

Greater London Authority Financial and Performance Report for Q3 2017-18

Contents

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

Appendix 1: Revenue Forecast Q3 2017-18

Appendix 2: Capital Forecast Q3 2017-18

Appendix 3: Project Performance Table

Appendix 4: Portfolio Dashboards

Appendix 5: Portfolio GLA Role and Responsibilities narrative

Introduction

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

2. Summary final financial position

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

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

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

3. Revenue

Revenue: Directorates

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

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

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

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

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

Revenue: Corporate items

Contingency

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

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

Changes in Budget

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

Changes in Reserves

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

Forecast GLA Reserves

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

4 Capital

Analysis of 2017-18 Capital Budget

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

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

Housing & Land

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

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

Affordable Housing Programme

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

Community Led Housing

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

Care & Support

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

Homelessness Change and Platform for Life

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

London Housing Bank

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

Housing Zones – Loans

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

Housing Zones – Grants

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

Land and Property (GLAP)

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

Development, Enterprise & Environment (DEE)

Regeneration

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

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

London Regeneration Fund (LRF)

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

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

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

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

Growing Places Fund (GPF)

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

Further Education

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

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

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

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

Skills for Londoners (SfL)

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

High Streets Fund & Crystal Palace Park

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

Good Growth Fund (GGF)

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

Environment & Economic Policy

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

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

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

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

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

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

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

Communities and Intelligence (C&I)

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

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

Sports

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

Culture & Creative Industries

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

Corporate

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

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

NLE

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

LLDC

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

City Hall Infrastructure

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

Technology Group

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

5 Performance

Project performance

5.1 Significant financial performance issues are set out above in the financial paragraphs of the report. Seven projects were rated red this quarter:

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

5.2 The table below sets out changes to overall project ratings over the past quarter. This also flags projects that have moved into closedown. The full project table is at **Appendix 3**.

	Q4, 2016-17	Q1, 2017-18	Q2, 2017-18	Q3, 2017-18
GREEN	<p>88</p> <p>New in: LRF Abbey Wood GPF Meridian Water</p> <ul style="list-style-type: none"> ↑MRF Cobden Junction ↑MRF West Croydon Interchange ↑MRF Croydon Business Rate Relief ↑MRF Colliers Wood ↑HSF Ladywell ↑HSF Walthamstow ↑LRF Dalston Works ↑LRF South Kilburn Enterprise Hub ↑LRF CEME: London Riverside ↑GPF MedCity ↑GPF Meridian Water Angel Road ↑FEC Fashion Retail Academy ↑FEC City of Westminster Maida Vale Campus ↑Energy for London 	<p>80</p> <p>New in: LRF Richmond RACC Workspace National Park City Schools Air Quality Audit Programme Air Quality Business Fund</p> <ul style="list-style-type: none"> ↑HSF Burnt Oak ↑HSF Wembley ↑LRF Barking Town Centre ↑LRF Royal Docks Silvertown 	<p>68</p> <p>New in: FE Capital: Havering College, Construction Infrastructure Skills and Innovation centre FE Capital: Big Creative Education, Walthamstow Early Years Education Getting Ahead London</p> <ul style="list-style-type: none"> ↑LRF LB Lambeth: Loughborough Junction ↑FE Capital: East London Advanced Technology and Training ↑Smart Cities demonstrators ↑Sports Legacy Fund: Facilities (football foundation) ↑London Design Festival ↑24 Hour London 	<p>66</p> <p>New in: Tech.London Innovation & Growth Commercial Boiler Scrappage Scheme Warmer Homes Education</p> <ul style="list-style-type: none"> ↑LRF Poplar Harca: Poplar ↑The Connection Gardening and Horticulture Project ↑Decentralised Energy Enabling Project (DEEP) ↑Barking Riverside ↑Culture Strategy ↑The Illuminated River ↑New Year's Eve
	AMBER	<p>40</p> <ul style="list-style-type: none"> ↓ OLF Crystal Palace Park ↓ LRF Barking Town Centre ↓ LRF Meridian Water Workspace ↓ LRF Beddington ↓ GPF Southall Junction Improvement ↓ GPF Erith ↓ H&L Greenwich Peninsula ↓ Sports Legacy Fund: Facilities <ul style="list-style-type: none"> ↑HSF Portobello ↑Affordable Housing Programme 	<p>35</p> <ul style="list-style-type: none"> ↓LRF Loughborough Junction ↓GPF The Cube ↓Energy for London ↓Smart Cities demonstrators 	<p>41</p> <p>New in: Digital skills The Connection Gardening and Horticulture Project ERDF Better Futures Commercial Boiler Scheme</p> <ul style="list-style-type: none"> ↓HSF Wembley (Brent) ↓LRF LB Ealing: West Ealing ↓LRF LB Harrow: Wealdstone ↓LRF Poplar Harca: Poplar ↓The Illuminated River ↓Youth Innovation Fund <ul style="list-style-type: none"> ↑MRF LB Southwark: Gateway to Peckham
RED	<p>5</p> <ul style="list-style-type: none"> ↓LRF Romford Market Place ↓FEC Lambeth College ↓FEC Hackney Open Tech Institute 	<p>6</p> <ul style="list-style-type: none"> ↓MRF Southwark: Gateway to Peckham ↓LRF Bootstrap Co: Dalston Works ↓FE Capital: ADA national College for Digital Skills 	<p>6</p> <p>New in: GPF 205 Holland Park Avenue</p>	<p>7</p> <p>New in: Energy Leap</p> <ul style="list-style-type: none"> ↓LRF LB Ealing: West Ealing
MOVED INTO CLOSEDOWN / CLOSED	<p>MRF Hackney Fashion Hub HSF Chrisp Street Exchange</p>	<p>MRF 639 Tottenham High Road MRF Tottenham Access and Parking MRF Tottenham Controlled Parking Zone MRF Growth on the High Road MRF Haringey Employment Support HSF Abbey Wood GPF Construction Skills CITB FE Capital Fashion Retail Academy FE Capital Westminster Kingsway: Kings Cross Construction Centre FE Capital West Thames College: Feltham Skills Centre Employer Led Apprenticeship Creation Programmes LRF Romford Market Place</p>	<p>MRF LB Croydon: Innovation Centre MRF LB Croydon: Business Rate Relief MRF LB Croydon: Wellesley Road Crossings MRF LB Croydon: High Streets MRF LB Croydon: New Addington MRF LB Merton: Colliers Wood HSF Camden Town (Camden) HSF Abbey Wood (Greenwich) HSF Romford (Havering) HSF Finsbury Park (Islington) HSF Brixton (Lambeth) HSF Forest Hill (Lewisham) HSF Ladywell (Lewisham) HSF Manor Park (Newham) HSF Bankside (Southwark) HSF Blackhorse Lane (Waltham Forest) LRF Hotel Elephant: Spare Street</p>	<p>MRF LB Ealing: Shaping Southall HSF Orpington (Bromley) HSF Wood Green (Haringey) HSF Whitechapel (Tower Hamlets) HSF Walthamstow (Waltham Forest) Lumiere</p>

Thematic dashboards

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