

Overview: Adult Education Budget

Impact	Time	Spend	Capability	Risk
G <small>G</small>	G <small>G</small>	G <small>A</small>	G <small>G</small>	G <small>G</small>

-Adult Education Budget (AEB) including Free Courses for Jobs funding (FCFJ), through which the GLA sets priorities for and commissions education and training for adults aged 19 and over, is a cornerstone of the Recovery Programme. The £340m annual budget supports Londoners into good work and/or to participate in society.

- Delivery is aligned to academic years (AY, August to July), cutting across financial years. This dashboard therefore describes activities for the concluded 21-22 AY and ongoing 22-23 AY. The data referenced in the separate appendix is from the recent AEB data publication released in December covering the full 21-22 AY.

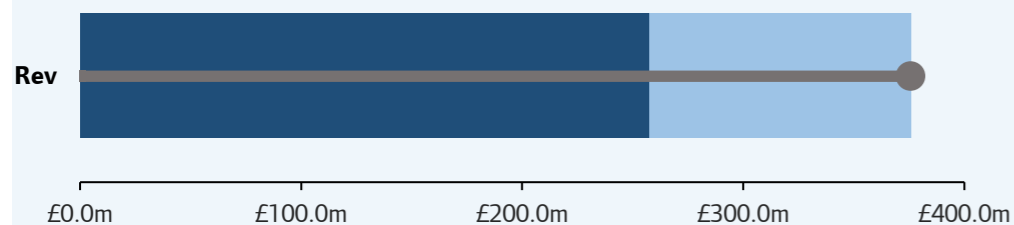
- The 21-22 data suggest that the post-pandemic recovery has been stronger in London, compared to the rest of England with an increase in learner participation by 11% compared to the previous AY. The result also shows strong participation by the hardest to reach Londoners as per appendix and positive impacts from the policy changes introduced by the Mayor to support recovery: 23,590 Londoners made use of the Mayor's low-wage flexibility (an 18% increase), which helps people earning less than the London Living Wage gain skills through the AEB, 2,290 adults gained skills through Level 3 qualifications introduced by the Mayor to help people impacted by the pandemic compared with 930 in previous AY.

- Overall, providers delivered 96% of spend for main AEB delivery which is the highest since delegation and 57% for FCFJ in the first full year of implementing the FCFJ – hence the spend Amber RAG.

- Dashboard now covers the new £41m Multiply programme to support numeracy skills development which commenced during the period.

Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1*	375.8	101.7	375.8	0.0 (0%)
Q2*	375.8	197.3	375.8	0.0 (0%)
Q3	375.8	257.4	375.8	0.0 (0%)
Q4				

Significant variances

No significant variances this quarter.

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

AEB data are shown in a separate appendix.

The data appended cover AEB delivery between August 2021 and July 2022 - i.e. 2021-22 full academic year - aligning with the approved biannual data publication timetable.

The three main groups highlighted in the appendix are:

- Females - percentage of female learners in the AEB programme compared to working population in London who are females.
- BAME - percentage of BAME learners in the AEB programme compared to percentage of 16-64 working population in London that are BAME
- Disadvantaged - percentage of learners eligible for a disadvantage uplift in the Adult Skills section of the AEB programme compared to percentage of Londoners living in poverty (after adjusting for housing costs)

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Of delay in completing the commissioning of the £130m 3-year AEB Programme in time for the start of the next academic year in August due to lack of capacity	6	↓	Grant applications received is below planned bid volumes. Additional temporary resource was recruited, and further external support has been procured to support the commissioning exercise
2 The London Learner Survey is not successful following the investment in the approach to understand clearly the impact of AEB provision in London	6	↓	Downward trend following improvement in baseline response rate after the introduction of new response rate included in the funding rules.
3 Quality of delivery for a few providers is poor therefore not useful for London residents following high number of quality issues raised through Ofsted and DfE.	6	↔	Recruitment of new learners have been paused for providers with poor Ofsted reports whilst officers work with affected providers.
Issue	Rating	Trend	Notes
1 Two separate providers were rated inadequate, and one provider was flagged as insufficient progress by Ofsted leading to reduced delivery by the programme	M	↔	Officers are working with TfL legal team to end the relationship with the providers to avoid poor quality delivery to London
2 Delay with delivery start of the Multiply programme because of the late MOU from the DfE putting the 2022-23 FY delivery at risk	M	↓	Officers are closely working with the providers to share best practice and ensure that support is available to maximise delivery for the six months. possible.
3 AEB programme underspends in the 21-22 Academic Year increasing the total uncommitted funding	L	↓	Alternative plans in place to use unutilised funds within the programme including possible increase of the next commissioning pot (A-2)

Actions

	Base	F'cast	Conf.
1 Run an Adult Education campaign to increase the awareness and reach of AEB to Londoners, particularly to those who are most disadvantaged	Q1 22-23	Q4 22-23	A <small>G</small>
2 Complete the commissioning of the £130m 3-year AEB Programme to replace the AEB Procured provision and to focus on London Recovery	Q4 22-23	-	G <small>G</small>
3 Complete AEB London Learner Survey with a min of 20% response to provide stakeholders with insight on the impact of taking part in AEB-funded courses on learners.	Q4 22-23	-	G <small>A</small>
4 Commence delivery of the 3-year £41m Multiply Programme (linked to AEB) to support the Londoners with Numeracy Skills	Q3 22-23	-	CG <small>G</small>
5 Complete the commissioning of the first community grant award aimed at Londoners most underserved to engage in learning	Q4 22-23	-	G <small>G</small>
6 Run the first Mayor's Learning Awards to promote and showcase the positive impact of adult education in London	Q3 22-23	-	CG <small>CG</small>

Actions Commentary

A-1: Jobs & Skills campaign concluded two phases in June with positive awareness from Londoners. Q3 focus on developing framework for next phase has slipped into Q4.

A-2: Commissioning of the 3-year AEB programme launched in October, grant applications closed in December with over 150 applications. Assessment will be completed in Q4.

A-3: Learner survey complete for 21-22 AY. Preliminary data from follow-up survey to the 21-22 AY suggests a response rate of 25-30%. Survey for 22-23 AY launched in August, officers are working with providers to support an increase in participation to 50% in 22-23.

A-4: Multiply delivery commenced in Q3 with allocations totalling £11,429,341 to 57 existing AEB Grant providers.

A-5: Officers are working to grant the community awards in January.

A-6: The Mayor successfully hosted the first London-wide Adult Learning Awards at City Hall

Overview: Adult Education Budget

1. The full-academic year 2021/22 data suggests that the AEB is making a significant contribution to all the GLA missions.
2. Overall, learner participation increased by 11% compared to 2020/21 (from 199,000 to 221,280).
3. Most of the missions are now above or relatively close to the levels of observed in 2019/20.
4. Compared to the London benchmark (population), the AEB shows a positive performance. Key priority groups are over-represented in the programme.
5. The demographic and background characteristics of learners in 2019-20, 2020-21 and 2021-22 are largely similar.

Interim Performance Indicators (shown here for illustrative purposes)

AEB, <u>August to July</u>	Academic year	Green New Deal	A New Deal for Young People	Digital Access for All	High Streets for all	Mental Health, Wellbeing & Healthy Place and weight	A Robust Safety Net	Building Strong Communities	Into Good Work	Total AEB	London benchmark
Female %	2019-20	56	52	67	69	76	62	75	71	70	50
	2020-21	51	52	68	67	77	58	77	69	69	
	2021-22	47	49	70	71	75	60	77	70	69	
BAME %	2019-20	36	67	64	62	46	63	27	67	56	41
	2020-21	34	67	64	61	49	60	26	65	57	
	2021-22	43	71	69	63	54	64	29	67	60	
Disadvantaged %	2019-20	38	52	50	53	44	50	n/a	52	50	27
	2020-21	41	51	48	53	45	49	n/a	50	51	
	2021-22	44	52	53	52	46	50	n/a	50	50	
Total learners	2019-20	3,280	20,620	17,310	6,740	34,760	18,280	41,780	102,940	213,480	n/a
	2020-21	3,630	22,610	20,740	5,960	33,960	23,450	28,015	97,050	199,000	n/a
	2021-22	4,800	20,950	23,140	6,560	39,150	26,340	30,760	111,100	221,280	n/a

Source: Individualised Learner Record R14 2019/20, 2020/21 and 2021/22. Learner participation is the count of unique learners who meet the criteria for a given table cell. As a result, learners who meet criteria for multiple cells will be counted in each cell. Therefore, a single learner may be counted more than once in a learner participation table and the cells may not sum to the total count of unique learners.

Notes

The GLA is developing for the first time some headline estimates to form the basis of the Skills & Employment Unit Dashboard monitoring of the Adult Education Budget (AEB). Data on economic and social outcomes will be collected with a London Learner Survey, which is expected to be available in March 2023.

In the interim, the Unit is tracking **provisional measures** that are available in the Individualised Learner Record (ILR) data. The main areas covered are learner participation broken down by relevant **learner characteristics that are presented by GLA recovery mission only for illustrative purposes**. Targets are not set at this stage, but figures are shown alongside benchmarks (London population estimates).

Statistics will be updated on a bi-annual basis in line with AEB data publication. Additional sources include the Annual Population Survey and the Department for Work and Pensions data.

Policy changes since delegation of AEB include:

- a. Entitlements (English and Maths, Digital and Level 2 and Level 3 learning)
- b. AEB Flexibilities (Learners in receipt of low wage, British Sign Language, Upskilling of staff delivering specialist provision to SEND learners, London Recovery Flexibilities (Level 3 and non-formula funded).
- c. AEB Covid-19 Skills Recovery Package (High Value Courses, Sector-based work academy programmes, London Recovery Programmes)
- d. Covid-19 Response Fund Strand 1
- e. Innovation Fund

Definitions

AEB priority groups

1. Female: percentage of female learners in the AEB programme
2. BAME: percentage of BAME learners in the AEB programme
3. Disadvantaged learners: percentage of learners eligible for a disadvantage uplift in the Adult Skills section of the AEB programme

Benchmark

1. Female: percentage of Londoners that are female
2. BAME: percentage of 16-64 Londoners that are BAME
3. Disadvantaged learners: percentage of Londoners living in poverty (after adjusting for housing costs)

GLA Mission	AEB courses included by mission
Green New Deal	<p>Includes qualifications that contain key words in their title such as “Green”, “Sustainable”, “Heat Pump”, “Low Carbon”, “Environment”, “Renewable”, “Solar”, “Electric Car (or Vehicle)”, “Energy” or “Recycling” or belong to Sector Subject Area “Environmental Conservation” or similar.</p> <p>Note that recent GLA commissioned research (RCU, forthcoming 2022) shows that the AEB provides support for the green economy in other ways as well. The majority of learners enrolled in Building and Construction, Transport and Logistics or similar courses are likely to be related to green jobs in the future (most of these courses contain some 'green content' in their syllabus). Furthermore, many AEB learners develop ‘enabling’ STEM skills that are required in different green sectors. In particular, according to RCU (forthcoming, 2022), digital technology is seen by employers as a particularly vital tool for reducing carbon emissions.</p>
A New Deal for Young People	Includes all the courses and qualifications taken by learners aged 19-23
Digital Access for All	Includes qualifications that contain the words “Digital”, “ICT”, “Computer” or “Software” in their title or belong to Sector Subject Area “Information and Communication Technology”
High Streets for All	Includes, as a proxy, aims under Sector Subject Areas "Retailing and wholesaling", "Service enterprises", and "Hospitality and catering".
Mental Health and Wellbeing & Healthy Place, Healthy weight	Includes qualifications that contain the words “Mental”, “Wellbeing” or “Health” in their title or belong to Sector Subject Areas “Health and Social Care”, “Nursing”, “Medicine and Dentistry”, “Sports, leisure and recreation”. In addition, we include learners with self-declared learning difficulty and/or disability and/or health problem (excluding those taken qualifications in Preparation for Life and Work, which are included in Into Good Work).
A Robust Safety Net	Includes AEB Adult Skills learners earning below LLW or that are unemployed/inactive (excluding those taken qualifications in Preparation for Life and Work, which are included in Into Good Work).
Building Strong Communities	Includes Community learning (excluding Subject Area Preparation for Life and Work) and ESOL
Helping Londoners into Good Work	AEB remaining delivery, excluding all the above. The majority correspond to Sector Subject Area “Preparation for Life and Work”

Notes: these categories are defined at the course level (as opposed to the learner level). Thus, by construction, these categories are mutually exclusive only at the course level. Note that in practice it is possible for a learner to be in two mission categories at the same time (learners can take multiple qualifications in the AEB).

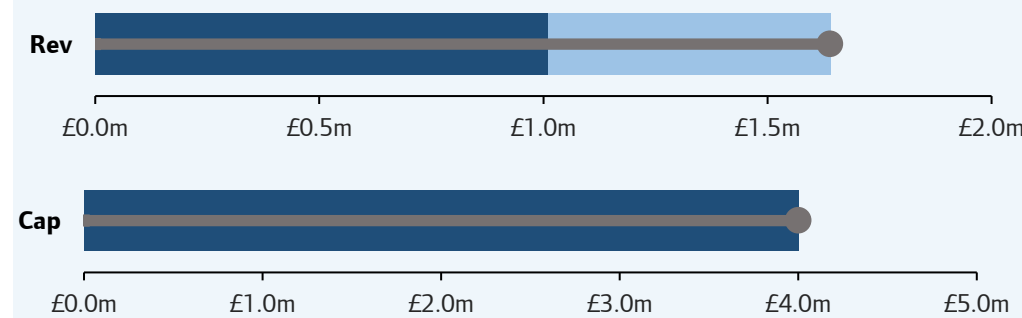
Overview: Digital Access for All

Impact	Time	Spend	Capability	Risk
G	G	G	G	G

- The Mayor and the London Office of Technology & Innovation (LOTI) have launched Get Online London in partnership with the Good Things Foundation to create a pan-London service to connect digitally excluded Londoners.
- Sub-regional partnerships and the digital connectivity roles that the GLA funds play an important part in helping the Connected London team deliver better connectivity for Londoners.
- The Adult Education Budget (AEB) also makes a big contribution to this mission, funding Londoners with low or no qualifications to gain digital skill.
- We have partnered with industry to deliver gigabit connectivity to public sector sites that offer digital services for their residents, examples include sites like libraries, youth centres, train stations and schools. Two pilots, funded by the Mayor, are underway in Croydon & Southwark and Kingston & Sutton. Delivery is also underway on projects in West London Alliance and Local London.
- Spend and Time were both Green in Q2, and as we remain on profile, both have remained Green.

Financial review

£m gross



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1*	1.64	0.06	1.64	0.0 (0%)	4.00	1.47	4.00	0.0 (0%)
Q2*	1.64	0.97	1.64	0.0 (0%)	4.00	1.47	4.00	0.0 (0%)
Q3	1.64	1.01	1.64	0.0 (0%)	4.00	4.00	4.00	0.0 (0%)
Q4								

Significant variances

No significant variances this quarter.

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	Actual	Conf.
1a Connected London: Boroughs with wayleaves*		29	24	G
1b Percentage (%) of local authority owned social housing that is covered by an agreement between the freeholder and a full fibre operator.		100%	89%	G
2 Connected London: Number of public sector sites upgraded		270	110	G

* A wayleave agreement is a formal agreement made between a land owner and a utilities company to allow them to use the land to run cables.

** Pls 1a & 1b: Targets relate to the lifetime target. The actuals are cumulative figures across the lifetime of the programme

PI Commentary

- Connected London team & sub-regional partnerships have worked with boroughs to gather data on social housing premise numbers under wayleave agreements (PI-1b). Data reflects total no. of premises under an agreement at end of Q3. Wayleave agreements in Lewisham materialised which was projected for this financial year. We remain on track to reach 22-23 target and continue to support remaining boroughs.
- PI-2: Pilots in Croydon/Southwark and Kingston/Sutton are procured, contracts signed & delivery has begun in Croydon with 30 sites delivered & 13 sites in Sutton/Kingston. West London Alliance and Local London have contracted for site delivery to support the target, with Local London connecting 32 sites in Q3 and WLA connecting 10. Civils work has been completed to over 100 sites which are due for completion in Q4.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 The Digital Inclusion Service sustainability: The service is funded by GLA for a one year period. If no further funding is available there is a risk to the continuation of the service	3	↓	The Draft GLA budget has allocated funding year 2 and 3. However the GLA budget is yet to be finalised and approved.
2 Digital Inclusion: Difficulty of reaching people who need most help may mean project does not effectively help Londoners access a device, skills, or connectivity	4	↔	LOTI continues to build on research to support the digital inclusion innovation programme, ensuring our work can be targeted and effective
3 Connected London: Limited grant funding availability means not all sites put forward by boroughs can be connected	3	↔	Working with boroughs to identify priority sites in not spot areas. Negotiating with suppliers for better VFM

Issue	Rating	Trend	Notes
1 Digital inclusion: Addressing digital exclusion is a complex challenge, covering basic skills, connectivity, access to a device and affordability heightened by the cost of living crisis	M	↓	Get Online London has launched with devices/data and skills support being distributed to Londoners. Over 100 VCS organisations have signed up to the London Online Centres Network to reach key digitally excluded Londoners
2 Connected London: Government policy focussing on rural areas of UK and removing support for poorly served urban areas	M	↔	DCMS completed a Public Review of the London market & will share data in Q4. However, unlikely to have a significant impact on securing funding to reduce not spots and may reduce borough prioritisation of this issue
3 Connected London: Differing approaches by boroughs to infrastructure deployment limits private sector investment in networks & delays improved access	L	↓	The Connected London team are continuing to work closely with digital champions funded by the Mayor within each of the sub regional partnerships.

Actions

	Base	F'Cast	Conf.
1 Adopt London Plan guidance to ensure that all new build premises are built with full fibre as standard	Q4 22-23	Q3 23-24	G
2 Research, design, and test a 'Digital Inclusion Service' to connect digitally excluded Londoners' to an essential device, data or digital skills	Q3 22-23	Q4 22-23	A

Actions Commentary

- A-1: Delivery timeline changed from Q4 22-23 to Q3 23-24 to reflect when LPG will formally be Adopted. Procurement completed with consultants onboarded and delivering. We are expecting to receive the draft London Plan Guidance by the end of March as target.
- A-2: LOTI is making good progress on delivering the Digital Inclusion Innovation Programme. They have launched a pan-London Get Online London service for digitally excluded Londoners. The project remains Amber until approval of GLA Budget 23-24, which includes funding years 2 and 3 of the programme. Without funding the programme will discontinue after year 1 and we'll be unable to meet the target of supporting 75k Londoners with digital inclusion.

Overview: Helping Londoners into Good Work

Impact	Time	Spend	Capability	Risk
A	A	A	G	A

- The mission aims to support Londoners into good jobs focussing on key sectors. Our contribution initially focussed on two new programmes: No Wrong Door (NWD) & the Mayor's Academies Programme (MAP). Delivery of both have progressed and MAP outputs for Q1 and Q2 have been updated this Quarter. NWD delivery of the first phase comes to an end in Q4 and focus has turned to developing the next two years of the programme with insight from the first year delivery. The dashboard does not capture all the Mayor's activity to support Londoners into jobs.

- In Q3 an additional 2,200 Londoners progressed into work due to mission programmes taking the total in 2022-23 to over 5,000 across all programmes. 59% of those supported into employment/education/training are from BAME backgrounds and 33% are female.

- All four NWD Integration Hubs have delivered activities which has supported over 500 Londoners from target groups to be referred to employment programmes and over 250 employers/providers were engaged.

- The MAP contributes to several PIs and Ambers are largely due to delays with MAP providers submitting complete quarterly returns. Once complete, it is anticipated that outputs around entry into employment and spend will increase significantly.

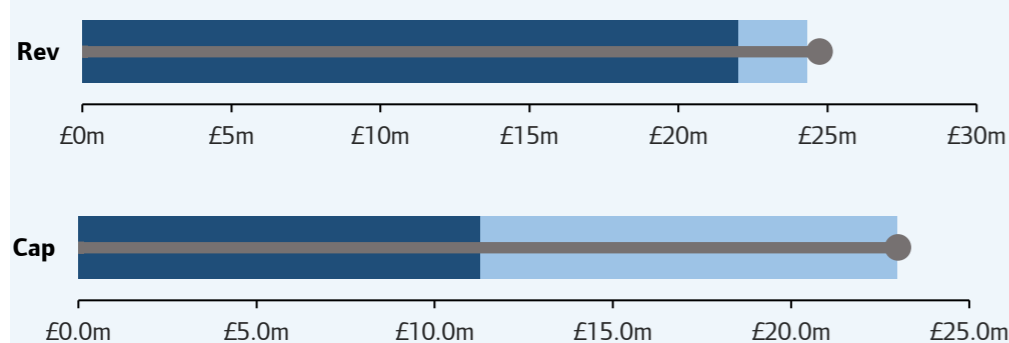
- During the year, £18.9m Bootcamp funding was allocated by Government which was successfully commissioned out to support over 5,000 Londoners. Over 1,300 learners have started as at Q3 despite significant delays.

- Previous staffing issues have improved significantly with the Unit only holding about 6% vacancies of established posts. New staff are being onboarded supporting the Unit's capacity to deliver effectively.

- Risks and issues are mainly around inability to fully utilise FY budget and achieving KPIs however there are others around not achieving programme aims which are mitigated through working closely with DfE and providers.

Financial review

£m net



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1*	23.9	3.21	23.9	0.0 (0%)	23.0	-1.14	23.0	0.0 (0%)
Q2*	23.9	7.84	23.7	-0.2 (1%)	23.0	7.18	23.0	0.0 (0%)
Q3	24.7	22.0	24.3	-0.4 (2%)	23.0	11.29	23.0	0.0 (0%)
Q4	-	-	-	-	-	-	-	-

Significant variances

1 Staffing | -0.4m | Rev | Projected savings on GLA core staffing vacancies in ESF and Skills and Employment unit

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	Actual	Conf.
1	Unemployed Londoners supported into employment (including apprenticeships & work placements)	11,381	5,010	A
2a	% of Londoners supported into employment, education and training from BAME groups	39%	59%	G
2b	% of Londoners supported into employment, education and training who are female	38%	33%	A
2c	% of Londoners supported into employment, education and training who are disabled	16%	10%	A
2d	% of Londoners supported into employment, education and training who are 50+	11%	13%	G
2e	% of Londoners supported into employment, education and training who are 16-24	32%	35%	NA
3	Number of Londoners achieving minimum basic skills qualifications	2,150	1,237	G
4	FE Capital Investment fund: Additional learners assisted as a result of GLA investment	12,080	6203	A
5	Londoners participating in training and education relating to MAP key sectors	8,004	8,618	A
6	Number of schools and colleges part of a London Careers Hub	118	50	A

PI Commentary

- Multiple projects contribute to PIs, reporting periods vary. PIs 2a-d focus on projects where diversity data are collected

- PI-1: Outputs low largely due to insufficient data supplied by several providers. It is anticipated that the full year target will be achieved when all data has been received by the GLA.

- EDI outputs (PI-2a-2d) have all either improved since Q2 or remained the same. PI-2e included for the first time which has been achieved.

- As with PI-1, several projects have submitted insufficient data meaning that an increase is expected at Q4 when the data has been re-submitted and verified. Provider Managers are working with providers to ensure this data is received in Q4

- PI-5: Q2 data now included alongside Q3 which shows over 8,000 Londoners supported.

- PI-6: Progress has been slow however plans in Q4 to closely monitor and expect to achieve.

Actions

	Base	F'Cast	Conf.
1	Q1 22-23	Q3 22-23	CA
2	Q3 22-23	Q4 22-23	A
3	Q2 22-23	Q3 22-23	CA
4	Q3 22-23	Q1 23-24	A
5	Q2 23-24	-	G

Actions Commentary

- Q3 focus was Workforce Integration Network (WIN) (A-1 and A-4), Mayor's Academies Programme (MAP) Social Care Hubs (A-2) and Skills Bootcamps (A-3).

- Significant progress with WIN (A-1, A-4) has occurred. Employability pilot programme complete with over 1,000 young people attending events (25% were young Black men) and 67% who engaged were young Black men. Design Labs is in delivery however Toolkits supporting MAP businesses develop policies & practices to become more inclusive employers is delayed, now expected in Q1 23-24.

- £19m Skills Bootcamps programme is underway (A-3). There have been changes to providers awarded grants, as such the number of Bootcamps being delivered has reduced from 34 to 33 supporting over 5,000 learners. One of the providers went into administration (Issue -2) which may reduce the total learners to be supported.

- Work continues on new Skills Capital programme (A-5) development, primary focus is on contingency funding expected to be approved in Q4, focus will move to new programme in Q2 2023-24

- Social care hubs (A-2) have been delayed however are in the final stages of negotiation and expected to be in delivery early Q4

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Of inability to utilise the £18.9m DfE Bootcamp funding for the year and as a result unable to support 5,000 Londoners starting as required by March 2023.	9	↑	Risk trending upwards particularly due to Issue-2. DfE consented to extend delivery beyond March 2023 though some minor under performance expected.
2 Capital programme is unable to complete few existing schemes due to the rising rate of inflation and the impact on the construction industry	9	→←	Officers are seeking Mayoral approval in Q4 following LEAP approval and are working with partners and cost consultants to finalise variations.
3 Mayor's Academy Programme (MAP) hubs are unable to deliver outcomes in 22-23 due to issues experienced by some hubs with onboarding and running hubs.	6	→←	Issues escalated to Deputy Mayor and interventions determined to support hub leads and training providers who are part of the MAP hubs.

Issue	Rating	Trend	Notes
1 Backlog with completing the ESF Programme evidence sample checks is causing delays in processing ESF income claim (Linked to Amber Spend)	M	→←	New permanent staff members started in Q3; Additional dedicated temporary staff members recruited to start in Q4 to clear the backlog.
2 One National Bootcamp Provider went into administration after been successful in securing the Bootcamp grant meaning that c£2.5m grant allocated to them is at risk of delivery to support over c600 learners. (Linked to Risk-1)	H	↑	New issue which arose after awarding grants; Officers are speaking with DfE to align with how National programme will deal with same issue.
3 Delay with launching the Mayor's Academy Programme (MAP) Social Care Hubs Application Process due to capacity constraints within the team	M	↓	Recruitment of two temporary workers is complete and of fixed-term post has commenced meaning team has more capacity and hubs expected to be delivering in Q4.

Overview: High Streets for All (HSfA)

Impact	Time	Spend	Capability	Risk
G <small>G</small>	G <small>G</small>	A <small>A</small>	A <small>A</small>	G <small>G</small>

Good progress against mission aims with delivery this quarter including:

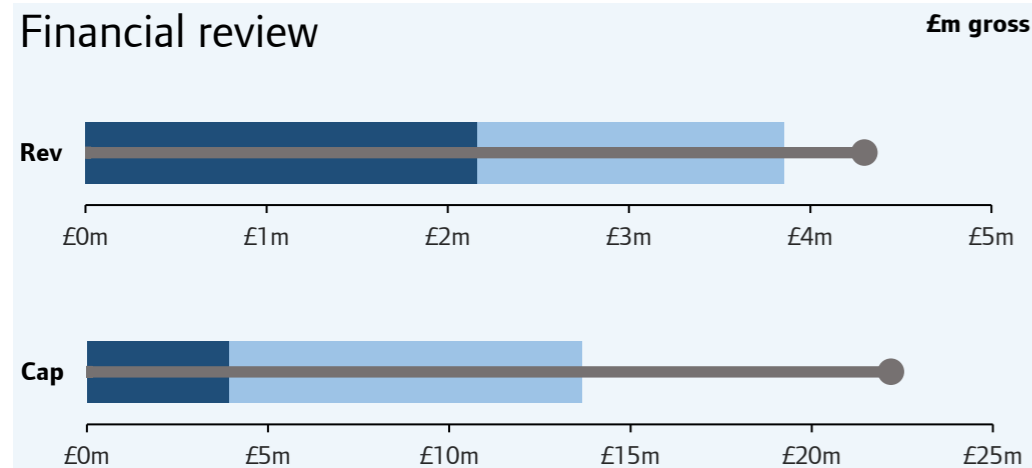
- 2 GGF project openings - a meanwhile community hub which supports local enterprise in Southall and renovation of the crypt of St John's Church, Waterloo into an accessible and inclusive community facility
- 3 new Creative Enterprise Zones announced
- High St Challenge projects delivering well despite challenging economic climate
- Funding and capacity issues resolved to enable Property X-Change delivery, support research into the safety of women and girls in public spaces, and facilitate the second London Markets Board

Macroeconomic challenges remain but mission exposure is reducing as projects complete - 35 of 79 Good Growth Fund projects completed to date. GGF revised forecast reflects the challenging delivery context and anticipates £7.7m spend moving to 23-24. Carry forward request registered as part of Q3 process. Delayed spend will not compromise delivery of outcomes.

The High Street Data service is facing some challenges with re-subscriptions and may need to be revised in scope.

London's UKSPF investment plan has been approved by Govt. and will offer some support to high streets and businesses through its Communities and Place strand, within which funding is allocated directly to boroughs. This remains far below what is required to meet London's needs.

Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1*	5.75	0.63	5.75	0.0 (0%)	22.2	0.67	22.2	0.0 (0%)
Q2*	5.75	1.21	4.45	-1.3 (23%)	22.2	1.65	22.2	0.0 (0%)
Q3	4.30	2.16	3.86	-0.4 (10%)	22.2	3.9	13.7	-8.5 (38%)
Q4								

Significant variances

1 Good Growth Fund I -7.7m | Cap | Procurement and construction delays

2 Good Growth Fund and High Street Challenge I -1.7m | Rev | Complex delivery arrangements involving multiple stakeholders have led to slippage

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	YTD	Conf.
1 Additional funding raised/ invested by delivery partners & other bodies as a result of GLA investment	£10.2m	£12.7m		G <small>G</small>
2 Increase in square metres of new or improved public realm	20,000	12,580		G <small>G</small>
3 Of 8 high streets that have benefitted from a GLA intervention, the number reporting footfall above (+'ve number) / below (-'ve) pre-pandemic levels	8	-5 (snapshot)		A <small>G</small>
4 Number of community businesses, cultural and civic organisations supported on the High Streets through a GLA intervention	55	68		G <small>G</small>
5 Number of design reviews for high street/town centre projects	18	24		G <small>G</small>

PI Commentary

Mainly positive performance this quarter. The number of design reviews, number of community organisations supported and amount of match funding secured have all exceeded their annual targets

- Small amount of public realm improvement captured due to low reporting rate post-Christmas. Note - this PI exceeded annual target at Q2 and so was raised to 20,000 sq m
- PI-3: in line with wider trends owing to challenging wider economic circumstances - where all but two councils in London experienced decrease in footfall - 6 of 8 Good Growth Fund high streets decreased. Reporting for this PI has proved highly variable, as the data changes day-by-day and a new snapshot is taken for each quarterly report. We are working with data analysis colleagues on how reporting can be based on a longer time period, allowing a clearer trajectory to be identified

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Likelihood of public spending cuts, and allocation away from London, will undermine strategic support for high streets and limit capacity to deliver mission	12	↔	Risk remains high with UKSPF settlement inadequate and little clarity on future funding plans. UK economy currently recovering better than expected
2 Rising cost of doing business, cost of living crisis, potential public spending cuts, and barriers to borough action (e.g. planning reform) impeding delivery of mission	9	↓	Risk remains problematic for high streets overall. Although mission exposure is reducing as project delivery progresses
3 Public spending cuts may lead to subscriptions to the High Street Data Service (HSDS) dropping off	6	↑	Subscriptions lagging - 9 of previous 22 secured. Recovery measures in play. Cost implications under control. Review point at financial year-end

Issue	Rating	Trend	Notes
1 GGF revised forecast anticipates £7.7m spend moving to 23-24 due to cost escalation, procurement, and construction delays. GLA and partners are adapting proposals to maintain impact	H	↔	Carry forward request registered. Delayed spend won't compromise outputs and outcomes forecast which remain achievable over a longer delivery timeframe
2 HSFA Challenge is forecasting £1.3m spend in 23-24. Working with under-served communities in areas of greatest need is building capacity, but available funding does not meet need	M	↔	Carry forward request has been registered but has not formally been approved through year-end process
3 Equality Diversity and Inclusion: work underway to embed more defined EDI actions and targets, to reflect the importance of the upcoming EDI Strategy but also to maximise impact of mission overall	L	↑	New - once resource implications are understood trend severity could rise

Actions

	Base	F'Cast	Conf.
1 Property X-Change is bringing together public & private property interests and sharing innovative ways to support a stronger and fairer recovery	Q2 23-24	-	G <small>G</small>
2 Support external partners to deliver all Good Growth Fund (GGF), GGF Accelerator and Make London projects to the agreed spending and delivery programme	Q4 22-23	Q4 23-24	A <small>A</small>
3 Each borough has a High St Strategy (new partnership/project) - a 50% increase - enhancing the capacity of orgs/communities to work together to improve their high street	Q4 24-25	-	G <small>G</small>
4 Support community, grass-roots organisations, and a more diverse range of businesses and individuals to engage with and shape local recovery	Q1 22-23	-	G <small>G</small>
5 Deliver the High Street Data Service as minimum viable product, providing insight into the health of high streets	Q4 24-25	-	A <small>A</small>
6 Deliver 'Women and Girls Safety in Public Space' research	Q2 23-24	-	G <small>N</small>
7 12 accredited CEZs in place, each providing support to artists, freelancers and small creative businesses in London to thrive	Q4 22-23	-	G <small>CG</small>
8 Deliver a programme of support to the London Markets sector and provide secretariat for the London Markets Board	Q1 26-27	-	G <small>N</small>

Actions Commentary

All key actions continue to deliver well despite challenging circumstances relating to the cost of living and doing business

- 3 more boroughs have secured Creative Enterprise Zone status, taking total to 12 (Action 7)
- The second London Markets Board has been appointed with emphasis on diversity and representation in its membership (Action 8)
- Funding has been secured to enhance Property X-Change delivery (Action 1) and explore innovative approaches to safety for women and girls (Action 6)
- The High Street Data Service has only seen 9 boroughs renew their subscription for year 2 but a promotional push in Q4 will aim to boost numbers (Action 5)
- A carry forward request is required for GGF spend but this shouldn't impact delivery of outputs

Overview: Capital Investment

Impact	Time	Spend	Capability	Risk
A	A	A	G	R

- The GLA's key deliverable in this foundation block is to fund the building of 79,000 affordable homes between April 2021 and March 2029, with those homes starting on site by March 2026. This contributes to the London Plan target to increase housing supply of all tenures in London to 52,000 homes per year.

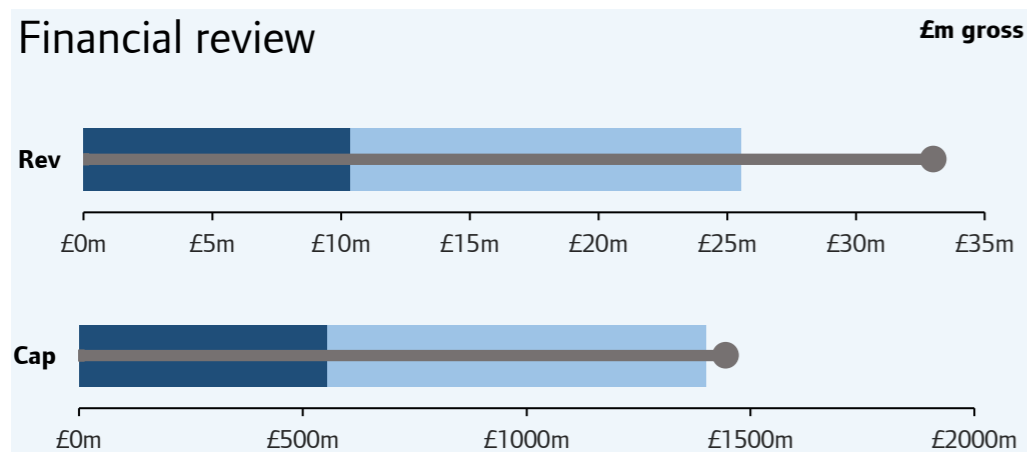
- Impact and Time are Amber because the overall target remains very challenging due to the current risks and issues. (Note also that delivery is often slow in Quarters 1 & 2, but ramps up significantly in Quarters 3 & 4).

- Capability and capacity is Green as the senior posts that were previously occupied by interim staff have been permanently filled.

- Due to the significant and complex risks and issues facing the housing market and which are largely out of the hands of the GLA, there is a significant risk to delivery. The uncertainty around the implementation of a second staircase in tall buildings is creating significant delivery challenges. Officers are working closely with partners and the wider GLA group to fully understand the impacts and potential mitigations.

- Finance remains amber because whilst forecasts are not significantly out, there remains uncertainty due to the challenging conditions.

Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1*	30.9	-0.25	24.9	-6.0 (20%)	1372	106.6	1395	23 (2%)
Q2*	32.6	3.69	25.91	-6.7 (21%)	1372	228.3	1393	21 (2%)
Q3	33.0	10.36	25.5	-7.5 (23%)	1444	556	1401	-43 (3%)
Q4								

Significant variances

Revenue: variance is showing as -£7.5m which is a reporting error due to no forecast for Rough Sleeping Accommodation Programme. Actual variance should be -£0.4m due to a reduction in building safety fund forecasts (see PI-5 update), as well as a reduction in community housing fund spend due to project slippage.

Capital: forecast variance is due to £32.5m reduced spend on Affordable Homes Programme (AHP) 21-26 as the programme is being reforecast due to changed circumstances, and slippage on the Community Led Housing programme.

*In Q1 and Q2, revenue figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	Actual	Conf.
1	Start construction of 79,000 genuinely affordable homes between 2021 and 2026	25,000	6,877	A
2	Enable London boroughs to start at least 20,000 new council and Right to Buy replacement homes by 2024	N/A	2,481	A
3	Enable the start of construction of 500 community-led homes by March 2024	110	2	R
4	Rough sleeping: Number of longer-term homes for rough sleepers started	100	299	CG
5	Release funding for cladding remediation on 740 buildings by March 2025 (cumulative from Jul '18)	200	82	A

PI Commentary

PI-1: 6,877 starts to date (27 per cent of the target). In 21-22 Q3, 24 per cent had been achieved. We remain committed to this year's target, but the operating environment is incredibly challenging

PI-2: No target for 22-23 as target is extended to 20,000 council and RTB homes by 2024. Team is confident to meet this, but market factors may delay delivery

PI-3: Target remains challenging and is unlikely to be met. Issues faced by the market are more difficult for the community-led sector to overcome

PI-4: Annual and lifetime target has been exceeded. We will continue to track delivery above the target

PI-5: 22-23 forecast reduced as Developer Pledge means some projects will be funded directly by developers. Some delivery slowed as building requirements are reassessed

Actions

	Base	F'Cast	Conf.	
1	Contract with all partners with initial allocations under the Affordable Homes Programme '21-26	Q4 21-22	Q3 22-23	CA
1b	Reforecast the Affordable Homes Programme '21-26 in response to significantly changed circumstances	Q1 23-24	-	G
2	Invest £285m through the Mayoral and DLUHC Land Funds to deliver housing schemes across London	Q4 23-24	-	G
3	Housing Infrastructure Fund Forward Funding: Deliver the two GLA Group schemes to unlock the delivery of 26,000 new homes for Londoners	(i) Q4 23-24 (ii) Q4 25-26	-	A
4	Implement EDI requirements that are a condition of 2021-26 Affordable Homes Programme funding; assess partners' compliance, provide support, and establish ongoing compliance monitoring approach.	a) Q1 23-24 b) Q2 23-24	-	G

Actions Commentary

A1 and A1b: Partners have now signed contracts for the AHP 21-26. However, in response to significantly changed circumstances, the programme will be reforecast.

A2: £127m of Land Fund was invested in 21-22, leaving £158m to be invested. Pipeline of new projects is >£141m, and funding is earmarked as seed funding for expansion of the Land Fund

A3 i): Docklands Light Railway - positive decision from government on rolling stock investment approved in Q3 and projects are progressing well.

A3 ii) East London Line programme is progressing well. The project has faced cost pressures and DLUHC has agreed a phased approach to delivery to mitigate. Officers are awaiting the outcome of a national review of Housing Investment Fund delivery which may assist with the cost pressures. Until resolved this remains amber.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Cost of living crisis combined with rent rises, and slowing labour market, increases rent arrears as residents unable to pay. Combined with sharply falling sales demand may impact on partners financial capacity	12	↑	Cost of living increasing albeit with slower inflation. Average advertised house prices in London are falling and advertised rents are increasing
2 Limited industry capacity may continue to slow progress on cladding remediation, and cause operational issues, with reputational impacts for the GLA	9	↔	Introduction of a govt Professional Indemnity Insurance Scheme will unblock some remediation projects, but balanced by changing govt policy on remediation and the wider challenges in economy and construction market
3 Uncertainty around implementation of building regulation changes with regards to requirement for second staircases in tall buildings may lead to construction delays and viability issues	12	↑	New risk following publication of govt consultation on 23rd Dec and mixed messages received by partners regarding building control approval

Issue	Rating	Trend	Notes
1 High material and labour costs due to shortages and other market factors are leading to delays and viability challenges on existing projects. In some cases it is exacerbated by outstanding planning decisions and S106 negotiations.	H	↔	Construction material costs* stopped increasing in absolute terms, but remain much higher than previous years. *Relates to composite materials price index
2 Construction market labour and skills shortages due to a range of factors resulting in an ageing workforce as well as firms unable to meet demands.	H	↑	Independent market analysts expect that both on-site and in supporting industries this is likely to be a growing constraint over the next two years
3 Providers are moving investment from delivering new homes to remediating building safety measures to ensure existing stock is safe	H	↔	Stabilised as secondary legislation to support the implementation of the Building Safety Act is now in force

Overview: Spatial Development

Impact	Time	Spend	Capability	Risk
A	A	G	A	A

- This foundation focuses on: ensuring the successful and transformative delivery of high-quality development and inclusive regeneration on the Mayor's land; master planning and co-ordination of GLA's spatial policies and investment; supporting public sector landowners to deliver better places by adopting Good Growth by Design principles; and promoting diversity in the built environment sector.

- The GLA's key deliverable is to facilitate the start, by 2024, of the building of 5,000 homes of all tenures on GLA land and through joint ventures. Enabling the delivery of homes on GLA land with high levels of affordable housing, contributing to the London Plan target of building 52,000 homes per year.

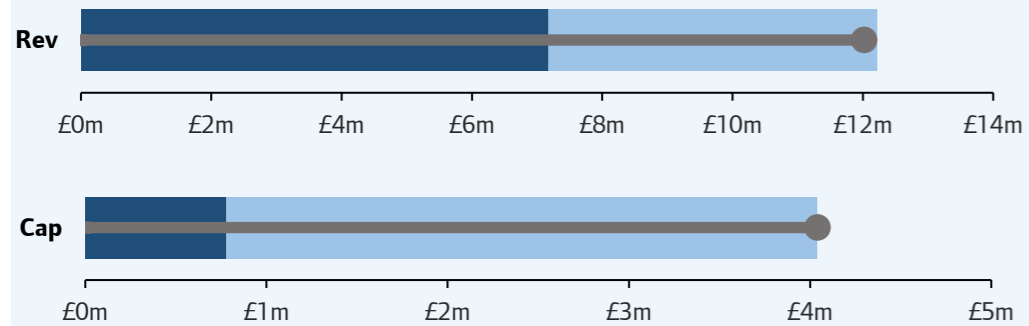
- Officers are currently forecasting to meet the 5,000 homes target (PI-1a) as well as the target to support the creation of 1,500 jobs (PI-2).

- Impact & Time are Amber due to the challenge of delivering PI-2, particularly the Albert Island development, which is now forecast to be achieved in 2023/24.

- Capability is Amber. Despite new colleagues joining the team over the summer there are still a large number of vacancies. Recruitment is underway for a Senior Development Manager. Two development managers started in January and another three are expected to join in April.

Financial review

£m gross



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1*	12.0	1.2	12.8	0.7 (6%)	4.04	0.23	4.04	0.0 (0%)
Q2*	12.0	0.72	12.3	0.3 (3%)	4.04	0.59	4.04	0.0 (0%)
Q3	12.0	7.17	12.2	0.2 (2%)	4.04	0.78	4.04	0.0 (0%)

Significant variances

Revenue: Forecasting a slight overspend due to an increase in utilities costs which were unforeseen during the budget process.

Capital: Forecasting to budget.

*In Q1 and Q2, revenue figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	Actual	Conf.
1a	Start on site of 5,000 homes on GLA land and through joint venture interests by March 2024	1,000	964	G
1b	Start on site of 1,000 homes on the Mayor's land in the Royal Docks by March 2024 [subset of above]	n/a	238	G
2a	Support the creation of 1,500 new jobs by March 2024 through developments on Mayoral land, joint venture initiatives and property interests	1,050	0	A
2b	Creation of 900 new jobs supported through regeneration of the Royal Docks [subset of above]	900	0	A

PI Commentary

- PI-1a is on-track with forecast and is likely to exceed target

- The lifetime target for PI-1b was achieved with development on a significant site starting in Q4 2021-22. This scheme was all or nothing (within these timeframes) and given the scale of delivery and the risk in bringing it forward, the target was set accordingly. This KPI will not be closed, but over-delivery will continue to be tracked.

- A number of schemes on GLA land due to commence in 2022-23 and 2023-24 need to secure funding and/or planning consent before they can start on site.

- Achieving the lifetime target for PI-2a and b depends on Albert Island. There are ongoing commercial negotiations with the developer and potential boatyard operator and revised planning will be required, so it has moved to 2023/24. The amber status refers to meeting the lifetime target, not the annual target.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Resource issues at borough planning level may continue or be exacerbated and this in turn could have a material impact on the delivery of projects on GLA land	8	↔	This remains a risk but there is no sign in upward or downward changes in sector.
2 Wider market cost increases and delivery delays have a material impact on the timing and viability of the delivery of GLAP sites	12	↔	There appears to be some softening in inflation levels and the outlook is more moderate for the upcoming years.
3 Wider macroeconomic inflation and Bank of England interest hikes create significant negative headwinds for housing demand and supply. Policy shifts regarding building safety are also creating uncertainty and will generate viability impacts	12	↑	Interest rates are expected to rise more moderately in the upcoming year. Building safety changes may start affecting programmes and viability.
Issue	Rating	Trend	Notes
1 Securing a Registered Provider (RP) partner to deliver the next available plots in the Brickfields neighbourhood on Greenwich Peninsula, to deliver between 50% to 60% affordable housing	M	↔	Continuing to make progress in accordance with collaboration agreement, with 7 expressions of interest received in the development opportunity.
2 Delivery of Royal Albert Dock has stalled following the failure of the developer (ABP)	M	↔	The conclusion of the Montagu Evans report will lead to a revised approach. The existing buildings are under offer to a third party to acquire.
3 New proposed fire safety regulation changes (2nd staircases) will require the redesign of a large number of new homes proposed across London including on GLAP sites.	H	↑	Significant impact is expected but the priority of fire safety is important. Needs leadership and guidance to all partners.

Actions

	Base	F'Cast	Conf.
1 Start on site for Albert Island, Royal Docks, which will create a commercial and innovation hub and a new boatyard for London	Q2 22-23	Q3 23-24	A
2 Industrial Intensification programme: Invest in a high quality multi-storey development at 75 Bugsby's Way, SE10, procuring a development partner	Q4 22-23	Q3 23-24	A
3 Agree a revised development and delivery strategy for Royal Albert Dock	Q3 22-23	Q4 22-23	A
4 Implement a preferred process of GLA Group collaboration on housing delivery including the introduction of a peer-review function, a formalised internal planning consultancy and a new Centre for Expertise.	Q2 23-24	-	G
5 Develop the scope for the City Hall Developer in line with the recommendations of the Independent Review of GLA Group housing delivery	Q3 23-24	-	A
6 Develop a scope and programme of works for redevelopment of the Crystal Palace National Sports Centre that enhances the numbers and diversity of participation in sport.	Q1 23-24	-	G

Actions Commentary

- Albert Island (A-1) is Amber due to ongoing commercial negotiations between delivery partner and potential owner of the boatyard that need to be finalised before a start on-site can be achieved

- Good progress is being made, with the procurement of a delivery partner for 75 Bugsby's Way (A-2) commenced, albeit the overall timescales have slipped by three quarters

- Work is nearing completion to review delivery and development options for Royal Albert Dock (A-3)

- GLA Group Housing Collaboration Professional Community established and key workstreams in progress (A-4)

- Work continues to progress scope and business plan for the City Hall Developer (A-5)

- Work underway to develop scope & programme for the CPNSC refurbishment (A-6)

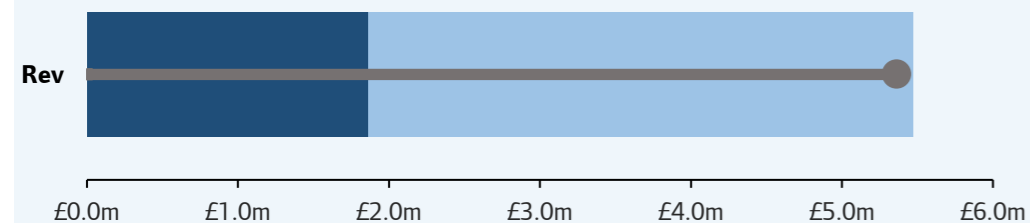
Overview: Infrastructure (& transport budget)

Impact	Time	Spend	Capability	Risk
G	G	G	G	A

- The Infrastructure Coordination Service (ICS) is now over 1 year into its Expansion Phase, award-winning and exceeding targets.
- Following unanimous endorsement at the Mayor's London Infrastructure Group in Oct for plans to create a sustainable, long-term ICS beyond Q1 23-24, an application has been submitted to the ICS's core funder to cover future staff costs; internal processes are underway to ensure the team is retained and expanded. Additional funding sources from service beneficiaries are anticipated to cover future programme costs after Q1 23-24.
- Collaborative streetworks continue to accelerate. Our first water and energy sub-regional strategies are nearing completion, to move from a 2030 net zero strategic aim to deliverable plans. We continue to convene effectively when Net Zero-related utilities issues arise, and our work with utilities, developers, regulators, and boroughs on the West London electricity capacity issue has resulted in utilities introducing solutions that will unlock homes.
- The National Underground Asset Register (NUAR) is a government project building a digital map of pipes & cables. We are a delivery partner and nearing launch of the platform in March, which will improve safety & efficiency while digging, alongside other benefits.
- Transport outcomes & TfL's performance are monitored through the TfL Scorecard and regular updates to its Board - this dashboard focuses on infrastructure objectives: improving co-ordination, supporting decarbonisation toward Net Zero, unlocking housing delivery, and addressing EDI in the sector.
- TIC is on track with Spend; ICS and NUAR expenditure will match income (net nil), but currently there is more income in our accounts due to invoice timing.

Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1*	5.36	0.02	5.47	0.1 (2%)
Q2*	5.36	0.95	5.47	0.1 (2%)
Q3	5.36	1.86	5.47	0.1 (2%)

Significant variances

No significant variances this quarter.

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	YTD	Conf.
1	Number of days of reduced disruption on London's road network as a result of the Infrastructure Coordination Service	230	377	G
2	National Underground Asset Register (Greater London): % of major utilities and local authorities onboarded to the register	100% LAs & major utilities	91%	G

PI Commentary

- PI-1 speaks to the aim of reducing disruption (& congestion) on roads. Our pilot streetworks schemes & infrastructure strategies make modest contributions to reducing disruption now; as they become business-as-usual, impacts could scale up. We exceeded our 21-22 target and increased our 22-23 target to 230 days saved. We achieved 149 days saved in Q3 through three collaborative schemes
- We now bi-annually track days saved by partners on their own collaborative schemes, using our tools and processes - totalling 950 days of disruption avoided via 108 schemes since 2019, up from 555 days at Q1.
- After exceeding our 21-22 target for onboarding partners to NUAR during the Build Phase, we have now reached 91% (31 local authorities & 12 major utilities). Remaining utilities are the responsibility of the Cabinet Office; we are onboarding remaining boroughs this financial year.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Utilities and contractors' challenges recruiting a skilled workforce may jeopardise their ability to deliver network improvements toward Net Zero	12	↔	Skills shortages are a major issue and the GLA is exploring ways it can expand its work to support the skills pipeline for utilities / contractors
2 Boroughs' constrained budgets may make it difficult to contribute to ICS Planning's subscription model to fund subregional infrastructure strategy implementation/ refresh	9	↔	Borough funding challenges remain stark but we are engaging borough directors to raise awareness of the programme and its benefits
3 Infrastructure coordination in London may be stymied if we cannot secure a sustainable setup and funding for the ICS, with current phase ending June 2023	4	↓	We developed a funding plan for the ICS that has been positively received, but uncertainties persist until future arrangements are confirmed
Issue	Rating	Trend	Notes
1 Utilities' (e.g. energy) carbon emissions plans are based on gov 2050 commitments; utilities are not geared up to meet Mayor's 2030 net zero target	H	↔	The ICS continues to convene utilities to accelerate activities toward the Mayor's target, but the 2050 Government target is still a major challenge
2 The Infrastructure sector is struggling to tackle Equality, Diversity and Inclusion in a historically challenging industry, with particular difficulty around workforce data	H	↔	We have achieved successful outcomes through Building Future London primary school outreach, but the scale of the issue remains large
3 It is challenging to locate/create datasets on upcoming development and growth so that utilities' can invest ahead of demand in order to decarbonise and serve new homes	M	↔	We're exploring datasets that might provide more certainty on upcoming demand to utilities/Ofgem, to encourage investment ahead of demand

Actions

	Base	F'Cast	Conf.
1 Infrastructure Coordination Service (ICS): Complete at least 15 collaborative street works projects	Q1 23-24	-	G
2 ICS: Support at least 10 developments to connect into infrastructure networks	Q1 23-24	-	G
3 ICS: There is a digital evidence base on utility demand/capacity that helps boroughs plan infrastructure for high growth areas & supports upfront investment by utilities to unlock housing	Q1 23-24	-	A
4 ICS: Secure the future of the service by establishing a robust plan for it to be a sustainable part of the sector	Q1 23-24	-	G
5 ICS: Help utilities to embed collaboration into their internal processes so that they can work together better and more frequently	Q1 23-24	-	G

Actions Commentary

- Actions capture delivery of the ICS across Streets (reducing disruption by convening collaborative streetworks), planning (developing infrastructure plans for high growth areas) & development (supporting developers to connect into infrastructure & facilitate housing delivery)
- The ICS Development service is tracking homes it is helping unblock/unlock (25K) after exceeding its target (10 projects) under the original scope (A-2). Updated figures are expected in Q4.
- ICS Streets delivered 14 schemes out of 15 targeted by Q1 23-24 (A-1); a new staff member is onboard to implement elements of a Growth & Capacity Planner (A-3)
- The ICS submitted a five-year funding application after receiving endorsement from the Mayor's London Infrastructure Group for its future plans (A-4)
- Collaboration is being embedded (A-5) - e.g. utilities have completed 108 collaborative streetworks projects using our tools and processes.

Overview: Health missions & foundation

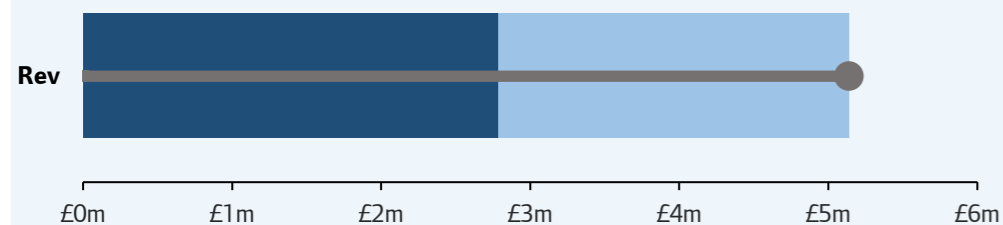
Impact	Time	Spend	Capability	Risk
G <small>G</small>	G <small>G</small>	G <small>G</small>	G <small>G</small>	A <small>A</small>

The Mental Health & Wellbeing mission (MH&WB) aims for London to have 250,000 wellbeing champions by 2025, supporting Londoners where they live, work & play. ThriveLDN is our delivery partner. We have trained over 450,000 Londoners on a range of wellbeing topics including zero suicide, dementia friends and MHFA. We are now moving into a mobilisation phase during which we aim to activate through a range of mechanisms. We will use the Mayor of London's (MoL) influence to enhance and expand training opportunities for the champions and to raise awareness.

- The Healthy Weight Healthy Place mission aim is to ensure that by 2025, all of London's families will find it easier to eat healthy food and be active where they live, learn, shop, work and play. 29 boroughs now include schools with water-only policies, totalling 459 across London. Water-only policies will be embedded into the Healthy Schools London and Healthy Early Years programmes from September 2023. Funding secured from Bloomberg to support uptake across London boroughs of the MoL ad ban policy. To date, we have 44 School Superzones across 17 London boroughs and have granted nearly £700,000 in funding to help schools create a healthier, greener, safer and more prosperous environment for their communities. We held the first meeting of the Mayoral advisory board for childhood obesity in December.
- The GLA PH unit is launched, the new GLA Group public health forum has met twice and further engagement with Deputy Mayors underway. Staff were appointed in Q3. The new Unit will strengthen the Group's capacity in public health to tackle health inequalities, support resilience, and deliver the Mayor's commitment to embed 'Health in All Policies'.
- The Risks have increased since last quarter shown as Amber, due to impact of winter pressures and COVID / Flu resurgence. Staff resources have been redeployed to support.

Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1*	5.17	0.65	5.17	0.0 (0%)
Q2*	5.17	1.46	5.29	0.1 (2%)
Q3	5.14	2.79	5.14	0.0 (0%)
Q4				

Significant variances

No significant variances this quarter.

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	YTD	Conf.
1 Engage 250,000 wellbeing champions in the MHWB mission by 2025		78,000	42,932	G <small>A</small>
2 Water only primary schools to be in place in 80% of all boroughs by April 23		80%	88%	G <small>G</small>
3 Launch up to 50 School SuperZones across London		50 Superzones across 17 London Boroughs	44 Superzones across 17 London Boroughs	G <small>G</small>
4 Delivery of 10 Youth Mental Health First Aid (YMHA) booster sessions		10 booster sessions delivered to 300 people	11 Booster sessions delivered to 275 people	G <small>G</small>

PI Commentary

PI-1: Since the Mayor took office, over 450,000 Londoners have taken mental health and wellbeing training modules. Of these, over 121,000 have participated in Mayoral funded mental health and wellbeing activity as part of the recovery programme that's been in place since the pandemic. Stretching in-year target to match 21-22 performance may not be met, but lifetime target of 250,000 by 2025 still on-track, hence green

PI-2: Uptake of water-only schools is going well – 459 primary schools now have water-only policies, across 29 boroughs. We are on track to include this as a criteria for the Mayors HSL award scheme

PI-3: Superzones roll out is on track to hit the life time target. The formal evaluation is out to tender and will commence work in Q1 23-24

PI-4: Q3 marks the successful completion of this PI. Roll-out of Youth Mental Health First Aid to over 4,000 education and youth sector staff completed. This PI reflects the roll-out of 11 topic focused booster sessions for these staff, which have had 275 attendees

Actions

	Base	F'Cast	Conf.
1 Deliver health inequalities review of Mayoral policies and programmes	Q1 22-23	Q1 23-24	A <small>A</small>
2 Review & update the health inequalities test included in the Mayor's Six Tests framework to reflect current evidence on health inequalities by Dec 22 & ensure tests are applied to major changes to NHS services as they arise	Q4 22-23	-	G <small>G</small>
3 GLA to join the LAS Defibrillator Accreditation Scheme by end of 2023	Q4 22-23	-	A <small>G</small>
4 Develop the health inequalities evidence base for London 4 evidence reviews to be published Oct - March 23	Q4 22-23	-	G <small>G</small>
5 Delivery of a GLA obesity action plan and launch of a Mayoral task force by December 2022.	Q4 22-23	-	G <small>A</small>

Actions Commentary

A-1: Continuing engagement with Deputy Mayors throughout Q3 to ensure alignment of health outcomes across portfolios. Although Amber, the scope of Action has expanded since originally devised

A-2: The refreshed Mayor's Six Tests have been published. A six tests assessment of elective orthopaedic proposals in North West London is underway

A-3: Work ongoing to sign the GLA up to the LAS defibrillator accreditation scheme. Amber as there is some negotiation to be done on the scope of the MOU between LAS and the GLA

A-4: Two evidence reviews completed, with a third underway and a fourth being scoped. We continue to reflect on the programme with IHE and the advisory group

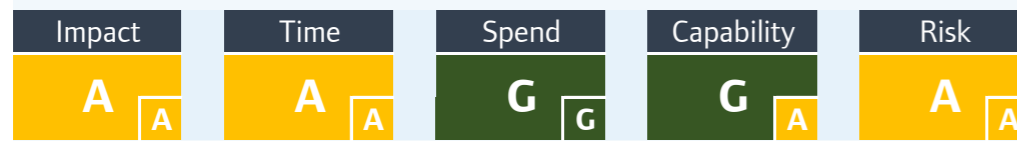
A-5: The first mayoral advisory board has met, action plan is in place and delivery is on track

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Risk of resurgence of the COVID and/or emergence of Flu or a new public health risk which will impact upon staff capacity to deliver BAU work	9	→←	COVID inquiry requires staff resources moved from BAU. Staff capacity is also impacted by work on resilience partnership with winter pressures
2 Impact of health and care (H&C) system pressures as a result of workforce pressures, demand for care beyond resource available and industrial action	6	↑	Increased impact of industrial action on an already pressured H&C system - impacts on partners ability to support delivery e.g. Mayor's 6 tests
3 Impact of rapid increase in cost of living on health inequalities - new or greater needs arising, and pressure to deliver more through programmes	9	→←	Staff are supporting work in response to Co Health inequalities which have widened, meaning our challenge on reducing inequalities and showing impact is harder

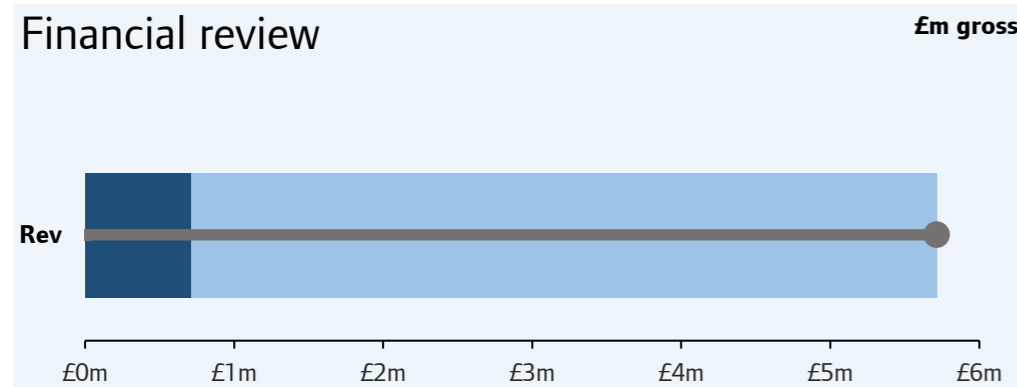
Issue	Rating	Trend	Notes
1 Demonstrating outcomes and impact for the missions within the mayoral term	M	↓	The monitoring and evaluation of the missions work will facilitate impact measuring and dissemination
2 Ensure capacity and sustainable resources from across Group to deliver the new GLA Group Public Health Unit functions	L	↓	With team recruitment fulfilled in Q3 the Unit's capacity has increased
3 Increasing scale of challenge to reduce inequalities and rates of childhood obesity in London as a result of cost of living and COVID impact which reduced levels of activity	M	→←	There are learnings and bodies in place that continue to review the impacts of COVID and cost of living crisis

Overview: EDI & Engaging Londoners



The EDI and Engaging Londoners foundation aims to embed EDI and Engagement practice across the GLA's work. This foundation contains a range of activity that supports engagement with London's communities and embeds cross-cutting EDI activity. It also contains specific programmes that contribute directly to these aims. Progress has been made through the publication of revised EDI objectives, agreement of embedding EDI measures in GLA performance framework and action to develop engagement practice. Staffing gaps in GLA Equalities team have been addressed, increasing capacity. Overall Impact and Time rating reflects year to date delay in the delivery of some activity, which in turn has reduced some in year impact.

Financial review



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1*	5.76	0.72	5.76	0.0 (0%)
Q2*	5.76	1.38	5.59	-0.2 (3%)
Q3	5.77	2.32	5.41	-0.4 (6%)
Q4				

1 Diversity Programme I -0.3m | Rev | External partners including Film London and UKFT delivering later than expected.

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	Actual	Conf.
1	Number of stakeholders participating in the Engagement Learning Network	35	45	G
2	The number of people benefiting from workforce diversity programme through accessing training & employment opportunities in the screen industry	50	8	A
3	Number of residents actively engaging in LBOC Lewisham cultural and creative activity	440,800	441,921	G
4	No of individuals taking part or accessing Commission for Diversity in the Public Realm Activities	2,000	2,558	G
5	Number of organisations reached via the GLA's community engagement newsletter	5,000	4,900	G

PI Commentary

- Overall PIs remain on track with performance exceeding target delivery across a number of PIs (PIs 1, 3 and 4 show that delivery of the number of organisations taking part in engagement support, the LBOC and the CDPR respectively are exceeding targets).

'- PI-2 is under target due to the main funding agreement starting late, however it will achieve its target by Q3 23-24.

Actions

	Base	F'Cast	Conf.	
1	Launch LBOC Lewisham and deliver a year long programme in 2022 of cultural activities and micro grants to engage diverse communities in Lewisham	Q4 22-23	-	G
2	Commission for Diversity in the Public Realm: Round 1 Untold Stories grant-funded projects started delivering in Q1, increasing diversity in London's public realm; R2 grant launched	Q4 22-23	-	G
3	Deliver up to 6 Unpacking the Credits films to increase visibility and awareness of creative careers opportunities available to young Londoners	Q4 22-23	Q1 23-24	G
4	Establish a pan-London C-19 recovery engagement learning network, strengthening relationships and sharing insights between boroughs, community orgs, academics & policy makers	Q4 23-24	Q3 22-23	G
5	Commission, launch & deliver 3 fellowship programme cohorts for civic leaders, strengthening connections & ongoing collaboration with decision-makers to support London's recovery	Q4 23-24	Q3 22-23	G
6	Implementation of Building a Fairer City action plan	Q1 23-24	-	G
7	Publish refreshed EDI strategy	Q2 22-23	Q1 23-24	A

Actions Commentary

- Good progress has been made across Actions 1-6 reflecting the progress made across engagement, LBOC, and EDI programmes, along with work to support the EDI programme of the London Recovery Board.

'- The Amber rating for Action 7 reflects the delay in publishing the revised EDI strategy document. The revised objectives were published in November and a revised strategic narrative will be published before the end of the financial year.

Top risks and issues

There is a risk...	Score	Trend	Notes
1	Resourcing pressures and delivery timescales reduce GLA team and partners capacity for engagement	6	↓ Programme has established a series of resources which can be used to support effective engagement.
2	Changes to the London Recovery Programme Board result in lower engagement in the delivery of the Building a Fairer City Plan.	6	↓ Good engagement from new board structures and continued commitment from partners towards implementation.
3	Diversity in the Public Realm: Delivery of emblematic projects may be challenging in timescales given reliance on partnerships and external funding	3	↔ Community engagement officer recruited. Freelance PM appointed. MOU in process with principle partners.

Issue	Rating	Trend	Notes
1	Resourcing constraints have resulted in delays to the publication of the refreshed EDI strategy narrative.	M	↓ Revised strategy document to be published by the end of the financial year.
2	Distributed nature of EDI strategy and priorities - it is embedded in work across the GLA - results in reporting difficulties.	M	↓ Embedding of EDI in corporate reporting and as part of GLA Inclusion programme aims to improve focus and practice.
3	Financial challenges faced by LB Croydon have implications for London Borough of Culture programme delivery in 2023	M	↓ Governance structure working effectively. Appointment of creative consultant & monthly steering group driving prog development. Match funding on target, prog delivery partners contracted.

Overview: New Deal for Young People (NDYP)

Impact	Time	Spend	Capability	Risk
G	A	G	G	G

- This dashboard covers (1) our contribution to the New Deal for Young People (NDYP) mission aim that 100,000 disadvantaged young people have access to a quality mentor by 2024, and (2) our contribution to the Healthy Weight Healthy Place Mission through our child health work on Healthy Schools and Healthy Early Years London.

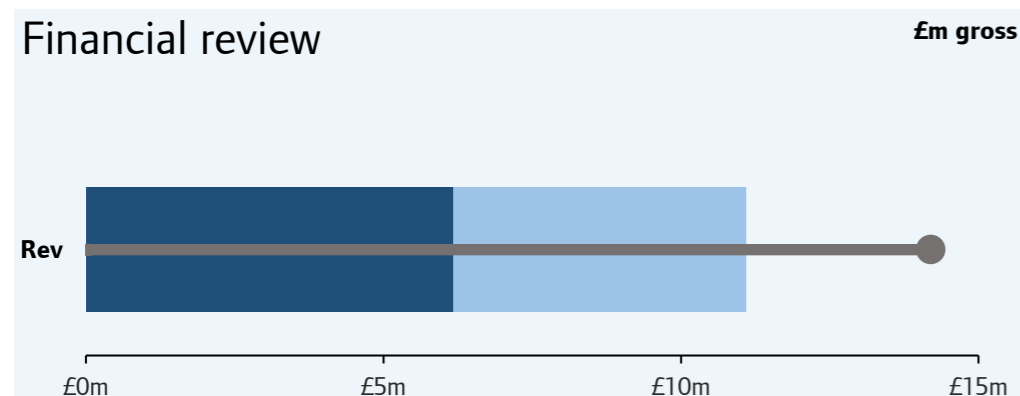
- For NDYP this has been a positive quarter in reaching our 100k mentoring target from current funded projects and wider City Hall mentoring activity (not including Propel or scaled up City Hall activity). There has been significant progress in funding new projects including: the first round of Propel applications closing with a good number of mentoring projects being assessed under NDYP mission; and a number of existing quality mentoring City Hall projects being scaled up. The Mentoring Quality Framework and Support Programme are in delivery with high demand over 314 organisations accessing support.

- Risk 1 remains Amber as strategic discussions continue to agree systems for longer term pooled investment in Propel.

'- Time remains Amber due to the ambitious timeframe of reaching 100,000 young people by 2024 and continued complexity of some of the delivery models, including the next phase of Propel funding.

- Child health programmes HSL and HEYL are on track to be refreshed with the advice of regional partners who are now part of our advisory board.

Financial review



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1*	14.6	0.94	14.6	0.0 (0%)
Q2*	14.6	4.14	11.6	-3.0 (20%)
Q3	14.2	6.2	11.1	-3.1 (22%)
Q4				

Significant variances

1 CYL Core mission fund | -2.8m | Rev | Slippage of part of Phase 3 to next FY

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	Actual	Conf.
1	Total number of young people that have access to mentoring and/or personalised support since September 2020	36,951	31,502	G
2	Number of youth sector organisations improving how they deliver quality mentoring and support	140	314	G
3	Number of young people who have benefitted from improved outcomes through YLF	17,600	36,706	G
4	Number of young people supported by round 1 and 2 of the YLF	10,000	17,402	G
5	An increase of 20% of new or renewed Bronze Awards across Healthy Schools London and Healthy Early Years London programmes	20%	19%	G

PI Commentary

PI-1: On track to meet 22-23 and 100k lifetime target due to phase 1 and 2 NDYP funded projects in delivery and reporting mechanisms in place for 19 wider City Hall projects.

PI-2: Due to the Mentoring Framework and Support programme being launched in Nov 2022 targets have been considerably exceeded for 22-23. Therefore a new revised target has been set for the lifetime of the project.

PI-3: This is an annual PI so reporting will be undertaken at Q1 23-24

PI-4: Over 115k young people supported by Rounds 1 & 2 of the Young Londoners Fund to date (exceeding lifetime and annual targets)

PI-5: There is a continued upward trajectory in take up of Healthy Schools London and Healthy Early Years London continues. Continued engagement work with borough leads. The 19% increase is the combined across both programmes

Top risks and issues

	There is a risk...	Score	Trend	Notes
1	Pooled/long-term contributions to the collaborative fund (Propel) may not be confirmed/structures may not be in place to commission activity within timeframes	4	→	This risk remains Amber as strategic discussions continue to agree systems for longer term pooled investment in Propel.
2	Young Londoners Fund project evaluation will be able to evidence benefits of the project but may not be able to evidence the economic impact	4	→	Original evaluator went into administration, new evaluator now appointed. Evaluation will capture wider benefits of YLF but not economic effectiveness.
3	Mentoring projects are not able to reach young people in most need, given nature of target groups and challenging timeframes	4	↓	Funded projects are reporting quarterly on progress to targets and target groups. Wider City Hall programmes also. Targets built into Propel procurement.

	Issue	Rating	Trend	Notes
1	Timeframe for set-up and implementation of the collaborative fund means there will be a shortened timeframe for project delivery	H	↓	Impact reduced as the first round of Propel applications are currently in assessment with successful projects on target to deliver by 2024.
2	Round 2 YLF projects (and extended Round 1 projects) are coming to end of delivery but need continued support to develop sustainable delivery models	M	↑	Impact increased as evaluator went into administration. New supplier appointed but there will be a delay in delivery of final evaluation report (April 23)
3	Balance is needed to allow Mentoring Framework to be used as both a development & quality assessment tool to ensure consistent applications of the framework	M	↓	Mentoring Support Programme in place to support implementation of Framework. Strategy for using Framework in procurement developed.

Actions

		Base	F'Cast	Conf.
1	A collaborative fund to support young Londoners in need is established & actively coordinating investment into and supporting quality youth activities	Q4 21-22	Q1 23-24	A
2	Launch NDYP Mentoring Framework and support package	Q3 22-23	-	G
3	By Sept 2023 to have a refreshed and streamlined Healthy Schools London and Healthy Early Years London programmes	Q2 23-24	-	G
4	By March 2023 review the GLA's strategic approach to youth engagement	Q4 22-23	-	A
5	Completion of YLF programme including publication of evaluation	Q2 23-24	Q4 22-23	G
6	Establish robust reporting processes to capture mentoring outcomes by Q2 2023-24	Q2 23-24	Q3 23-24	G
7	By March 2023 deliver 8 youth engagement events/workshops aimed at including the voice and influence of young Londoners in the work of the GLA and partners	Q4 22-23	-	G

Actions Commentary

A-1: Discussions on final agreement continue at Strategy Group to agree next steps for Propel, including pooling funding and long-term investment.

A-2: Framework & Support package launched, provider contracted, sessions start Feb 23.

A-3: Healthy Schools London & Healthy Early Years London on track to be refreshed. Regional advisory board in place & new programme management provider to be appointed in Q4.

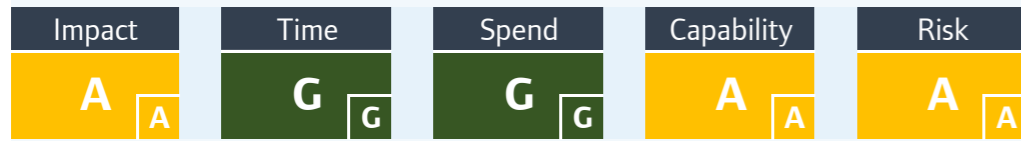
A-4: Discussions continuing with partners to develop a strategic approach to young engagement and participants.

A-5: Sustainability package launched for YLF orgs. Celebration event held in Dec 22 and signposting organisations to other funding opportunities. New YLF evaluator appointed.

A-6: NDYP monitoring & reporting processes for outcomes in development.

A-7: Work progressing well, 9 events/workshops delivered, so target has been achieved. Work will continue to be focused on increasing youth voice in policies, programmes & strategies.

Overview: Robust Safety Net (RSN)

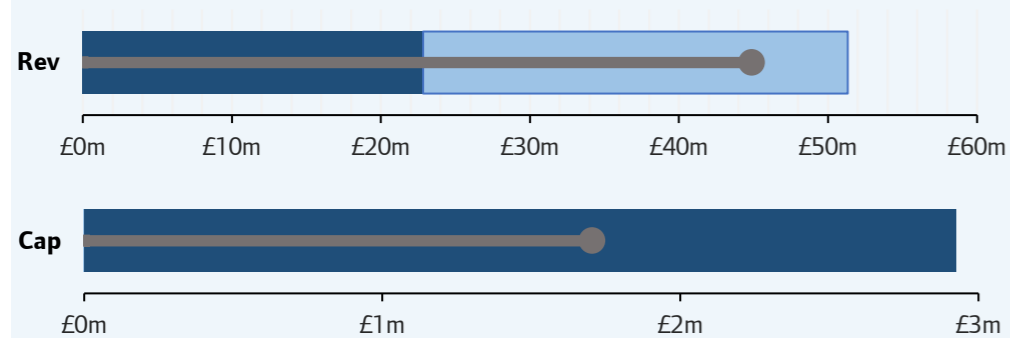


The Robust Safety Net mission aims to improve support for Londoners at risk of experiencing financial hardship. Our contribution includes significant support for Londoners at risk of rough sleeping, support for those on low income and work on migration. The impact of the cost of living crisis remains a significant challenge for Londoners.

Funded capacity and support for Londoners from the main GLA-funded interventions is now in place, and over the past quarter, we have seen the first outcome data begin to be reported for these interventions. Whilst there are data collection challenges that have affected performance against targets, officers are reassured that the underlying performance is broadly on track, and the financial gains being realised for Londoners are strong. Hence impact deemed not to have changed rating.

There is no identified slippage in timeframes and expenditure, which remain green. The ability to recruit to vacant roles remains limited which has some impact on capacity.

Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1*	40.9	2.71	44.8	3.8 (9%)	1.53	13.1	1.70	0.2 (11%)
Q2*	45.0	10.0	53.4	8.4 (19%)	1.53	0.0	1.70	0.2 (11%)
Q3	44.9	22.8	51.3	6.4 (14%)	1.70	2.93	1.70	0.0 (0%)
Q4								

Significant variances

1 £6.1m of the FY variance relates to H&L - made up of: Rough Sleeping RSI Programme that received new funding of £13.3m in-year that was not budgeted for and is forecast to be spent by FY end; Domestic Abuse forecasting a reprofile of £2.3m into future years (externally funded); Rough Sleeping Covid £4.9m funding also forecast to be spent.

2 Cost of Living Programme within C&S [-0.4m] Expenditure for next financial year in line with multi-year budget - MD2991.

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	YTD	Conf.
1	Rough sleeping: % of those accessing the Mayor's Life off the Streets services exiting rough sleeping	85%	84%	A
2	Private rented sector: Rogue Landlord and Agent Checker (RLAC)/Property Licence Checker page views	122,500	N/A	NA
3	Awareness of rights: Number of unique visitors to Employment Rights Hub	90,000	77,979	A
4	Awareness of financial support: Number of unique page views of the Cost of Living Hub	300,000	194,642	G
5	Advice Provision: Number of Londoners assessed by funded advice partnerships	17,500	2,234	A
6	Awareness of rights: Number of unique visitors to Migrant Londoners hub	30,000	13,073	A

PI Commentary

PI-1: Now Amber as full-year forecast slipped below the full-year target
 PI-2: Data collection issue emerged related to GDPR, so reporting shows under representation of site visits. Investigating with Digital to resolve. No indication usage of RLAC has reduced
 PI-3: Amber, as there remains a risk of resource capacity not enabling requisite promotion of hub to help full-year target to be met
 PI-4: Unique Page Views have increased due to MLF campaign promotional activity beginning in October. Target remains on track, possible need to review promotional activity to ensure full-year targets reached
 PI-5: Q3 data is partial, multiple partners still to submit data. Delays recruiting advisors & starting full-scale delivery may impact full year delivery. All advice capacity is now in place & being fully utilised
 PI-6: Amber due to low number of views which are expected to increase as updates made, translations uploaded and paid ads kick in

Actions

	Base	F'Cast	Conf.	
1	Rough Sleeping: Pan-London services have been re-commissioned to reflect London's changing rough sleeping landscape	Q4 22-23	Q1 23-24	G
2	Rough sleeping: end recovery and transitional phases of the Mayor's pan-London Covid-19 response	Q3 22-23	Q4 22-23	G
3	Domestic abuse (DA): services commissioned to improve outcomes for victims/survivors of DA in safe accommodation, in line with the GLA's new duties under Pt 4 of the Domestic Abuse Act 2021	Q4 22-23	-	A
4	Cost of Living: Food insecurity launch Food Roots 2 programme to address issues of food insecurity	Q4 22-23	Q1 23-24	A

Actions Commentary

A-1: Recommissioned services on track to launch in April 2023
 A-2: Recommissioned services on track to launch in April 2023
 A-3: Remains Amber because actions are being taken to meet programme deadlines, but are likely to run up until the end of Q4
 A-4: Amber due to pivot towards providing crisis support to food-aid partnerships in Q4. But short-term work will help identify potential grantees for redesigned programme later in Q4

Top risks and issues

There is a risk...		Score	Trend	Notes
1	Inability to establish funding relationships with food partnerships and set them up on the GLA's new procurement system, meaning support for organisations assisting Londoners at risk of food insecurity cannot be put in place promptly	6	↓	Risk is short-term in nature and should reduce in Q4 as funding relationships are either established or new grantees identified
2	Cost of living increases lead to increase in rough sleeping numbers in London	9	↔	First period of Severe Weather Emergency Provision called in December, over 600 people accommodated. Single Homeless Accommodation Prog. launched in December
3	22-23 DLUHC funding for GLA's Part 4 DA Act 2021 duties won't be committed/expended by 31 March	8	↓	Risk probability reduced as a result of extensions to Call Off 1 and continuation grants and contracts and invoicing in place for 22-23
Issue		Rating	Trend	Notes
1	Steady flow of rough sleepers to the streets, returning to pre C-19 levels, with reduced services & structural issues - and a continuing lack of options for non-UK nationals	H	↑	Over 600 people accommodated during SWEPE in December - Shared accommodation required both in Pan-London and borough accommodation
2	Data collection challenges are preventing the full impact of the extra capacity brought online by funding London Citizens Advice/London Legal Support Trust from being recorded	M	↑	Issue spotted at first reporting period - measures in place to improve data capture. Officers reassured that underlying capacity is in place and being used
3	Footfall at locations for the Debt Free Advice bus has been lower than anticipated, leading to potentially lower numbers of Londoners reached through this initiative than anticipated	M	↑	Mitigating actions to drive awareness and reach being taken

Overview: Building Strong Communities (BSC)

Impact	Time	Spend	Capability	Risk
G	A	G	G	G

The mission focuses on ensuring communities are more resilient by enabling Londoners to have better access to the knowledge, networks and volunteering opportunities needed to thrive. The GLA's role is to convene, work with partners and act as a London leader, contributing to collaboration over funding and ensuring communities can be resilient. The cost of living crisis is ever present in our work, as we support organisations to do more with less. Capacity building is offered through several programmes, and those such as the Cultural Spaces at Risk programme provide in-depth support, in particular to organisations led by under-represented groups.

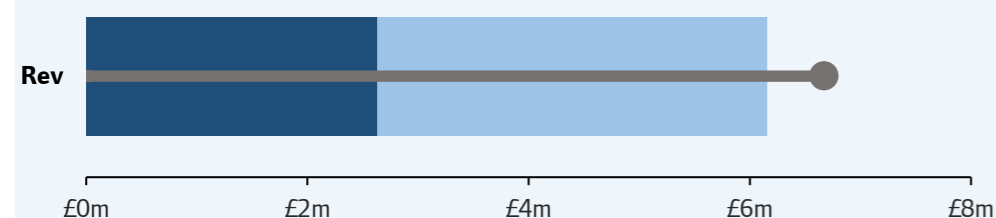
- In quarter 3 there was strong performance across our PIs, which are being reported for the first time this quarter - nearly all are Green.

- Green traffic lights for Impact, Risk and Capability show the programmes are delivering as expected.

- Amber for Time reflects the impact of staff taking a while to come into role and the lag impact of Operation London Bridge deployment, which caused delays in delivery.

Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1*	5.76	0.80	5.76	0.0 (0%)
Q2*	5.76	1.56	5.76	0.0 (0%)
Q3	6.67	2.63	6.15	-0.5 (8%)
Q4				

Significant variances

1 Sports Unites |-0.5m| Slippage on timing, in contract to deliver next financial year

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	Actual	Conf.
1a	No of volunteering opportunities provided by MOL for Londoners	25,000	29,911	G
1b	% volunteering opportunities provided by MOL to under-represented Londoners	50%	83%	G
1c	No of social action activities opportunities provided to young Londoners by MOL	6,500	5,064	G
2	No of Londoners reached through the London Voter Registration Week (19 - 25 Sept)	250,000	500,000 1 m	CG
3	Increase culture and community spaces on database each year, baseline about 340 per year	15%	13%	G
4	% of orgs receiving support from CCSaR programme led by under-represented groups	80%	80%	G
5	% grants awarded to equity-led groups	60%	100%	G
6	No of organisations benefitting from capacity-building support	200	41	A

PI Commentary

These PIs are being reported for the first time this quarter, and nearly all are Green:

-PI-1a, 1b, 1c: Volunteering opportunities shows a strong return for opportunities for Londoners, with the Team London Volunteering website and the Young Ambassadors programmes providing the most opportunities so far this year in this quarter

-PI- 3: As reported in the 11 Jan Bureau update the voter registration week outreach target was met (500k to 1m) with the range reflecting estimated reach across social media, in person drives and estimates from our broad coalition of support

-PI-6: only one PI is Amber - the uptake (not offer) of capacity building support has been low. We are working with organisations to learn why - if it is our offer, or their capacity

Actions

	Base	F'Cast	Conf.	
1	At least 6 of the London boroughs we engage with report that they will use the Civic Strength Index in their approach to considering community resilience and civil society in their localities	Q4 22-23	Q3 23-24	A
2	Launch of campaign to promote role of volunteering in London leading to International Day of the volunteer (1st Dec)	Q2 22-23	-	CG
3	Launch online resource signposting support for community and voluntary sector organisations in their operations	Q4 22-23	-	G
4	Launch a sustainable multi-funder collaborative Recovery funding programme which brings pan-London funders together to focus on key issues affecting Londoners	Q3 23-24	-	G
5	12+ opportunities created for regional networks to bring together learning and support spaces for collaboration e.g. London Community Leads Network, London Volunteering Network, Community Sports organisations	Q4 22-23	-	G
6	10 case studies published demonstrating how CCSaR support results in spaces protected and moving towards long-term sustainability	Q4 22-23	-	G

Actions Commentary

Most actions are being reported for the first time this quarter, and nearly all are Green:

- Action 1: Engagement with boroughs around the upcoming Civic Strength Index site has begun, with positive feedback around plans to engage with the GLA. Site due to go live in Q1 23-24

- Action 2: International Day of the Volunteer took place on the 5 Dec, with our Lifelines campaign launched to celebrate and promote volunteering in London

- Action 4: December saw the close of the Propel Fund first application window, with circa 400 applications received, evidencing a strong interest from the sector

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Unable to spend allocated funding this financial year	4	↓	Risk has reduced, but procurement timelines could still result in some underspend by year-end
2 Failure to maintain or strengthen relationships with partners and other stakeholders in the civil society space	6	→←	Work is being undertaken to strengthen partnerships
3 Risk regarding the security/prevention to hacking of London's volunteering site that could cause a data breach	2	↓	Action to mitigate this risk was carried out with the support of TG

Issue	Rating	Trend	Notes
1 £56m of funding cuts to London from ACE NPO funding as part of Gov levelling up agenda	H	↓	Workshops will aim to stabilise and explore new income opportunities available to organisations leaving NPO
2 Build of the Civic Strength Index operational site has been delayed due to recruitment - now expected to be completed Q1 of 2023-24	M	→←	Recruitment expected by end Feb/early Mar - programme will then be adequately resourced to progress
3 Currently not enough capacity to score BSC round 3 grant applications	M	→←	There should be enough time to solve this issue by recruiting an adequate number of quality assessors

Overview: Business, Jobs & Growth

Impact	Time	Spend	Capability	Risk
G	A	A	G	G

- Work delivered under this foundation aims to promote an equitable recovery from the legacy impacts, including loss of economic growth, of the pandemic on London's economy.

- Government has yet to confirm whether there will be any 2023-24 allocations for the London Economic Action Partnership (LEAP) and/or London Business Hub. Impacts mitigated in part by the three-year £144m UK Shared prosperity fund approved by government in December, 3 months later than anticipated. Work is underway to distribute first £17m 2022-23 tranche of UKSPF direct to boroughs before the financial year-end, and open competitive bidding round for £30m closes mid-February

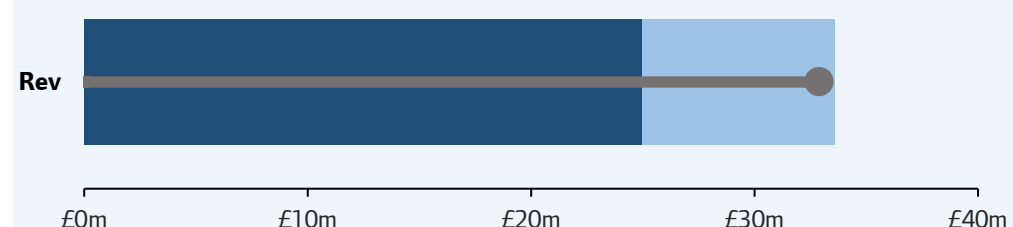
- Time and Spend remain Amber due to government delays in UKSPF approval, making their proposed expenditure timeframes challenging.

- The creative Industries (particularly Screen industry) is thriving due to seeing a significant increase in GVA in London targets in Q3 have already superseded the target for Q4, this is due to both location spend and studio spend in the capital.

-LEAP Integration plan approved by LEAP Board and submitted to Government late January

-Business Support Review completed

Financial review



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1*	33.7	12.5	33.6	-0.1 (0%)
Q2*	33.4	16.4	33.6	0.2 (1%)
Q3	33.7	25.0	33.6	-0.1 (0%)
Q4				

1 Staffing | -0.1m | Rev | Vacancies within Good Growth's Coordination & Programme Unit

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Q3 Missions & Foundations Dashboards - Final

Performance indicators

	22-23 →	Target	Actual	Conf.
1	London & Partners: Additional economic impact created by interventions to support tourism and foreign direct investment (£GVA)	£178m	£197m	G
2	Investment leveraged through GLA interventions to support growth sectors	£609m	£668m	G
3a	London Business Hub: Businesses supported (1hr+)	1,000	1,165	G
3b	24-hour Economy Programme: Businesses supported (1hr+)	1,680	710	A
4	Creative Industries Portfolio: Number of jobs created	11,100	4,285	A
5	Hours of business support provided through the Good Work Standard programme (1hr+)	253	213	A

PI Commentary

PI-1: L&P have achieved £197m GVA which is 110% of their full year target, and are delivering very strongly.

PI-2: Creative Industries have exceeded this year's £600m target delivering £668m of leveraged investment.

PI-3a: On-track, annual target has been exceeded during Q3.

PI-3b: Due to delays signing funding agreement in Q2 there is a possibility that the target will not be met.

PI-4: Increase in performance was expected for Q3 & Q4. Discussion with stakeholders will see additional figures Q4. There is a possibility target will not be met due to number of potential crew opportunities on the film sets

PI-5: New GWS accreditations being progressed. Workshops for GWS & other employers are planned to focus on supporting care leavers & employees' mental health in the context of the cost of living crisis.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 GLA SME support programmes may require modification in response to impacts of inflation, Brexit and cost of living crisis	12	↑	Reduction of government support for businesses' energy bills together with ongoing high inflation increases risk
2 Delivery partners may continue to experience difficulties in meeting project spend forecast	6	↓	Latest estimates suggest economic development projects expected to broadly spend to budget as financial year concludes
3 Economic headwinds may mean businesses deprioritise good working practices, including engagement with the GWS and Anchor Institutions network	6	↔	Economic Development Unit restructure is creating permanent roles in economic fairness and anchors' teams to take forward this work.
Issue	Rating	Trend	Notes
1 Worsening economic outlook/inflation and public spending cuts may result in further need to support businesses that are otherwise viable, putting pressure on business support proqs.	H	↑	Reduction of government support for businesses' energy bills together with ongoing high inflation increases risk
2 London is receiving a proportionately lower level of government funding to support good growth activity than other parts of the country	H	↑	January 2023 Levelling Up Fund Round 2 results confirmed London continues to receive lowest per-capita support
3 Tourists have not yet returned to London at pre-Covid numbers, and government declined to fund international campaign	M	↓	East Asian tourists now able to travel to London

Actions

	Base	F'Cast	Conf.
1 Convene network of Anchors which use purchasing power to support small/diverse business, employment potential to offer good work and support for young Londoners, and estates management to progress to net zero.	Q3 22-23	-	G
2 Fully claim funds from London's European Regional Development Fund (ERDF) & European Social Fund (ESF) allocation and close programmes	Q4 23-24	-	G
3 6 boroughs have been helped to develop night time strategies to increase high street use post 6pm, support a more inclusive/sustainable economy at night & a better deal for workers	Q4 22-23	-	G
4 Three new Night Time Enterprise Zones (NTEZ) awarded	Q3 23-24	Q4 22-23	G
5 Pilot at least 3 business-friendly licensing projects	Q4 22-23	-	G

Actions Commentary

A-1: Major conference being held on 31 Jan for London Anchor Institutions Network to celebrate progress to date, galvanise further action and inspire new members to join.

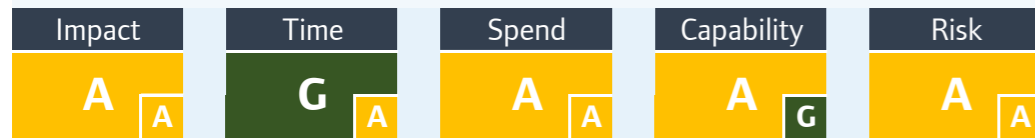
A-2: London ERDF and ESF programmes fully invested.

A-3: On track for 6 boroughs be developing Night Time Strategies by Q4.

A-4: On 17 Nov the Mayor launched 3 new NTEZs in Bromley, Vauxhall and Woolwich. Funding agreements to be signed in January.

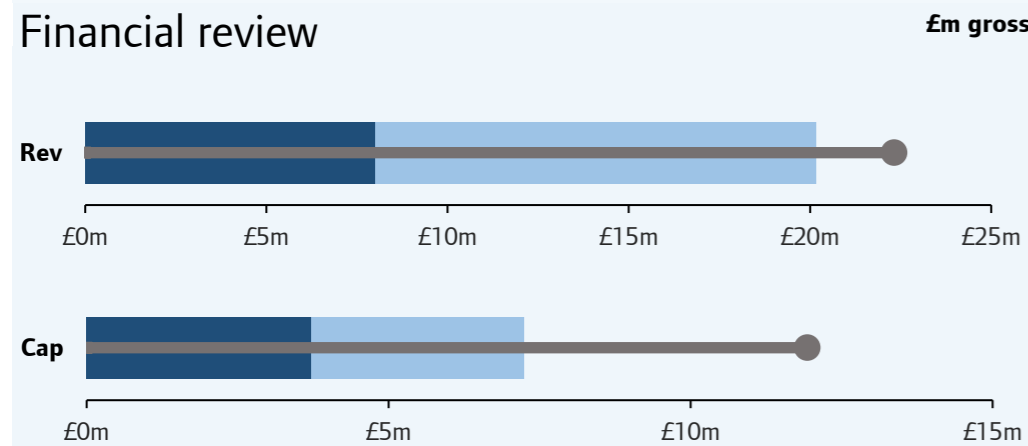
A-5: The Mayor has funded 5 business friendly licensing projects in Camden, Enfield, Hackney, Harrow and Islington.

Overview: Green New Deal (GND)



- The GND mission helps tackle the climate and ecological emergencies, improve air quality, and double London's green economy by 2030 to accelerate job creation.
- In Q3, following consultation, the Mayor decided to expand the ULEZ to Greater London. Implementation is now underway. We restated our commitments at Biodiversity COP15 and C40, whilst committing £69m to Boroughs for healthier streets, £2m further for trees, and 100 more rapid charge points. GLA Group members published climate budgets for the first time, setting out measures to reach Net Zero 2030. We began planning to expand our climate adaptation programme for 23-24, following heatwaves.
- Impact: Amber, Q3 has seen an uptake in delivery, with most programmes delivering the required impacts, but not all. The externally funded element of Warmer Homes is delayed, we are working with BEIS to mitigate this.
- Time: Green as the majority of the Green New Deal programmes are on time in terms of pace of delivery.
- Spend: Amber as delays on our capital programmes resulted in the largest area of underspend. Work is completed on Warmer Homes 2, but supply chain pressures in the early phase has had a domino effect and delayed the submission of final paperwork required to process spending. Warmer Homes 3 is underway albeit taking longer to get into homes than hoped. We are working with BEIS to mitigate this.
- Capability: Amber as the Green Finance Facility recruitment has been delayed owing to some process changes.
- Risk: Remains Amber as majority of risks remain outside of our control.

Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1*	21.3	0.75	21.1	-0.2 (1%)	11.9	-3.13	11.9	0.0 (0%)
Q2*	22.2	3.77	22.0	-0.2 (1%)	11.9	-2.47	11.9	0.0 (0%)
Q3	22.3	8.00	20.2	-2.2 (10%)	11.9	3.72	7.23	-4.7 (39%)
Q4								

Significant variances

1 Various I -2.2m I Rev I Commercial retrofits (0.4m) - delays in kicking off programme and with delivery partners; Tree planting (0.3m) - borough capacity impacting prog and weather. Underspend is from external funding; Solar Grants (0.6m) - programme savings; (0.9m) Energy Efficiency budget transfer in - spend expected 24-25

2 Green Homes Local Delivery Scheme I -4.7m I Cap I National delays mean grant conditions not met and funding to be returned

*In Q1 and Q2, figures were reported as net. From Q3, gross numbers will be displayed. For completeness, Q1 and Q2 figures in this table have been amended to also show as gross.

Performance indicators

	22-23 →	Target	Actual	Conf.
1	Deliver 2,500 zero-emission TfL buses by 2025	150	100	G
2	Number of green economy businesses supported in product development and business growth by GLA programmes	52	44	G
3	Achieve 87.6% vehicle compliance with ULEZ (incl. extended boundary) requirements by Oct 2021 & 89.9% by Oct 2022	90%	94%	CG
4	Increase the capacity of renewable energy technologies installed in London's buildings via GLA programmes and GLA-approved planning applications by at least 30 MW by May 2024	6	4	G
5	Reduce CO2e emissions from London's buildings via GLA programmes and GLA-approved planning applications by at least 160,000 tonnes by May 2024	53,333	12,591	G
6	500 hectares of green space and public realm improved and/or created by Dec 2024	274 ha	15.6 (unverified)	A

PI Commentary

- PI-1: Green: TfL have included resources to achieve a fully electric bus fleet by 2034. We are working with TfL to identify clear milestones to delivery of 2034 target.
- PI-2: Green: with healthy pipeline of SMEs waiting for support. Figures reduced as businesses 'supported to go green' have been removed pending review.
- PI-3: Green: PI fully met. This will now be closed and replaced. TfL have now been contracted to deliver an expanded ULEZ.
- Pls 4 & 5: are progressing well, within profile. Q4 is expected to deliver a huge increase in 'actuals' once we receive the annual data from planning applications
- PI-6: Amber: monitoring data has not been verified (due to system issues). These are projected figures based on project progress reports. Data fully verified by Q4.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Warmer Homes: Limited time to achieve high-level of retrofit installations with national supply chain issues & constraints on GLA resource	12	↔	Warmer Homes 2 closed and Warmer Homes 3 6-month extension being granted by BEIS
2 Green Finance Facility: Limited time to identify & develop projects; economic pressures make bond market less attractive; public bodies less willing due to economic uncertainty	12	↓	Continued pressures re permanent staffing. High turnover of agency staff. Projects in pipeline need developing before detailed investment conversations
3 ULEZ London-wide expansion: the timeline for camera and signage installation, and the risk that some boroughs might present a delivery barrier	9	↔	Ongoing pressures re camera and signage installs
Issue	Rating	Trend	Notes
1 High energy prices have significantly raised the cost of living for Londoners and increased the need for action by all layers of government to tackle fuel poverty	H	↔	Energy Advice London launched. Government support for homes less than sought but now predictable. Risks to businesses increasing - we are lobbying
2 London struggling to deliver its net zero ambitions or adapt to climate impacts due to the scale of investment required and lack of powers	H	↔	Climate impacts are accelerating and becoming more intense e.g. drought and heatwaves in 2022. Awaiting central government funding and action
3 Delivery issues on home retrofits in our programmes resulting in dissatisfied participants - currently manifesting in Solar Together London	H	↑	STL4 Ph4 installations continue albeit affected by delivery issues. Complaint rates is still high

Actions

	Base	F'Cast	Conf.
1 Signed agreement between the GLA Group bodies which establishes a Group-wide strategy for the joint-procurement of renewable energy	Q3 21-22	Q2 23-24	R
2 Launch a London financing facility to mobilise investment into London's infrastructure and support the transition to a net zero city	Q3 23-24	-	A
3 Consult on expanding the ULEZ London-wide	N/A	Q3 22-23	CG

Actions Commentary

- A-1: is Red as the signing of the MoU has been moved to a later stage in the process, as it cannot be completed without other decision-making and legal considerations being addressed first. Good progress is being made in other areas of this programme
- A-2: is Amber as the team are working through pipelines of priority projects and establishing a timeline for allocation to initial projects in 23-24. However, recruitment of permanent staff is still not complete, some interim arrangements are in place.
- A-3: This action is now closed and Green, as the Mayoral decision (MD3060) signed on 24 November, means proposals to expand the ULEZ London-wide in August 2023 will go forward.