

Appendix 4a - Housing: Overview

What are the benefits we're pursuing for Londoners?

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

How well are we doing?

Progress and future delivery confidence (overall)

AG

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

Governance and risk

Targets and objectives

Timescales

Spend

G

AG

AG

AG

Updates

Highlights and progress

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



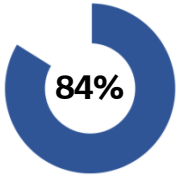
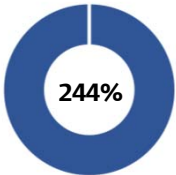
Risks and issues faced

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

Next steps: focus of next six months

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

Summaries & exception reporting

Targets	Workstreams	Year-End Forecast (key budgets)	Rev	Cap
				
Exception reporting				
PI-2 - Rogue landlord & letting agent checker	G	The checker launched in December. Ten boroughs, the London Fire Brigade and the three deposit redress schemes are already participating.		
PR-1 - Affordable housing	AG	Spend is forecast to be £434.4m above the previously set budget, with a request to bring forward £87m from 2019/20 and £347.4m from 2020/21 to accelerate delivery; hence the reported capital forecast of 244%.		

Targets

PI-1

Number of genuinely affordable homes started in London

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

Notes

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

Commentary

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

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

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

Notes

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

Commentary

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

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

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

Notes

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

Commentary

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

Workstreams

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

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

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

What are the benefits we're pursuing for Londoners?

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

How well are we doing?

Progress and future delivery confidence (overall)

G

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

Governance and risk

Targets and objectives

Timescales

Spend

G

G

G

G

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

Updates

Highlights and progress

Good progress has been made against the main targets, highlights include:

- London's air quality stayed within annual legal limits until end of January for the first time in 18 years (the limit is usually exceeded within 3-6 days). These dramatic improvements in monitored air quality levels at the Brixton Road and Putney High Street monitoring sites are partly attributable to the introduction of Low Emission Bus Zones along these routes in 2017, which are already delivering major reductions in pollution concentrations in these areas.
- The T-charge was implemented in central London in October 2017. Earlier implementation of the Ultra Low Emission Zone (ULEZ) (now 8 April 2019) has been confirmed.
- A consultation to expand the Ultra Low Emission Zone was launched.
- 50 comprehensive air quality audits for schools in pollution hotspots have been completed. The reports will be published in the spring.



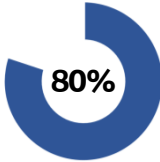
Risks and issues faced

- Lack of support from central Government and not being able to access the national Clean Air Fund.
- Lack of powers and control over non-transport emissions, which will gradually account for more of London's pollution problem as vehicles get cleaner

Next steps: focus of next six months

- Assessing consultation responses and making a decision on ULEZ expansion.
- Expanding electric vehicle infrastructure to facilitate a switch from fossil fuel to electric vehicles.
- Trialing new, high-tech air quality sensor technology to boost the capital's fixed air pollution monitoring systems in up to 1,000 locations.

Summaries & exception reporting

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

Targets

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

Notes

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

Commentary

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

PI-2

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

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

Notes

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

Commentary

We now have 3,200 Euro 6 buses compared to the baseline of 1,194 in 2016, with an average 8g/km saving. Given the average bus travels approximately 60,000 km per annum, the saving is 960 tonnes of NOx – assuming the buses were on average in service for a year. This represents a 27% reduction in NOx emissions since the Mayor came into office. With over two and half years remaining of the programme, we are on track to meet the 90% target by the end of 2020. So far, 650 buses have been retrofitted and over 32% of the total fleet now meets Euro VI emissions standards. Furthermore, 60% of the central London fleet is now ULEZ compliant and we have 106 zero emission buses in the fleet (96 pure electric and 10 fuel cell).

PI-3

The number of zero emission capable (ZEC) black taxis licenced in London

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
LAEI data	N/A	a) 45%+ reduction in NOx emissions from taxi fleet by end 2020 from 2016 b) requiring 8,990 ZEC taxis	10 ZEC taxis (March 2018)	AR	a) Emissions estimations undertaken annually (first Dec 2018) b) Fleet data is quarterly (ie. Q4)
2016					

Notes

Taxi licensing information can be found here:
<https://tfl.gov.uk/info-for/taxis-and-private-hire/licensing/licensing-information>.
 ZEC taxi uptake is reliant on incentives provided to the taxi trade and other policy initiatives. There are no other annual targets. Progress will, however, be reported quarterly.

Commentary

The new policy has just come into force and we now have 10 zero emission capable taxis licensed in London, so uptake and incentives will need to be closely monitored to ensure we remain on track.

In order to meet the objective we need 8,990 taxis by the end of 2020.

Objectives

IT Full implementation of two Low Emission Zones (LEZs) - the Central London Activity Zone and Canary Wharf Zone - for highly polluting diesel machinery used on construction sites (known as Non-Road Mobile Machinery, or NRMM).

By when?	Success measures	
December 2018	<ul style="list-style-type: none"> • Compliance with the NRMM LEZ is monitored and measured through Mayor's Air Quality Fund-funded officers in participating boroughs, and reported quarterly through their NRMM project updates • 100% of machines on the register are eligible for use with the NRMM Low Emission Zone or have a valid exemption certificate • All boroughs specifying the NRMM standards as a planning condition on all proposed applicable developments, reported in their Annual Status Reports, by summer of the following year 	
Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none"> - As of February 99.7% of machines on the register are eligible for use within the NRMM LEZ. - We will know which boroughs have imposed the condition in late summer 2018 through the borough Local Air Quality Management annual reporting process. Our estimate is that 76% of boroughs are imposing the condition. We are seeking to increase this by: making it a requirement that boroughs deliver on NRMM if they wish to obtain Cleaner Air Borough Status and providing training for borough officers and Public Health Officers. We are also delivering initiatives working with industry.

D-2 10 polluted locations transformed into Low Emission Neighbourhoods (LENs) with reduced emissions and exposure.

By when?	Success measures	
December 2019	<ul style="list-style-type: none"> • 5 borough and 5 business LENs delivered by April 2019 • Delivery against agreed action plans, containing a package of different targeted measures for each zone • Reduced emissions and exposure, as measured through methods such as traffic, pedestrian and cycle counts, pollution monitoring, and estimated emissions reductions 	
Phase?	On track?	Commentary
Delivery	AG	<ul style="list-style-type: none"> - There are 5 borough LENs currently being delivered. A number Initiatives in these LENs were announced in the past quarter, including the consultation for UK's first Ultra Low Emission Vehicle-only zone in the City Fringe LEN (led by LB Hackney). This has been widely publicised in the press. - Four of the five borough LENs are delivering well and to schedule, although there have been some delays in the Ilford Junction LEN due to a number of external factors including delays due to other TfL activities in the area. GLA and TfL officers are currently assessing the project and will be keeping a close eye on this project to ensure successful delivery. - 6 Business LENs have been announced and some of these projects - notably the Borough High Street and the Archway LEN - are ahead of schedule and will be implementing on-street improvements within the next 2 months. All others are on track.

D-3

Protect vulnerable people from air pollution by completing comprehensive air quality audits at 50 of London's most polluted primary schools, and delivering a new air quality alerts system for vulnerable groups, such as school children.

By when?	Success measures	
April 2018	<ul style="list-style-type: none"> • Primary school audit reports lead to a series of clear, deliverable actions for each of the 50 primary school areas. Each of the 50 reports will contain a toolkit and guidance. Other schools can use the toolkit and guidance, including the audit template, to carry out their own audits. Recommendations from the audits can be implemented by the London boroughs using funding from TfL's Local Implementation Plan funding stream. • Impacts assessed from a baseline already established at each school (noting responsibility for the delivery of the actions that will sit with the relevant borough) • Process in place whereby Public Health England, NHS England and other key stakeholders are disseminating direct air quality alerts on behalf of the Mayor to schools and healthcare professionals, including targeted guidance for action to take on days of high pollution 	
Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none"> - 50 primary school audits have been completed and draft reports are now being finalised. - An event is being planned to coincide with the publication of the audit reports in the spring.

D-4

Put in place an Ultra-Low Emission Zone in central London by April 2019. The Ultra-Low Emission Zone will deter older, more polluting vehicles from entering the zone by charging an additional fee on top of the congestion charge for vehicles which do not meet the strict ULEZ emission limits.

By when?	Success measures	
April 2019	<ul style="list-style-type: none"> • Formally agree, by spring 2018, a subsequent expansion on the ULEZ • Levels of compliance with the zone • Achievement of the projected 40% reduction in NOx emissions by the end of 2020 	
Phase?	On track?	Commentary
Planning	G	In November the Mayor announced the decision to bring forward the implementation date for the central London ULEZ by 18 months to April 2019. In the same month he also launched the consultation on expanding the ULEZ to the North and South Circular for all vehicles, and to the M25 for heavy vehicles.

Appendix 4c - Social Integration: Overview

What are the benefits we're pursuing for Londoners?

- 1) Relationships: Londoners from different backgrounds to be able to connect with each other through a range of shared activities and develop London's inclusive identity.
- 2) Participation: As many Londoners as possible play an active role in their community and city, and are involved in the decisions that affect them.
- 3) Equality: The inequalities that divide Londoners are reduced and barriers to social integration for particular groups are tackled.

How well are we doing?

Progress and future delivery confidence (overall)	AG	The Social Integration Team is in the first stage of delivering new evidence-based policies/programmes to improve social integration and is developing a measurement approach. Team London are progressing well and largely meeting their goals for the year.
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Governance and risk	Targets and objectives	Timescales	Spend
AG	AG	AG	AG

Updates



Highlights and progress	<ul style="list-style-type: none"> - The Citizenship and Integration Initiative (CII) has raised the profile of young Londoners with insecure status, including among policy makers, schools and local authorities. Pilots have been launched with London boroughs to test improvements to citizenship ceremonies, with interventions being evaluated using experimental methods. The London Strategic Migration Partnership (LSMP) has had some successes working with the Home Office to improve policies for migrants and refugees. - Team London Ambassadors is working through multiple procurement exercises to replace old equipment and ready the programme for the next three years. HeadStart Plus, a place-based model focusing on pre-NEET young people, is starting in January 2018, in partnership with a community organisation that is delivering the social action element of the programme. Team London Small Grants applications closed on 5/01/18 and 15 London organisations have been awarded grants to get more young Londoners getting into volunteering. - The Sport Unites programme is being developed, with two large partnerships mobilised and significant progress made with the scoping of Sport Tech, Thought Leadership and Performance Pathways.
Risks and issues faced	<ul style="list-style-type: none"> - It is important City Hall is clear about the impact we can have on social integration across London, given that the Mayor is only one of several actors who will shape of the future of social integration. The risk is the perception that we can do more than we are able to. We mitigate this through partnerships with others and clarity in the scope of our strategy. - Sustainability of some of the programmes we are funding through the social integration strategy is also a challenge. We are mitigating this by influencing and working with other partners who are interested in embedding and scaling the learning. - For Team London Ambassador, two key contracts have proved problematic, with one supplier not meeting their promised spec (the contract has now been amended) and another procurement requiring drawdown of 2019/20 budget in 2018/19. - The risk to sports deliverables relates primarily to resourcing, with a potential knock on impact on deadlines. Staff resources are being looked at.

Next steps: focus of next six months

- Our focus will be on launching the four new social integration projects (The London Family Fund, WIN, ESOL Plus and Social Integration Design Lab) and building our measurement framework to collect new data. We will also be delivering approved Citizenship and Integration Initiative (CII) projects with a new round of seconded advisors from civil society.

- For Team London, two ESF projects - 2Work (Young people aged 18-24) and Forces for London (veterans) - will begin delivery shortly, using volunteering to help Londoners gain experience and build a pathway to employment. The Team London Small Grants 2017 will be distributed in the coming months and projects will start delivery in 2018/19.

Summaries & exception reporting

Targets		Objectives		Year-End Forecast (key budgets)	[Finance monitoring being developed]
Exception reporting	D-1 - Social Integration Strategy	G	While there has been slower than anticipated spend for some projects linked to the Social Integration Strategy, the strategy is now on track for a spring launch and decision forms are being prepared for new projects.		
	D-5 - Sports strategy	R	There have been delays to the strategy, which are linked to capacity issues. The strategy is, however, back on-track for spring.		

Targets

P1-1 More Londoners volunteer as a result of GLA programmes					
Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
N/A	27,500	100,000	17/18 = 18,424 Mayoral term to date = 55,729	AG	Q4

Notes

This PI includes: Team London Ambassadors and Major Events, Team London Young Ambassadors, opportunities taken through the website and other TL events, HeadStart, Enterprise Advisors and projects that focus on the development of life skills through volunteering. Figures will be measured by the number of people volunteering and will include the number of times individuals volunteer. We will also track the diversity and home borough of volunteers.

Commentary

- 2017/18 figures for Major Events are significantly higher than most years due to the IAAF & World Para Athletics Champs.
- The new Team London Website was due to be built by now but has been delayed a few months; this has affected reported performance. Once live, there will be a positive impact on volunteering numbers.
- The cumulative position for the Mayoral term, at the end of this financial year, is likely to be ahead of target.

P1-2 Londoners actively participating or volunteering in sport as a result of GLA sports projects [to be developed]

Notes

A measure of the impact of the new sport investment programme, which will also encompass outputs from major events funded through the GLA's community engagement fund, in addition to grassroots activity. Indicators and targets will be articulated more fully by summer 2018.

Commentary

A new community sport investment programme will be launched in 2018/19 and will provide sporting activities as a way to support social integration between communities in London and improve the health of Londoners.

P1-3 The increase in social integration for Londoners engaged through Mayoral initiatives [to be developed]

Notes

This will be a new PI/Pis that will measure the Mayor's contribution to:

- Londoners building meaningful relationships with individuals from different backgrounds as well as their own
- Londoners playing an active role in their community and city, and are involved in the decisions that affect them
- Reductions in the inequalities and barriers that divide Londoners and undermine social integration.

It will focus on measuring the impact on Londoners engaged through Mayoral initiatives, particularly The London Family Fund, WIN, ESOL Plus and Civic engagement

Commentary

The current evidence base on social integration in London is patchy and unclear. This means it is inappropriate to set baselines and targets using existing measures. A core objective for the Social Integration team is therefore to build the evidence base and define new measures. Performance measures will be developed once the evidence base is established. Initial city-wide measures are being launched in spring 2018. New data will be collected and analysed by spring 2019. At this point we will have tested measures sufficiently in order to set performance targets for the impact Mayoral initiatives are having on the Londoners they engage.

Objectives

D-1 Strategy: The Mayor's vision for social integration in London is widely communicated through and underpinned by a comprehensive strategy that includes actions to turn that vision into reality.

By when?	Success measures	
Spring 2018	<ul style="list-style-type: none"> • The strategy is formally launched by spring 2018, and partners and London communities comment positively that it sets out a vision around which Londoners can unite. • New initiatives launched in the strategy are effectively delivered (to be reviewed at the end of each financial year, complemented by evaluations of specific initiatives). • Teams across City Hall align their work with the goal of improving social integration. 	
Phase?	On track?	Commentary
Delivery	G	The strategy is on track to launch in the spring and sets out a clear vision, which has been communicated widely across City Hall. All teams have been engaged in contributing to the strategy and aligning their work with social integration objectives. New initiatives are being set up between January and June 2018.

D-2 Social Evidence Base: Launch of a dashboard of social integration measures for London that allows City Hall to track the specific impact of policies and projects, plan strategically for what and how to improve social integration, and advocate for policy change by others.

By when?	Success measures	
December 2018	<ul style="list-style-type: none"> • A robust, widely-supported set of measures is established, and data are published and widely accessed and used. • Methods for collecting new data to fill gaps in the evidence base are established and are producing useful findings. • Data sharing partnerships are established with London boroughs to share data on social integration and inform policy making. 	
Phase?	On track?	Commentary
Planning	AG	Initial measures based on existing data have been set. The Measurement Advisory Group has been set up. Data sharing partnerships with London boroughs are in discussion. Plans are in place for developing new data collection for social integration.

D-3

Citizenship and Integration Initiative: Implement a successful partnership programme with civil society involving policy development, advocacy, pilot research and production of guidance, to increase active citizenship among Londoners; facilitate the pathway to citizenship for Londoners with insecure status; and celebrate diversity and build shared identity.

By when?	Success measures	
Apr-19	<ul style="list-style-type: none">• Written guidance is available to young people and schools to support young Londoners with insecure status to access their citizenship and residence rights.• Policy makers and practitioners are more aware of the issues facing Londoners with insecure status, including young Londoners and vulnerable EEA+ Nationals.• Innovations are developed around embedding active citizenship models (e.g. volunteering, voter registration) in citizenship ceremonies, and learning is shared across London boroughs.• Young people are accessing political literacy resources through the London Curriculum in secondary schools.• A new programme of work is established to celebrate London identity and shape a city that is welcoming to all.	
Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none">- Written guidance is on track to be completed in late spring 2018. Interventions by the Mayor have increased awareness of the issues facing young Londoners with insecure status among audiences including policy makers, local authorities and schools- Pilot interventions in citizenship ceremonies are in progress and are being evaluated.- Political literacy resources are on track for launching in summer 2018.- Research into London identity has been completed and next steps are being planned.

D-4 Refugees and Migrants: Work with strategic partners achieves a reduction in specific barriers facing migrant and refugee communities in London.

By when?	Success measures
Mar-19	<ul style="list-style-type: none"> • English for Speakers of Other Languages (ESOL) pilots are delivered that test out innovations to increase the accessibility and suitability of English language provision, especially for learners who need greater support. Learning is applied to future ESOL investment and used to influence employers and other potential providers of ESOL in London. • London's approach to the community sponsorship of refugees is strengthened and able to help more refugees to resettle in London due to City Hall's work with London borough councils, communities, employers, landlords and civil society. • The London Strategic Migration Partnership (LSMP) and the Mayor's Migrant and Refugee Advisory Panel (MRAP) play a strategic role in addressing the barriers and issues facing migrants in London, such as: managing the impact of the EU referendum result on Londoners at risk of marginalisation; and understanding issues with and improving London's approach to asylum accommodation and support, individuals and families with no recourse to public funds, and unaccompanied asylum-seeking children.

Phase?	On track?	Commentary
Planning	G	<ul style="list-style-type: none"> - Pilots are in development and due to launch in spring 2018 - Community sponsorship coordination is having a positive impact with successes on running training and capacity building for community sponsorship groups across London and identifying common needs across the boroughs. - LSMP has had some successes in working with the Home Office to improve the implementation of policies affecting London's migrants and refugees.

D-5 Sport: The Mayor's vision for sport in London is widely communicated through and underpinned by a comprehensive strategy that includes actions to turn that vision into reality, in particular those focused on social integration.

By when?	Success measures
June 2018	<ul style="list-style-type: none"> • A strategy is formally launched by June 2018 and partners and London communities comment positively that it sets out a vision around which they can unite. • Social Integration actions within the strategy are implemented and are impactful (to be reviewed at the end of each financial year, complemented by evaluations of specific programmes).

Phase?	On track?	Commentary
Planning	R	There have been delays in producing the strategy due to capacity issues. Work is currently taking place to develop a consultation stakeholder plan.

D-6 Philanthropy: The GLA and Mayor’s role in supporting and enabling philanthropy in London is clear and includes key actions that turn vision in to reality

By when?	Success measures	
June 2018	<ul style="list-style-type: none"> • Completion of review, highlighting where the GLA can be most impactful when supporting and enabling philanthropy with clear recommendations • Philanthropy actions are implemented, impactful and complimentary to stakeholders’ work (to be reviewed at the end of each financial year, complemented by evaluations of specific interventions) 	
Phase?	On track?	Commentary
Delivery	G	A partner has been appointed to deliver the review. An inception meeting has taken place and project is on track.

Appendix 4d - Culture & Creative Industries: Overview

What are the benefits we're pursuing for Londoners?

- 1) Increase access to and engagement with culture and the creative industries.
- 2) Protect and grow cultural and creative industries' infrastructure.

How well are we doing?

Progress and future delivery confidence (overall)

G

Targets and initiatives are on track. Risks and issues have effective mitigations in place and are manageable.

Governance and risk

Targets and objectives

Timescales

Spend

G

G

AG

AG

Updates

Highlights and progress

- **Lumiere London 2018** was a success, attracting an estimated 1.5m individual visits across the 58 installation sites. External evaluation is underway and the number of visits will be updated when the final evaluation has been received.
- The two winning boroughs of the **London Borough Culture** competition were announced in February. Waltham Forest were announced as London Borough of Culture 2019 and Brent as the winners for 2020.
- 24 applications from 25 boroughs have been received for ten £50k **Creative Enterprise Zones** development grants.
- **Funding secured:** £300k from the Government Equalities Office and £95k from Heritage Lottery Fund to delivery a public facing and high profile campaign of activities celebrating the centenary of women's suffrage; and £200k from Airbnb for London Borough of Culture.
- Policies that are part of new draft **London Plan** include more support for Cultural Infrastructure.
- **Centenary culture programme / #BehindEveryGreatCity:** A successful event was held on Trafalgar Square in February, securing significant coverage for the Millicent Fawcett statue to be unveiled in April 2018.



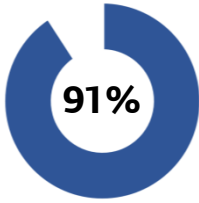

Risks and issues faced

- The first Chair of the **Night Time Commission** came to the end of his one year contract in January 2018. A new Chair must be appointed in a timely manner to enable the continuation of the Commission's work.
- **2018 grassroots music campaign, Sounds Like London:** Short timescales and unconfirmed budget could lead to issues with the delivery of the project. Team working through priorities to deliver high quality programme.
- **Creative Enterprise Zones:** There is a risk that the budget may not be fully committed by year-end. Officers are working to entering into grant agreements swiftly after the decision-making process concludes in mid-March.
- **Small Grants Project:** The appointment of a grant management supplier was delayed, affecting the programme's timescales. A contract for a supplier is, however, now being finalised and the delivery timeline is being updated.
- **Creative Land Trust:** The model/legal make up which the CLT will take needs to be finalised, following further external legal advice and internal consultation, in advance of Mayoral approval.

Next steps: focus of next six months

- **Cultural Infrastructure Plan:** Publish dance infrastructure maps, research and an update to the workspace study. Begin studies to map: skate parks and street art walls, galleries and museums, theatres and theatre rehearsal facilities.
- Announce the 10 Development Grants in March 2018 and enter into agreements. Announce up to 3 funded **CEZs** by October 2018.
- **Centenary cultural programme/#BEGC:** Finalise programme delivery including a public art trail, a music event with a focus on female grime artists and the installation of the statue of Millicent Fawcett on Parliament Square.
- **Culture at Risk:** Ongoing casework to protect venues, pubs, clubs and LGBT spaces at risk (high volume of cases currently due to business rates, rent rises and licensing decisions).
- Finalise the model/legal make up the **Creative Land Trust** will take and once the 3-year budget has been approved.
- Deliver a high quality 2018 grassroots music campaign (**Sounds Like London**).

Summaries & exception reporting

Targets	 3	Objectives	 6	Year-End Forecast (key budgets)	 91%	 23%
Rev					Cap	
Exception reporting	Pr-6 - 24-hour London	AG	A new Chair needs to be appointed swiftly and delays in planning for the Night Time Summit need to be resolved; albeit planning for the summit is underway.			
	Pr-8 - Creative Land Trust	AG	Formal approval is not yet in place. Discussions are also ongoing with regards to delivery model.			

Targets

PI-1 i) Jobs and ii) apprenticeships created through programmes supported by the Mayor's culture & creative industries funding					
Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
i) 4,193 jobs ii) 221 trainees	i) 3,000 jobs ii) 20 apprentices and 75 trainee roles delivered	i) 9,300 ii) 645	i) 2,996 ii) 71	G	Q4 report
2016/17					

Notes

- The scope of this indicator is primarily Film London and the British Fashion Council. Targets and measurement are written into the funding agreements for delivery partners.
- Creative Enterprise Zones will also contribute to this indicator and will be incorporated into this indicator once funding agreements are in place and targets have been specified in autumn 2018; note this programme is not currently included in the target.

Commentary

- Film London is expected to create over 9,000 crew opportunities over the three-year funding period as a result of productions it has attracted or supported. A further 175 trainee opportunities will be delivered across Film, Animation and TV. As of February 2018, Film London has confirmed it has created 2,996 film crew opportunities and 51 trainee opportunities.
- The British Fashion Council's first cohort of 20 apprentices started in September 2017. A further two cohorts of 20, alongside 20 scholarships per annum, will be delivered over the remaining two years of the grant funding until 2020.

PI-2 Funding levered in to cultural projects and programmes through match/ complementary funding

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
£547,501.97 2016/17	We will not set a target	N/A	£1.165m	G	Q4 report

Notes

- To ensure funding leveraged can be measured consistently and meaningfully, the methodology developed will take into account all grant funding and sponsorship secured for programmes that are directly delivered by the Culture & Creative Industries Unit. These currently include: Gigs, Fourth Plinth, London Borough of Culture, Suffrage and Cultural Heritage programmes, World Cities Culture Forum and Thames Estuary Production Corridor.
- Note the historic/baseline figure is based on 2016/17 contributions. The historic figure is for indicative purposes only as programmes and opportunities fluctuate according to policy.

Commentary

Delivery is on track, 2017/18 achievements include:

- £300,000 secured from Government Equalities Office and £95k secured from Heritage Lottery Fund for Suffrage centenary programme activities.
- £200,000 secured from Air BnB in contributions to LBOC programme.
- £300,000 secured from City Bridge Trust in contributions to LBOC.
- \$30,000 USD secured from Google and \$100,000 USD from Bloomberg to support the World Cities Culture Forum.
- £30,000 in contributions from SELEP to support Thames Estuary Production Corridor research.
- £10,000 from LB Lewisham and £10,000 from LB Bexley to support Thames Estuary Production Corridor research.
- £76,000 secured from Gibson Guitars for headline sponsorship of the Mayor of London' Gigs programme.
- £52,000 from Arts Council England towards the Fourth Plinth programme.

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
£635m 2016/17	£336m	£1.098bn	£140.6m (Film London)	G	Q4 report

Notes

The scope of this indicator is Film London, British Fashion Council and London Design Festival.

Targets and measurement are written into the funding agreements for delivery partners and are as follows:

- London Design Festival target: £26m of new business per annum.
- Film London target: £4m of sales (exports) and £225m in minimum London-based spend generated by productions attracted or supported per annum.
- British Fashion Council target: £1.2m per annum in export orders achieved by emerging designers; £110m orders achieved per annum as a result of London Fashion Week and London Mens Collection (Men's fashion week).

Commentary

- Film London August 2017: £9.4m (Film Production: Films Stars Don't Die in Liverpool).
- Film London October 2017: £87.7m (Film Productions: American Assassin, Disobedience, Juliet, Naked, Paddington 2, The Current War, The Little Stranger and Tomb Raider).
- Film London January 2018: £52.9m (Film Productions: Christopher Robin, Collateral, Farming, Johnny English 3, Peterloo, The Nutcracker and the Four Realms).
- Film London total to date for 2017/18: £140.6m
- Data from the British Fashion Council and London Design Festival will be reported at quarter 4 when much of the British Fashion Council related work is delivered. We expect that the addition of these numbers will result in a significant increase in the 'most recent data', hence why this indicator is rated green.

Objectives

D-1 Maximise the number and diversity of people accessing culture across the city through the Mayoral events and culture programmes.

By when?	Success measures
Ongoing / End Mayoral Term	<ul style="list-style-type: none"> • Number of people engaging/accessing culture as part of programmes directly delivered by the Culture & Creative Industries Unit, including: Gigs, Fourth Plinth, London Borough of Culture, Culture Seeds. • Number of people who have attended Major Cultural Events in London (eg. Pride, London Mela, NYE Fireworks, St Patricks Day). • Number of attendees at events the GLA contributes funding towards that are not directly delivered by any GLA team eg. Lumiere London. • Number of volunteering opportunities created as a result of major cultural events taking place in London that are funded by GLA Culture & Creative Industries Unit. • Number of social media impressions across programmes that are directly delivered by Culture & Creative Industries Unit.

Phase?	On track?	Commentary
Delivery	G	<p>On track. Recent achievements:</p> <ul style="list-style-type: none"> - London Lumiere festival attracted an estimated 1.5m individual visits across the 58 installation sites (noting the figure will be updated pending final evaluation). - New Year's Eve Fireworks successfully delivered (attendance numbers to be confirmed) <p>In respect of future activities:</p> <ul style="list-style-type: none"> - A year long programme of activities is being planned to celebrate the centenary of women's suffrage. This will include a public art trail and the curation of a music event with a focus on female grime artists. - The delivery of Sounds like London (London Music Month) is currently being scoped with the aim of the event being delivered in summer 2018.

D-2 Set out a roadmap to 2030 (a 'Cultural Infrastructure Plan') to identify what cultural infrastructure the Mayor, partners and other stakeholders need to protect and/or put in place to support the future growth of London as a cultural capital – and use the Mayor's powers and influence to see that Plan implemented.

By when?	Success measures
December 2018	<ul style="list-style-type: none"> • As part of the Culture Infrastructure Plan workstream, publish an open source map of cultural facilities across London. • Number of major new developments that include cultural facilities, as measured through London Development Database. • Progress reports on major cultural developments, namely, the Museum of London's move to a new home – show timely progress that the move is progressing as planned.

Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none"> - Studies completed, or underway, as part of Culture Infrastructure Plan include: music facilities mapping, supply chain study, workspace update study, theatre facilities mapping and a dance infrastructure assessment. - The Museum of London redevelopment and relocation to West Smithfield has undergone a review to ensure the best use of the market space. Additional funding or the scheme has been approved by the City of London. The GLA has two observers at MoL New Museum board meetings.

D-3a Through the Mayor's planning powers and framework, strengthen protections for cultural facilities in London – especially those most at risk such as pubs and LGBT+ venues, and work with boroughs to support local compliance with new London Plan guidance/policy.		
By when?	Success measures	
December 2018	<ul style="list-style-type: none"> • The new London Plan includes a new chapter on culture and heritage, setting out: protections for creative workspaces and pubs; a new Creative Enterprise Zone policy; and a new 'agent of change rule' to help live music venues, clubs and pubs coexist alongside residential development. • The commissioning and publication of supplementary planning guidance to provide guidance on using London Plan policies to protect and enhance cultural venues. 	
Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none"> - Public consultation on the Supplementary Planning Guidance (Night Time Economy) ran from 19 April 2017 to 14 June 2017 and the guidance has since been adopted. The London Plan is out for formal consultation between 1 December 2017 and 2 March 2018. - Staff continue to plan positive interventions to safeguard well-loved cultural places and spaces at risk of being lost such as grassroots music venues, pubs, theatres, heritage businesses, artists workspaces and cinemas. This includes working closely with GLA and local authority planning teams on planning applications that impact cultural infrastructure, working with the GLA regeneration team on funding applications for the Good Growth Fund and Crowdfund London, and bringing together interested stakeholders with the Night Czar to negotiate innovative solutions. The unit has a dedicated 'Culture at Risk' officer who has played an important role in supporting and protecting businesses including Club 414, a music venue in Lambeth; the Joiner's Arms, an LGBT+ venue in Tower Hamlets; and Banner Repeater, a gallery in Hackney.

D-3b Actively support 'culture at risk' to safeguard cultural spaces and facilities in London by providing advice and signposting and by coordinating the actions of Mayoral bodies, boroughs and other stakeholders to support owners, artists and creatives.		
By when?	Success measures	
End Mayoral Term	<ul style="list-style-type: none"> • Number of venues and spaces supported annually by the GLA Culture Team (aiming for circa 150 in 2017/18). • Cultural facilities in London as measured through an annual audit of numbers of: live music venues, pubs, and LGBT+ venues. • Increasing the square footage of artists' studios and creative workspace in London. 	
Phase?	On track?	Commentary
Planning	G	<ul style="list-style-type: none"> - Work to save venues and cultural facilities deemed to be at risk is underway, and a register monitors these and interventions are planned accordingly. - Various mapping studies are also underway as part of the Culture Infrastructure Plan detailing cultural facilities with a view to officers being able to monitor the increase/decrease of varying cultural institutions and plan positive interventions. Emerging early findings from the CIP across all boroughs indicate the importance of mixed-use venues. This intelligence is being fed into Design Guide work as it is important developers design-in flexible spaces from the outset.

D-4 Establish up to three Creative Enterprise Zones (CEZs) to help artists and creative industries put down roots in the capital through a tailored support package for the creative sector; and a Creative Land Trust (CLT) to secure affordable workspace for the future.

By when?	Success measures
End Mayoral Term	<ul style="list-style-type: none"> • Safeguarding existing jobs in the CEZs. • Number of new jobs in the creative sector in the CEZs. • Increase in square footage of affordable creative workspaces and artists' studios in the CEZs • Estimates of contributions to the local economy of creative industries in the CEZs increase. • Square footage and geographic spread of affordable workspace provided through the CLT.

Phase?	On track?	Commentary
Delivery	AG	<ul style="list-style-type: none"> - Ten development grants of 50k each are being offered to shortlisted London boroughs to enable them to put together action plans and undertake detailed research on how a Creative Enterprise Zone would benefit their borough and how they would deliver one successfully. - Discussions are ongoing regarding Creative Land Trust and the form the entity would take, a decision will be drafted in Spring 2018 to approve both the capital and revenue budgets for this programme.

D-5 By 2020, there will have been two Mayoral sponsored London Boroughs of Culture and up to six boroughs securing funding to deliver exemplary projects

By when?	Success measures
2019 & 2020	<ul style="list-style-type: none"> • Number and range of partners and stakeholders participating in the programme. • Number of boroughs engaging with the programme / entering the competition. • Funding leveraged in to support the programme (aiming for circa £2.5m). • High profile PR and media campaign and strong public awareness of the programme. • Number of cultural events in the boroughs and attendance/participation. <p>[Note we are developing an evaluation framework for the programme, which will support the identification and tracking of measures of success.]</p> <ul style="list-style-type: none"> • One London Borough selected as London Borough of Culture 2019 and one London Borough for 2020.

Phase?	On track?	Commentary
Delivery	G	<ul style="list-style-type: none"> - Diverse and strong applications were received from 22 London Boroughs and the assessment of these applications has been completed. We have now also commissioned the selected artist to create the physical awards for the two winning boroughs. - Following the application assessment stage, the two selected winning boroughs have been announced at an event at City Hall on 27 February. The winning boroughs are Waltham Forest for 2019 and Brent for 2020. - A symposium event is also being planned for 2018/19 to further publicise the competition and will include speakers, workshops for borough representatives and other cultural leaders and stakeholders from the capital.

Appendix 4e - Future Economy: Overview

What are the benefits we're pursuing for Londoners?

- 1) London's economy is fairer and more inclusive – for all Londoners.
- 2) London has an internationally competitive business environment - from skills to infrastructure investment - that supports sustainable growth, trade and investment.
- 3) London's high growth sectors support its position as a global leader in innovation and creativity

How well are we doing?

Progress and future delivery confidence (overall)	G	Targets and objectives on track, some further development of programme management is required as new projects are developed further and implementation plans established.		
Governance and risk	Targets and objectives	Timescales	Spend	
AG	G	G	AG	



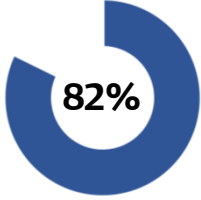

Updates

Highlights and progress	<ul style="list-style-type: none"> - The London Growth Hub is on track to have supported 2,000 businesses, with government funding now confirmed for a further two years. - The Good Work Standard has completed the call for evidence with direct engagement that will inform its development. - The Economic Development Strategy is out for consultation, alongside the GLA's approach to industrial strategy. - A high-level infrastructure group was established in December 2017; the new Draft London Plan has been published showing transport growth corridors and with a strategic infrastructure requirements report showing the level of enabling infrastructure (utilities and social) required along these corridors. - Connectivity: TfL/GLA have bid for £19m from DCMS for a fibre spine in central London. The bid is supported by eight London boroughs and other public sector bodies.
Risks and issues faced	<ul style="list-style-type: none"> - The primary skills risk to manage is the potential for Adult Education Budget Devolution arrangement to be delayed. The devolution settlement has not yet been finalised. A data sharing agreement between Government and the GLA needs to be finalised also. Responsibility for AEB resource implications remains to be decided. - A focus is to encourage quality applications for the Mayor's Construction Academy Scheme (MCAS). - The Growth Hub web portal is unlikely to reach targets for unique users and registrations. Work is underway to redesign the site to improve the user journey (first phase due to be delivered March) and a new marketing strategy is being put in place once. - MedCity requires support required to diversify future funding streams to ensure continued delivery in future years. - In respect of infrastructure, the main challenge is to get buy-in from multiple stakeholders to improve the coordination of infrastructure and development works, from planning to on the ground delivery.

Next steps: focus of next six months

- **Skills:** The focus over the next six months is the development of the AEB skills and funding framework, satisfying the readiness conditions and securing devolution agreement for AEB, finalising the Skills Strategy and launching MCAS.
- **Good Work Standard:** Finalising the Standard with the aim to launch in the latter half of 2018.
- **L&P:** Three-year strategy and 2018/19 business plan to be formally approved and implemented. New three-year funding agreement to be drafted.
- **Economic Development Strategy:** The next step is to draft the consultation report for publication alongside the final strategy (Q3 2018).
- **Tech Innovation:** The Mayor is due to launch his Civic Innovation Challenge programme in Q1 2018.
- **Infrastructure:** Establishing coordination resources and trialling the London simulator on potential investment projects and scenarios.

Summaries & exception reporting

Targets		Objectives		Year-End Forecast (key budgets)		
					Rev	Cap
Exception reporting	Budget monitoring	Note further work is required to align budget lines with project reporting so as to facilitate the tracking of spend.				
	PI-2a - Digital Talent Programme	G	Although expenditure is behind schedule, the programme was (at the time of writing) on track to launch by the end of February.			
	D-6 - Skills for Londoners & Further Education Funds	AG	<ul style="list-style-type: none"> - Outputs for the Further Education Fund are in line with expectations, but funding has slipped due to issues impacting four projects. - Skills for Londoners Capital Funding spend has been delayed, linked to a new requirement on fundees to have planning permission before drawdown (intended to mitigate risk). 			

Targets

PI-1 Economic fairness: The number of a) employers who sign up to the Mayor's Good Work Standard (GWS) and b) the number of people in their workforces that benefit from its policies.

Baseline/ Historic data	This year's target	Target by 2021	Most recent data	On track?	Data next due
0	N/A	Targets will be set by end of 2018/19 financial year	N/A	G	Q4 2018/19
N/A					

Notes

- The Good Work Standard has only recently concluded its call for evidence and the aim is to develop the standard in the first half of 2018.
- We are reviewing if and how we could measure the number of employees who benefit from their organisation signing up to the GWS (part b); that could involve looking at job aspects such as: pay, hours of work, future prospects, working conditions, job content and interpersonal relationships.

Performance commentary

The aim is to launch the Good Work Standard in the latter half of 2018 and this target will be finalised as part of that process.

PI-2a Skills: The impact of the Mayor's Digital Talent Programme

Baseline/ Historic data	This year's target	Target by 2018/19	Most recent data	On track?	Data next due
0	N/A	i) 1,250 Londoners ii) 400 schools iii) 400 SMEs	Not yet available	G	Q1 2018/19
N/A					

Notes

This indicator comprises three elements:

- The number of Londoners (established via eligible postcode) aged 16-24 accessing new training courses to develop the technical and employability skills required for digital, technology and creative entry-level occupations
- The number of 'educators' (school and FE teachers, trainers and youth workers) supported to deliver industry-relevant digital skills learning, careers information and qualifications
- The number of start-ups and SMEs supported to access higher level digital skills to promote business growth

Performance commentary

The Digital Talent Programme is due to be launched by the end of February 2018. Procurement of all but one delivery partner has been completed, with an agreement with the one outstanding delivery partner expected to be in place by June 2018.

Notes

Indicators for wider GLA Skills activity are in the process of being scoped / developed via the Skills and Adult Education Strategy consultation process and the Skills for Londoners Task and Finish groups; for example, in areas such as: apprenticeships, the Mayors Construction Academy Scheme and Advance Learner Loans. These will be prioritised for reporting here. In addition, deliverables and targets will be developed in tandem with the devolution of the Adult Education Budget (AEB) to London in 2019/2020.

PI-3 Trade and investment: Outputs from L&P's work to convince visitors, students and business to come to London i) economic value (GVA) for London; ii) the number of jobs created

Baseline/ Historic data	This year's target	Target by 2020	Most recent data	On track?	Data next due
i) £286m 2016/17	i) £311m ii) 5,295	Targets are set annually	Q3 YTD: i) 322.5 ii) 5,277	G	Q4 2017/18

Notes

These are established indicators with data provided by L&P.

Performance commentary

For the coming period, London & Partners will focus not only on attracting the investment and spend which creates new jobs, but also, given the extra uncertainty post-referendum, on protecting existing jobs in Foreign Direct Investment through creating a Brexit retention taskforce.

Objectives

D-1 Improve the planning and delivery of sustainable infrastructure investment across the capital, sufficient to support London's projected growth in jobs and population and improve quality of life.

By when?	Success measures	
Various	<ul style="list-style-type: none"> • Delivery of the London Plan is supported, including working through the Mayor's infrastructure high-level group to oversee city wide efforts to tackle challenges. • Funding: Develop a strategic cost and funding model of London's long-term infrastructure needs, using models to assess the potential tax impact of investment in London's infrastructure. [Q3 2018] • Coordination: Deliver phase 3.0 of the Infrastructure Mapping Application, bringing together strategic and detailed planning data related to infrastructure and development construction. [Q4 2019] • Establish new resources, funded by industry, to facilitate the more efficient planning and delivery of infrastructure. [Q3 2018] • Assess the potential to unlock investment ahead of demand in London's electricity distribution network. [Q3 2018] 	
Phase?	On track?	Commentary
Delivery	AG	<ul style="list-style-type: none"> - To support the new London Plan, a strategic analysis of the infrastructure that London's growth requires was published in July 2017. - An infrastructure high-level group was established in December 2017 with representation from utilities, central, city and local government, to oversee the Mayor's interventions in this area. - While we are confident that we will be able to produce robust analysis, the key risk, which is hard to mitigate, is that central government will not respond.

D-2 The growth of London's key sectors is supported by the Mayor through a clear framework and set of priorities.

By when?	Success measures	
December 2019	<ul style="list-style-type: none"> • Stakeholders have a clear understanding of the Mayor's vision for the future economy and their role in supporting it. • Sectoral strategies are in place for advanced urban services, cultural/creative, finance and business services, life sciences, low carbon, tech and digital, tourism. • Influence over government's Industrial Strategy so that it provides support to key London sectors. • Delivery against the measures defined in the EDS. 	
Phase?	On track?	Commentary
Planning	G	The Mayor's draft Economic Development Strategy and approach to the Industrial Strategy is being publicly consulted on and the outcomes framework is being developed.

D-3 The Mayor has enabled, through targeted interventions, London's science and technology sectors to innovate, attract investment and grow.

By when?	Success measures
Various	<ul style="list-style-type: none"> • Mayor's Civic Innovation Challenge (CIC) - 15 SMEs receiving business growth support and up to five other firms receive pre-proof of concept funding and support to co-develop their innovations in the areas of inequality, climate change and health directly with the market. (This pilot programme, if successful, will be significantly scaled up during 2019-2020 to stimulate new innovation and enable access to market.) [By 2020] • Up to 100 SMEs supported by MedTech London through networking opportunities, access to markets initiatives, training workshops and MedTech Business Awards across five categories. [End 2019] • MedCity contributes to the creation of 25 additional direct life sciences jobs (Year 1 FDI jobs), leveraging £14.8m in GVA (cumulative) in 2018-19. [By 2019] • Up to 200 growth focused tech entrepreneurs pitch their innovations to investors through the Mayor's TechInvest programme. By 2020 £7bn of deployable capital will be represented cumulatively for companies to pitch to. [By end 2020] • Through the BigB2SME project, more R&D collaborations are enabled (including 20 SMEs having face to face meetings with multinationals and at least two new products/services created per year). [By end 2020] • Support delivered to up to 100 SMEs (TBC) through CleanTech London, supporting the growth of CleanTech SMEs. [By 2020]

Phase?	On track?	Commentary
Planning	G	<ul style="list-style-type: none"> - The Civic Innovation Challenge will be launched in April. - MedTech London and CeanTech London streams are currently being scoped. - The first BigB2SME project has been piloted (December 2017). - MedCity business plan currently being signed off for 2018/19 funding and outputs.

D-4 Improve London's connectivity, tackling London's 'notspots', ensuring better access to public-sector property for digital infrastructure, and seeing that digital infrastructure is given the same status as other key public utilities.

By when?	Success measures
Various	<ul style="list-style-type: none"> • List of top not spots identified. [End 2017] • Roadmap for resolution of three to six not spots. [End 2018] • Successful bids developed with boroughs to DCMS funding call. [2018] • 4G mobile connectivity will be available on the Underground. [By 2019] • Publication of standardised mobile wayleave. [2018] • Digital Connectivity policies in London Plan strengthened. [By 2019] • Guidance to complement the London Plan developed with stakeholders. [By 2019]

Phase?	On track?	Commentary
Planning	AG	While we are confident that City Hall will put in place the necessary policies, investment plans are dependent on DCMS funding. A bid has been made to support a fibre spine in central London.

D-5 Deliver a skills system that better meets the needs of all Londoners (including the most disadvantaged groups) and London's businesses to access the skills they need.

By when?	Success measures	
Various	<ul style="list-style-type: none"> • Endorsement and buy-in to the Skills and Adult Education Strategy from London's boroughs, businesses and skills sector stakeholders ahead of its publication in May 2018. • A clear plan of action for London to increase the number of high-quality apprenticeships, developed through the Skills for Londoners Task and Finish Group by May 2018. • Increase targeted support to the most vulnerable groups as part of the devolved AEB and match funded ESF programmes (targets TBC). • An increase in the number and diversity of adult learners in London progressing into further/higher level learning, work or an apprenticeship (targets TBC). • Skills for Londoners capital investments result in increased employer engagement in further education to ensure the relevance and quality of work-based training in some of London's key sectors (Ongoing). • Securing the devolution arrangement for the transfer of AEB to the Mayor in 2019/20 by spring 2018 (AEB deliverables / targets TBC) • Launch the Digital Talent programme to support the development of a talent pipeline to meet the skills needs of London's growing digital economy. • The establishment of a construction academy scheme (MCAS), in conjunction with the housebuilding industry, to meet the need for more skilled construction workers in London (targets TBC). 	
Phase?	On track?	Commentary
Planning	G	<ul style="list-style-type: none"> - AEB devolution is on track for 2019/20. - AEB skills and funding framework, final Skills and Adult Education Strategy and MCAS funding opportunities are on track to be published in May/June. - The Digital Talent programme will be launched in February.

D-6

Through the London Economic Action Partnership, invest £214.1m of Growth Deal Funding into the Skills for Londoners Fund and Further Education Capital Fund to improve the quality of facilities, teaching and leadership in London's further education sector.

By when?	Success measures	
Various	<p><i>Skills for Londoners Fund:</i> The Skills for Londoners Fund will be launched in two rounds, the first phase was launched in Dec 17 and the second phase will be launched in spring 2018 to align with the launch of the Mayor's Skills and Adult Education Strategy. Once projects have been commissioned via phase 2, full programme outputs and deliverables will be reported here.</p> <p><i>Further Education Capital Fund:</i></p> <ul style="list-style-type: none"> • 114,831 new learners assisted (in courses leading to a full qualification). • 92,800 m2 of improved learning / training floorspace. • 17,662 jobs / apprenticeships created. 	
Phase?	On track?	Commentary
Delivery	AG	<p><i>Skills for Londoners Fund</i> - The RAG status is AG owing to a higher than expected drop out rate from expression of interest to full application stage, which meant that the full funding amount available for phase 1 could not be awarded.</p> <p><i>Further Education Capital Fund</i> - Actual spend is behind profiled spend; however, outputs are in line with expectations. Slippage in expenditure due to: planning permission; extended negotiations around land sale to secure match funding; a developer reducing their purchasing price for a site; and contract managing a project through a deed of exit due to scope creep after a college merged.</p>

D-7 Invest and promote enterprise and entrepreneurship through the London Economic Action Partnership's London Growth Hub business support initiative and other LEAP funded programmes and initiatives.

By when?	Success measures
Various	<ul style="list-style-type: none"> • Support at least 2,000 businesses through face-to-face business advice (by end of 2017/18). • Achieve at least 90% satisfaction rating from users for face-to-face and online support provided by the Growth Hub. • Reach over 100,000 unique users on www.growthhub.london and over 1,500 registered users (by end of 2017/18). • Inspire Londoners to start their own business through advice, triage, events, case studies and mentoring. • Support 180 Londoners that face particular barriers to entrepreneurship to start their own business (2018/19-2019/20). • Support 120 SME employees to progress their careers or access employment within SMEs (2018/19-2019/20). <p>Further activity and associated objectives to be identified for 2018/19 and 2019/20.</p>

Phase?	On track?	Commentary
Delivery	AG	- We expect to exceed the target of 2,000 businesses receiving face-to-face support from the Growth Hub. The Growth Hub web portal is, however, under-performing and unlikely to reach targets for unique users and registrations. Work is underway to deliver a redesign of the site to improve user journey (first phase due to be delivered March 2017) and a new marketing strategy is being put in place once redesign is delivered.