S COLLEGE Total		9,278.00
QCG	MARKETING STRATEGY AND CONSULTANCY	9,138.00
	STAFF TRAINING	550.00
QCG Total		9,688.00
BLACKBERRY UK LIMITED	IT CONSULTANCY	9,000.00
BLACKBERRY UK LIMITED Total		9,000.00
JACQUIE CHAMBERS CONSULTING LIMITED	CONSULTANCY EVALUATION ASSESSMENT	8,700.00
JACQUIE CHAMBERS CONSULTING LIMITED Total		8,700.00
MANGO PIE LTD	EVENT MANAGEMENT FEE	7,370.00
MANGO PIE LTD Total		7,370.00
SOCIAL ENGINE	CONSULTANCY-PROJECT MANAGEMENT	6,500.00
SOCIAL ENGINE Total		6,500.00
LB OF HAMMERSMITH AND FULHAM	GRANTS TO EXTERNAL ORGANISATIONS	6,492.00

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)
--------------------	---------

Vendor Name	Expenditure Account Code Description	Sum of Amount
LB OF HAMMERSMITH AND FULHAM Total		6,492.00
BREAKTHROUGH MEDIA NETWORK LTD	MARKETING STRATEGY AND CONSULTANCY	6,000.00
BREAKTHROUGH MEDIA NETWORK LTD Total		6,000.00
BLACKOUTUK	GRANTS TO EXTERNAL ORGANISATIONS	6,000.00
BLACKOUTUK Total		6,000.00
CISION GROUP LTD	OTHER PROFESSIONAL FEES	5,200.00
CISION GROUP LTD Total		5,200.00
GAPSQUARE	RESEARCH & STUDY FEES	4,623.50
GAPSQUARE Total		4,623.50
DALLAS-PIERCE-QUINTERO	GRANTS TO EXTERNAL ORGANISATIONS	3,331.66
DALLAS-PIERCE-QUINTERO Total		3,331.66
THE UBELE INITIATIVE	GRANTS TO EXTERNAL ORGANISATIONS	3,750.00
THE UBELE INITIATIVE Total		3,750.00
OITIJ-JO	GRANTS TO EXTERNAL ORGANISATIONS	3,750.00
OITIJ-JO Total		3,750.00
ROOTS RESEARCH LTD	MANAGEMENT & SUPPORT CONSULTANCY	5,447.12
ROOTS RESEARCH LTD Total		5,447.12
ADFIELD HARVEY LTD	EXTERNAL MEETING ROOM HIRE & EXPENSES	7,000.00
ADFIELD HARVEY LTD Total		7,000.00
XEIM LIMITED	PUBLICATIONS & PERIODICALS	3,480.00
XEIM LIMITED Total		3,480.00
FACTIVA LIMITED	MONITORING OF PR AND SOCIAL MEDIA	3,216.84
FACTIVA LIMITED Total		3,216.84
FIRSTSITE LIMITED	OTHER PROFESSIONAL FEES	3,000.00
FIRSTSITE LIMITED Total		3,000.00
THE FLAG CONSULTANCY LIMITED	FURNITURE & EQUIPMENT	1,887.00
THE FLAG CONSULTANCY LIMITED Total		1,887.00
FURTHER	MANAGEMENT & SUPPORT CONSULTANCY	1,875.00
FURTHER Total		1,875.00
CORE SOLUTIONS GROUP	OTHER PROFESSIONAL FEES	1,829.00
CORE SOLUTIONS GROUP Total		1,829.00
MANCHESTER METROPOLITAN UNIVERSITY	STAFF TRAINING	1,692.00
MANCHESTER METROPOLITAN UNIVERSITY Total		1,692.00
CREATIVE GIANT LIMITED	PRODUCTION ARTWORK AND DESIGN FOR MARKETING	1,670.00
CREATIVE GIANT LIMITED Total		1,670.00
INTERMEDIA GLOBAL LIMITED	RESEARCH FOR MARKETING CAMPAIGNS AND ACTIVITIES	1,654.20
INTERMEDIA GLOBAL LIMITED Total		1,654.20
CAMBRIDGE ECONOMIC ASSOCIATES LTD	MANAGEMENT & SUPPORT CONSULTANCY	1,500.00
CAMBRIDGE ECONOMIC ASSOCIATES LTD Total		1,500.00
ASSOCIATION OF DIR. PUBLIC HEALTH	PUBLICATIONS & PERIODICALS	1,200.00
ASSOCIATION OF DIR. PUBLIC HEALTH Total		1,200.00
NAZ PROJECT LONDON	MISCELLANEOUS COSTS	800.00
NAZ PROJECT LONDON Total		800.00
ECOTRICITY	ELECTRICITY	1,263.74
ECOTRICITY Total		1,263.74
SAGAL FARAH	OTHER PROFESSIONAL FEES	630.00
SAGAL FARAH Total		630.00
CHIFA KHELFAOUI	OTHER PROFESSIONAL FEES	570.00
CHIFA KHELFAOUI Total		570.00
THE WELL-BEAN COMPANY	EVENT MANAGEMENT FEE	500.00
THE WELL-BEAN COMPANY Total		500.00
JAMYANG BUDDHIST CENTRE	EXTERNAL MEETING ROOM HIRE & EXPENSES	444.00
JAMYANG BUDDHIST CENTRE Total		444.00
WARNER MUSIC UK LTD	OTHER PROFESSIONAL FEES	405.12
WARNER MUSIC UK LTD Total		405.12
LYRIC THEATRE HAMMERSMITH LTD	REFRESHMENTS/MEALS AT MEETINGS	400.20
LYRIC THEATRE HAMMERSMITH LTD Total		400.20

Transactions over £ 250.00	
Reporting Period :	Quarter 1
Start Date:	01 April, 2019
End Date:	20 July, 2019
Financial Year :	2019/20
Appendix 1	

Total Spend > £250	(blank)	
Vendor Name	Expenditure Account Code Description	Sum of Amount
ASSAEL ARCHITECTURE LTD	PLANNING & DEVELOPMENT CONSULTANCY	400.00
ASSAEL ARCHITECTURE LTD Total		400.00
THE ARTWORKS CLASSROOMS	EXTERNAL MEETING ROOM HIRE & EXPENSES	1,167.00
THE ARTWORKS CLASSROOMS Total		1,167.00
COURTHOUSE GARDEN CAFE CIC	CATERERS SERVICE CHARGES	377.37
COURTHOUSE GARDEN CAFE CIC Total		377.37
CLUEQUEST LTD.	STAFF TRAINING	375.00
CLUEQUEST LTD. Total		375.00
ICC	EXTERNAL MEETING ROOM HIRE & EXPENSES	308.00
ICC Total		308.00
UNIVERSITY OF LONDON	CATERERS SERVICE CHARGES	296.40
UNIVERSITY OF LONDON Total		296.40
LOCAL PENSIONS PARTNERSHIP	OTHER PROFESSIONAL FEES	265.00
LOCAL PENSIONS PARTNERSHIP Total		265.00
MIGRANT CONNECTIONS FESTIVAL	OTHER PROFESSIONAL FEES	260.00
MIGRANT CONNECTIONS FESTIVAL Total		260.00
RICH MIX	EXTERNAL MEETING ROOM HIRE & EXPENSES	250.00
RICH MIX Total		250.00
STITCH	CONSULTANCY EVALUATION ASSESSMENT	19,363.00
STITCH Total		19,363.00
RUPERT COHEN	LEGAL FEES	2,100.00
RUPERT COHEN Total		2,100.00
INNOVISION EVENTS	MISCELLANEOUS COSTS	51,495.00
INNOVISION EVENTS Total		51,495.00
DATAMINR INC	MISCELLANEOUS COSTS	150,000.00
DATAMINR INC Total		150,000.00
Grand Total		163,851,712.01

Subject: Budget Monitoring Sub-Committee Work Programme

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 11 September 2019

This report will be considered in public

1. Summary

- 1.1 This report sets out the proposed Budget Monitoring Sub-Committee timetable for 2019/20.

2. Recommendation

- 2.1 **That the Sub-Committee notes its work programme.**

3. Background

- 3.1 The Committee receives a report monitoring the progress of its work programme at each meeting. This is the first such report for this Assembly year.

4 Issues for Consideration

- 4.1 During 2019/20 the Committee will scrutinise budget and performance in a wide variety of areas across the Greater London Authority (GLA) and its functional bodies including Transport for London, the Metropolitan Police, the London Fire and Emergency Planning Authority, the London Legacy Development Corporation, and the Old Oak and Park Royal Development Corporation.
- 4.2 As well as examining the GLA Group quarterly monitoring reports, the Sub-Committee will explore topical issues or specific areas contributing to the full Committee's investigations or reports, where appropriate, and examine Mayoral Decisions.

Proposed meeting timetable

4.3 The table below sets out the provisional scheduled future meetings of the Committee in 2019/20 that were approved at the Assembly's Annual Meeting on 2 May 2019.

- 4 December 2019; and
- 11 March 2020.

4.4 The Committee can agree topics for each meeting as the year progresses.

5 Legal Implications

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

6 Financial Implications

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

List of appendices to this report: None

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Gino Brand, Interim Senior Policy Advisor
Telephone: 020 7983 5792
Email: Gino.Brand@London.gov.uk