

The Greater London Authority's Key Performance Indicator handbook

2014/15

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Purpose

The GLA's Key Performance Indicator (KPI) handbook contains the detailed definition for each of our 20 plus KPIs as well as the source of the data and how the data are collected and checked.

The handbook serves to provide clarity and consistency in the collation, calculation and reporting of our KPIs and supports our ambition to produce and report high quality information to drive performance and value for money.

We publish the handbook as an exercise in transparency and so that those with an interest in our KPIs can understand what reported figures represent, how they were calculated and any limitations that might be associated with the data.

1. Performance indicator (PI) title and ownership			
PI title	Jobs created through GLA Group investment		
Rationale	<p>To assess progress against the Mayor's manifesto commitment to create 200,000 jobs in London over the course of this Mayoral term.</p> <p>This PI measures the number of jobs created and supported as a result of GLA Group investment and associated spend (ie. levered or match funding).</p>		
Directorate	Communities and Intelligence (data collection and reporting)	Unit	Intelligence
	Development, Enterprise and Environment (performance)		Economic & Business Policy

2. Definitional detail	
Detailed definition	<p>Overall figures, broadly speaking, can comprise jobs from four different categories.</p> <p><i>1) Jobs created</i></p> <p>The number of new permanent jobs created as a result of GLA Group spend and associated spend (ie. including levered or matched funding).</p> <p><i>2) Construction jobs created</i></p> <p>The number of permanent jobs arising from the development or construction phase of a project through GLA Group spend and associated spend. Construction jobs relate to employment through site acquisition or preparation and physical construction; or through procurement, legal and business operations related to a development.</p> <p><i>3) Other jobs facilitated</i></p> <p>The number of permanent jobs resulting through the delivery of a project or programme. These include facilitated jobs (ie. facilitators in an employability programme paid for by the programme) and supported jobs (ie. jobs which would have been lost, or would not have existed, in the absence of the programme).</p> <p><i>4) Apprenticeships started</i></p> <p>The number of apprenticeships that start as a result of GLA Group spend and associated spend. Apprenticeships relate to work-based training programmes for people aged 16-24. They must comply with the definitions as outlined by the National Apprenticeship Service.</p> <p><u>Definitions and clarifications</u></p> <ul style="list-style-type: none"> Both full-time and part-time positions count towards this PI (there is not a minimum threshold for what constitutes a 'part-time' position). 'Full-time' refers to a job of at least 35 hours per week. The unit of measurement is the post itself, rather than the person or persons that fills the post. To avoid double counting, a job is not counted again if it is filled over time by different people. For a created job to be considered permanent, it must be expected to last 26 weeks (note it is the expectation that is relevant, not the ultimate outcome). Similarly, apprenticeship work placements must also be expected to last for 26 weeks to be recorded as an apprenticeship start. For a job to be recorded, it must be located in a London borough. Apprenticeships can be counted only if they represent a new post in an organisation. An apprenticeship post which replaces an existing post in a business cannot be recorded. <p><u>Adjustments and assumptions</u></p> <ul style="list-style-type: none"> Projects funded by the European Social Fund (ESF) and European Regional Development Fund

	<p>(ERDF) have their own outputs and outcomes which they report against. For ESF projects, where possible, we report against the 26 weeks sustained employment outcome. These projects focus on the individual beneficiary rather than the post itself (for example, a beneficiary is deemed to be in sustained employment if they have been employed for 26 out of 32 weeks, regardless of whether this has been in more than one job). For ERDF projects, we report against the jobs created and innovation jobs created outcomes.</p> <ul style="list-style-type: none"> • Where other projects report against 26 week or 52 week sustained employment outcomes, these will be used towards measurement of progress against this PI. • For housing and land programmes, an assumption of two jobs created per residential unit completed will be used. Refer to Appendix A at the end of this form. • For commercial land development, benchmark estimates compiled by the Homes and Communities Agency (HCA) will be used to calculate the number of full-time equivalent (FTE) jobs per square metre by use. • The measure of number of jobs created by GLA Group investment and associated spend is in line with the Mayor's manifesto commitment, which includes a mix of direct job creation with some indirect and induced job creation.
Calculation	<p><i>Worked Example</i></p> <p>A programme to redevelop an acquired site will generate construction jobs during its development and then permanent jobs through its future use. During the construction, 50 full time and 20 part time jobs are created. Once constructed, the site is taken over as a hotel and the buyer creates 30 jobs. For the purpose of measurement against this PI, the number of jobs created is 50 + 20 + 30 = 100 jobs.</p>
Disaggregations available	By thematic area, GLA Group body and in the GLA's case, unit.
Reporting format	Total number of jobs created: a whole number.
Reporting timescales	Data to be provided biannually, feeding in to a report for the Investment and Performance Board. Papers are currently scheduled for February and August; data will be requested at least two months in advance.

3. Collecting and checking	
Sources of information	<p>Data for many projects based in the GLA will be obtained from monitored output data held by the GLA Performance and Governance Team, or other monitoring data if available. However, for some areas this information is not currently being collected. For these projects, data can be obtained through consultation with delivery providers or contractors or by using benchmark estimates.</p> <p>For housing and land programmes, an assumption of two jobs created per residential unit completion is used. For commercial land development, benchmark estimates compiled by the HCA are used to calculate the number of FTE jobs per square metre by use.</p> <p>Where monitoring data is not already established, individual approaches to data collection should be undertaken in consultation with GLA Economics.</p> <p>An overview of the main data sources is at Appendix B.</p>
System/process for producing the PI	<p>For projects where data is held within project dashboards held by the GLA project governance team, the data is directly requested and extracted.</p> <p>Where monitoring data is not already established, individual approaches to data collection are undertaken in consultation with GLA Economics.</p> <p>Data is consolidated into a spreadsheet and stored on the GLA Economics shared drive, and analysis of the data is undertaken by GLA Economics. This culminates in a biannual report to the Investment and Performance Board.</p>
Method for	<ul style="list-style-type: none"> • Project managers and other responsible officers are responsible for ensuring local collection and

assuring and checking data	<p>verification measures are robust.</p> <ul style="list-style-type: none"> • Project managers are made aware of the need to retain audit trails and seek verification for outputs. • GLA Economics supports project managers by helping them to apply robust definitions. • GLA Economics collates figures into a spreadsheet template. • Figures will be sense-checked for consistency across time periods and against targets.
Risks to and limitations in the quality of the data	<p>Data obtained from project dashboards and other monitoring data, especially European programmes, go through verification processes (for example, as part of the grant claims process), therefore the accuracy of this data will be high.</p> <p>However, there will be instances where the job figures are derived from (evidence based) estimates since it is not possible, or would be prohibitively costly, to capture the figures directly. Some of these estimates, especially when benchmarks are used, may include indirect job creation (for example, supply chain employment impacts), or be an estimate of the jobs created and supported through investment in a programme.</p> <p>Due to the diverse nature of interventions, jobs created have not been measured entirely consistently across the GLA and functional bodies. For instance, currently available indicators for GLA projects include job entry/starts, 26 week sustained employment, 52 week sustained employment and jobs created. Where possible the 26 week sustained employment metric has been used as the basis for the analysis. There is, therefore, the potential for inconsistency in the measurement of employment outcomes from some of these projects and programmes.</p> <p>Overall, figures therefore need to be treated as considered estimates.</p>

4. Other comments and information	
None.	

5. Sign off	
Perf. owner	Senior Manager - Growth and Enterprise (with relevant project managers directly responsible for performance related to their projects)
Data owner	Senior Economist (with relevant project managers directly responsible for managing and reporting data pertaining to their projects)
Date	October 2014

Appendix A for jobs created KPI: Measuring jobs from housing programmes

The Mayor of London's manifesto commitment to create 200,000 jobs in London over the Mayoral term included an estimated 104,000 jobs through the Housing programme¹. The Mayor acknowledged that this job estimate is based on the assumption that two jobs are created for each home completed in line with National Housing Strategy². The National Housing Strategy assumes that two net jobs are created for each house completed. Whilst there is no published information on how this assumption of two jobs created per housing output was reached, this short note provides some insight into our understanding of the methodology used, adapted for London by GLA Economics.

The approach to estimating the number of jobs per home is to simply divide the number of jobs in the industry by the number of housing completions. The calculations below are specific to London.

The first step is to estimate the number of jobs in London which are created by new housing output. Business Register and Employment Survey (BRES) data are provided to a five digit breakdown; however, BRES data has only been available on an annual basis since 2008.

The relevant BRES industry categories to consider for new housing are:

- Construction of domestic building (ie. residential)
- Electrical, plumbing and other construction installation activities
- Building completion and finishing
- Other specialised construction activities

Using the figures directly for the above categories has a significant limitation. The key issue is with regards to the differential between new housing activity and housing repairs and maintenance. This is overcome by applying a weighted average using data on the value of work done by trade of firm and type of work, as published by the ONS.

Data is only available for 2012 and 2013, therefore an average ratio between new housing and repair and maintenance in each of the four industry categories listed above is calculated. The ratio of new housing work is applied to the BRES employment numbers for the five-year period.

Over the five-year period the total number of jobs in London created by new housing output is estimated around 37,000 per year.

The next step is to collate data on the average number of housing starts and completions in London over the same five-year period of 2008 to 2012. The Department of Communities and Local Government (DCLG) publish data on housing starts and completions by tenure and district.

Over the five-year period the average number of housing starts and completions in London is estimated to be about 18,400 per year.

This suggests two direct gross jobs per new housing output in London.

The number of jobs created as a direct result of new housing output is relatively straightforward to estimate; however, it is arguably an under-estimate of the total gross impact on employment. In addition to the direct gross jobs created there will also be a number of indirect jobs created through the supply chain, and a further number of induced jobs as a result of spend of earnings of those employed via housing construction or its supply chain.

¹ See:

http://www.archivoelectoral.org/archivo/doc/Growing%20the%20London%20economy_boris%20johnson_conservatives_municipales%202012%20londres.pdf

² Mayor's Question Time, 25 January 2012, question number 0288/2012, see:

<http://mqt.london.gov.uk/mqt/public/question.do?id=39725>

To estimate the indirect and/or induced impact an employment multiplier must be applied. Given that the ONS does not produce an employment multiplier, an alternative is to use the Scottish Government employment multiplier. Within the construction industry there are three multipliers; buildings, civil engineering and specialised. To account for the differences between the three multipliers a weighted average multiplier was calculated using employment.

Both the Type 1 and Type 2 employment multiplier estimates are based on a series published by the Scottish Government as part of their Input-Output analysis, over a time series of 1998 to 2009:

- The Type 1 (direct and indirect) weighted employment multiplier for construction is 1.81.
- The Type 2 (direct, indirect and induced) weighted employment multiplier for construction is 2.21.

This suggests for every construction job directly created, 0.81 jobs are created indirectly and a further 0.40 jobs are induced.

Therefore we estimate that per new housing output in London there are 1.6 indirect gross jobs and a further 0.8 induced gross jobs – a total of 4.4 gross jobs per new housing output.

This estimate of jobs per home follows a relatively conservative approach, and does not appear out of line with other external estimates. These include:

- Berkeley Group – 4.5 jobs per home built (0.3 jobs at Berkeley and 2.1 construction jobs on site, 1.2 jobs along the supply chain and 0.8 induced jobs)³
- Savills – 4.6 jobs per home built (2.3 direct construction jobs)⁴
- Home Builders Federation – 1.5 direct jobs per home built⁵
- National Housing Federation – 2.3 direct jobs per home built⁶
- Homes for Scotland – 4.0 jobs per home built⁷

³ <http://www.berkeleygroup.co.uk/media/pdf/q/h/berkeley-reports-and-opinions-economic-sustainability-reports-economic-impact-assessment.pdf>

⁴ <http://pdf.euro.savills.co.uk/uk/market-insights/the-case-for-housing---spring-2010.pdf>

⁵ http://www.hbf.co.uk/fileadmin/documents/barker/CITB_REPORT.pdf

⁶ <http://www.housing.org.uk/media/home-truths/home-truths-report-in-numbers>

⁷ http://www.homesforscotland.com/media/file/HFS_MANIFESTO_SINGLE.pdf?Site=1

Appendix B for jobs created KPI: Main data sources and measurement approach

i) GLA Projects

Data on employment outcomes from projects based at the GLA are taken from monitoring data provided by the Governance and Performance Team. This provides data for the vast majority of GLA projects although there are exceptions including housing and land, environment and European Regional Development Funded projects. In these cases, data is sought from officers within individual teams.

Projects report against various outputs and outcomes, so while the definitions defined for the purpose of measuring progress against the Mayoral target can be used in commissioning of future projects, various assumptions have to be made to use the monitoring data currently available. For instance, currently available indicators include job entry/starts, 26 week sustained employment, 52 week sustained employment and jobs created. Where possible, the 26 week sustained employment metric has been used as the basis for the analysis; however, any one of these four have been used if the preferred 26 week measure is not available. There is, therefore, the potential for inconsistency in the measurement of employment outcomes from some of these projects and programmes.

ii) European Programmes

Projects based in European Programme Management Unit and the European Social fund Delivery Unit have their own monitoring data requirements and definitions (see: <http://www.london.gov.uk/sites/default/files/London%20ERDF%20Performance%20Indicators%20Guidance.pdf>). For this analysis, we have deferred to their definitions.

For ERDF projects, data is based on achieved outcomes of 2007-2013 projects. Jobs have been recorded against the indicators: jobs created and, innovation jobs created. These data are available across the entire 2007-2013 programme and available each quarter.

For ESF projects, the 26 week sustained employment outcome is measured. These data are available through both the ESF Delivery Unit and the GLA project dashboards.

iii) Housing

A new methodology has been used to estimate the number of jobs created through the Housing programme. The estimate is based on published statistics on the number of housing completions in 2012/13 and 2013/14 financial years⁸. Whilst, the Department for Communities and Local Government cite an estimate of up to two net jobs created for each house completed in the National Housing Strategy, no information is published on DCLG's calculations. However, our understanding is that the new methodology employed follows the methodology used for the National Housing Strategy, but is more relevant to London. The revised methodology results in an estimate of two direct gross jobs being created for each new unit of housing. The analysis further suggests that 1.6 indirect jobs and 0.8 induced jobs will be created per house completed.

Data have also been provided on the number of existing social housing units made decent in London through the Decent Homes programme. Using a benchmark estimate of the number of jobs created through an associated level of spend (based on analysis by DCLG), the numbers of jobs created through the Decent Homes programme in London has been estimated.

Any housing jobs created in other programmes have been allocated to the Housing programme. This has in particular impacted on the Royal Docks and Greenwich Peninsula project figures – where the housing jobs created within these projects are now counted within the Housing programme figures only.

⁸ These are available at: <http://www.london.gov.uk/sites/default/files/GLA%20Housing%20Starts%20and%20Completions%20-%20All%20Years%20-%20end%20March%202013%20-%20final%20published%20doc%20v2.pdf>

iv) London & Partners

Data from London & Partners have been provided on numbers of jobs created through Foreign Direct Investment (FDI). These data are largely drawn from London & Partners' client engagement form which is provided to all companies locating in London who have been assisted by London & Partners. The form requires firms to estimate the number of jobs created in their first year in London and then the number of jobs created by the end of year three. To account for potential optimism bias, it is assumed that half of the jobs that have been estimated to be created by the end of year three will not be created.

Additional reporting has also been provided by London & Partners to include an estimate of the number of jobs created through its work in higher education, leisure tourism, business tourism and major events.

v) London Legacy Development Corporation (LLDC)

Data have been provided by the London Legacy Development Corporation using the definitions provided in the Measuring Jobs guidance and after consultation with officers. Full data on the numbers of direct jobs created, construction jobs, other jobs created and apprenticeships have been provided.

vi) Royal Docks

Reporting previously included housing jobs created in the Royal Docks programme. These jobs are now counted under the Housing programme only. No estimate has yet been made of the non-housing jobs likely to be created by the Royal Docks project (ie. jobs relating to offices and retail developments). Further work will be conducted to understand/estimate the non-housing jobs element of the Royal Docks programme.

vii) Greenwich Peninsula

Reporting previously included housing jobs created in the Greenwich Peninsula programme. These jobs are now counted under the Housing programme only. No estimate has yet been made of non-housing jobs likely to be created by the Greenwich Peninsula programme (ie. jobs relating to offices and retail developments). Further work will be conducted to understand/estimate the non-housing jobs element of the Greenwich Peninsula programme.

viii) Transport for London/Crossrail

Estimates of the number of jobs created through supply chain investment spend have been generated by an external consultancy using an input/output model using Office for National Statistics data. This model apportions contract spend data on London based contractors into business sectors and then provides an estimation of the number of jobs created in London by that spend.

The forecast of jobs created is based on dividing the 2012/13 and 2013/14 figures by two and multiplying by four, on the simplifying assumption that there will be the same level of supply chain spend in the remaining two full financial year periods of the Mayoral term.

It should be noted that in previous IPB papers, the data previously provided by Transport for London (TfL) estimated the number of jobs created from *all* TfL spending. Following discussions with TfL, a new methodology has been employed which now measures the number of jobs created on capital projects for London only. This has the effect of significantly reducing the total number of jobs estimated to be created by the end of the Mayoral term from TfL spend.

ix) London Fire Brigade (LFEPA)

Data have been provided by the nominated officer and a majority refer to construction jobs through capital programmes.

x) MOPAC

No information received to date.

xi) Film London

Data are taken from monitoring data provided by the governance team. The data cover employment opportunities for film crew, TV and animation in London.

1. Performance indicator (PI) title and ownership			
PI title	The number of new apprenticeships starts in London		
Rationale	<p>This indicator is aligned to the Mayor’s objective to support 250,000 apprenticeships starts in London over this Mayoral Term.</p> <p>Apprenticeships help young people prepare for a successful career and, evidence shows, benefit businesses too. Apprenticeships are especially important given the comparatively high rates of unemployment among young people and the difficulty they can experience in securing work.</p>		
Directorate	Development, Enterprise and Environment	Unit	Economic and Business Policy

2. Definitional detail	
Detailed definition	<p>An apprenticeship is a job with an accompanying skills development programme designed by employers in the sector. It allows the apprentice to gain technical knowledge and real practical experience, along with functional and personal skills, required for their immediate job and future career. These are acquired through a mix of learning in the workplace, formal off the job training and the opportunity to practice and embed new skills in a real work context. This broader mix differentiates the apprenticeship experience from training delivered to meet narrowly focused job needs.</p> <p>The apprenticeship must be accredited by the Skills Funding Agency to count towards this KPI.</p> <p>This indicator measures apprenticeship starts. That is, those who are on an apprenticeship for at least 13 weeks but also those who progress from a level 2 to a level 3 or 4 apprenticeship.</p> <p>All apprenticeships data are produced using the Individual Learner Record which is a unique identifier code allocated to each learner upon commencing an apprenticeship.</p> <p>The definition is ‘owned’ by the Department for Business, Innovation and Skills (BIS).</p>
Calculation	A simple sum of apprenticeships meeting the definition.
Disaggregations available	Age, Ethnicity, Region, Sector Framework are all available for apprenticeships starts.
Reporting format	Number of apprenticeships starts, rounded to the nearest ten.
Reporting timescales	Data are reported on a quarterly basis on a three month lag. Apprenticeships data are reported across the Mayoral year (May-April) rather than the financial year. Data are not confirmed until four months after the academic year to which they relate.

3. Collecting and checking	
Sources of information	<p>Data are provided to the GLA by BIS and based on the Individual Learner Record submitted by the training provider.</p> <p>Apprenticeships data are published by the Government’s Dataservice: http://www.thedataservice.org.uk/Statistics/fe_data_library/Apprenticeships/.</p>
System/process for producing the PI	The GLA is not responsible for producing the data reported via this performance indicator. The only manipulation undertaken is to sum figures so that they relate to the period in question.
Method for assuring and checking data	These figures are subject to robust data quality principles applied by Government.

Risks to and limitations in the quality of the data

Quarterly figures are provisional and partial as some apprenticeships are not recorded in time to be included within the figures. Slight deviances that have not been accounted for in the previous quarters will be added into quarter four data when end-of-year figures are confirmed. However, most Individual Learner Records are submitted within 13 weeks and therefore reported quarterly figures are both a useful comparator to figures from previous years and indicative of the actual number of apprenticeships in that quarter.

Annual data is verified, finalised and confirmed in January each year and should be treated as provisional until that point.

4. Other comments and information

None.

5. Sign off

Perf. owner	Principal Policy Officer Skills. Employment and SMEs
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Data owner	Principal Policy Officer Skills. Employment and SMEs
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Date	October 2014
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1. Performance indicator (PI) title and ownership			
PI title	Square metres of public realm improved or created through GLA investment and associated spend (ie. levered or match funded)		
Rationale	<p>The Mayor's public realm manifesto London's Great Outdoors details the Mayor's vision to transform the everyday experience people have of London's outdoor spaces.</p> <p>The Mayor is committed to making London:</p> <ul style="list-style-type: none"> • A beautiful city where the spaces between buildings can inspire, excite and delight visitors and Londoners alike. • A city where pedestrians and cyclists feel that the space belongs to them as much as cars. • A prosperous city that is attractive to business and brings jobs and growth. • A well-connected city that brings together diverse communities and neighborhoods. <p>Furthermore, enhancing the public realm supports the Mayor's priority to foster economic growth and create jobs by making areas more attractive places to visit and do business.</p> <p>This PI will help to monitor and report the volume of public realm enhanced or created.</p>		
Directorate	Development, Enterprise and Environment	Unit	Regeneration

2. Definitional detail	
Detailed definition	<p>The public realm includes all exterior places, linkages and built form elements that are physically and/or visually accessible to the public regardless of ownership. These elements can include, but are not limited to, streets, pedestrian ways, bikeways, bridges, plazas, nodes, squares, transportation hubs, gateways, parks, waterfronts, natural features, view corridors, landmarks and building interfaces.</p> <p>Improved public realm means significant improvement in the quality of the built environment through improved use of space, urban design and improved quality of materials used. It could also be related to journey time savings, reductions in road safety incidents and improved perceptions of the area.</p> <p>New public realm is a space which was previously not for public use which is transformed into, for example, pavement, road, street furniture and park area.</p> <p>The definition only applies where public realm improvements or creation are a result of GLA investment and associated match or levered spend. Match or levered spend in this context means any funding which directly supports the activity for which the GLA is providing grant funding.</p> <p>This PI is limited to public realm improvement and creation brought about as a result of the Mayor's Regeneration Fund and Outer London Fund. It may, however, be expanded in scope in future to include other projects and programmes led by the Regeneration Unit.</p>
Calculation	The sum of all public realm which has been improved in the given time period.
Disaggregations available	By programme, borough and place
Reporting format	To the nearest m ² .
Reporting timescales	Monitoring reports are produced monthly by delivery partners, four weeks after the period in question. However, outputs (especially those related to physical infrastructure) will be collated quarterly and measure deliverables to date only.

3. Collecting and checking	
Sources of information	Delivery partners, including London boroughs, Transport for London and other local bodies.
System/processes for producing the PI	The data are collected through delivery partners, which submit monthly monitoring form. Project leads collate performance and then submit a monthly dashboard which the programme team reviews and feed into performance reports produced every period. The data will be extracted per project, aggregated and reported as a single figure quarterly.
Method for assuring and checking data	<p>The Regeneration Unit ensures the following principles are in place:</p> <ul style="list-style-type: none"> • Data are sufficiently detailed and captured once only at the point of activity by the delivery partner. • Data are collected within the following reporting period to ensure timeliness. • Data are only collected from projects that have a demonstrable public realm output to ensure it is relevant. • Data are checked by project managers on an ongoing basis and by the programme manager on a quarterly basis by linking payments to delivery of milestones and outputs. • Verification of data will be in the form of built drawings/plans demonstrating the area improved (before and after) and contracts to demonstrate that the work has been undertaken (supplied as part of the evidence for quarterly claims). • Data collection is carried out in parallel with the process to validate claims for grant funding, which ensures quality of data reporting.
Risks to and limitations in the quality of the data	<p>There will be instances where returns from delivery partners are late or when first reported data are provisional and subject to further verification. This will have some effect on both the completeness and accuracy of initially reported data. However, data will subsequently be updated as necessary and confirmed after year-end.</p> <p>This PI conflates data which are not entirely consistent; one being entirely new public realm created and the other being improved public space. However, it is felt that this lack of consistency is a worthwhile trade-off to provide an overall figure that gives a better sense of the impact of regeneration programmes.</p>

4. Other comments and information	
None.	

5. Sign off	
Perf. owner	Assistant Director – Regeneration
Data owner	Project Support Officer
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	The number of employers signed up to the London Living Wage		
Rationale	<p>An estimated ten per cent of full-time and 44 per cent of part-time workers in the capital earn below the London Living Wage (LLW) figure. This amounts to almost 700,000 people who stand to benefit from a city-wide commitment to the LLW. The initiative is also predicated on the notion that employers who pay the Living Wage experience lower staff turnover and higher morale, well-being and productivity.</p> <p>The Mayor pledged in his manifesto to increase to 250 the number of companies offering the LLW. In his 2020 Vision, he also articulated an ambition to make the LLW the norm. This PI measure progress against that commitment and ambition.</p>		
Directorate	Development, Enterprise and Environment	Unit	Regeneration

2. Definitional detail	
Detailed definition	<p>The LLW is recalculated each year. The figure is calculated based on a Basic Living Costs (estimates a low cost but acceptable budget for households) approach and an Income Distribution approach (60 per cent of the median income for 11 household types in London). The average of the two amounts to the poverty threshold wage, to which 15 per cent is added (for emergencies/contingency) to produce the LLW figure.</p> <p>An organisation is 'counted' for the purposes of this PI as paying the LLW if it achieves accreditation from the Living Wage Foundation. To do so it must sign an accreditation licence with the Foundation, committing to pay direct employees, and those employed through contractors who work regularly on their premises, at least the LLW rate.</p> <p>To be accredited, businesses must be paying the LLW to directly employed staff. For contractors, this is not always possible at the point of accreditation, so the business must have clear milestones in place to ensure that contractors will also receive it in future.</p> <p>This PI includes all organisations, irrespective of which sector they belong to.</p>
Calculation	A simple count: the number of London organisations accredited by the Living Wage Foundation.
Disaggregations available	The data are typically disaggregated by business size and by sector.
Reporting format	A whole number. The annual LLW Report details the list of committed employers.
Reporting timescales	Formally, annually (November – during Living Wage Week). However, updates are provided every quarter by the Living Wage Foundation to feed into PI reports.

3. Collecting and checking	
Sources of information	The Living Wage Foundation.
System/processes for producing the PI	<p>There is a set accreditation process and documentation which potential employers must commit to in order to become LLW employers.</p> <p>The data are 'owned' by the Living Wage Foundation and provided to the GLA for reporting.</p>
Method for assuring and checking data	<p>The GLA works closely with the Living Wage Foundation to ensure that employers are accurately recorded as Living Wage Employers.</p> <p>The GLA will make the Living Wage Foundation aware of its data quality principles and of its Code of Statistics.</p>

Risks to and limitations in the quality of the data

There are likely to be employers paying the Living Wage but who are not formally accredited – either by choice or as they have yet to have been contacted by the Foundation or the GLA. The true number of employers who pay the Living Wage to employees is therefore likely to be significantly higher than the figure reported by this PI.

4. Other comments and information

None.

5. Sign off

Perf. owner	Senior Manager – Skills, SMEs and Employment
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Data owner	Senior Policy Officer – Business Engagement
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Date	October 2014
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1. Performance indicator (PI) title and ownership

PI title	a) Number of young Londoners actively supported b) Number of young Londoners supported into and achieving an improved and sustained outcome		
Rationale	This PI measures the impact of a number of programmes intended to improve outcomes for young people. There is a direct link to the Mayor's 2020 vision, which states that GLA strives to ensure that all young Londoners are actively participating in education, employment or training.		
Directorate	Communities and Intelligence	Unit	Education and Youth

2. Definitional detail

Detailed definition	This performance indicator consists of outputs and outcomes from the following projects. In future, other projects will be developed to support young people. The list below will therefore be kept under review.		
	<i>a) Number of young Londoners actively supported</i>		
	The table below provides further detail of when a young person is reported by each project as being 'actively supported'.		
	<i>b) Number of young Londoners supported into and achieving an improved and sustained outcome</i>		
	Detail of how this is defined is included in the table below and falls under two categories. The European Social Fund (ESF) Youth Programme 11-13, Championing Careers Guidance and Peer Outreach Team projects report on destinations; ie. that the young person has moved into sustained education or employment for at least 26 weeks after having completed the intervention or having left school.		
	The Mayors Mentoring Programme, Leadership Clubs and Lynk Up Crew projects support young people who (in the main) are in education during the intervention. These projects report an outcome under this indicator if they have been benefiting from the support delivered by the project for 26 weeks or more.		
	Project/Programme	a) Actively supported	b) Supported into and achieving an improved and sustained outcome
	ESF Youth Programme 11-13	Number of starters	Number of starters who have entered into and sustained education or employment for six months
	Championing Careers Guidance in Schools – London Pilots (Academies)	Number of students attending London Academies Enterprise Trust (LAET) schools that have participated in the school based careers guidance programme each year	Number of students who have participated in the school based guidance programme, and entered into and sustained education, employment or training for six months after leaving the LAET Academy
	Peer Outreach Team	Number of Peer Outreach Workers (POW) at 1/4/14 and then number of new starters	Number of POW who are in education or employment six months after leaving the Peer Outreach Team
	Mayors Mentoring Programme	Number of young people starting a mentoring relationship	Number of young people starting a mentoring relationship who have sustained it for six months

	Leadership Clubs	Number of young people attending a club	Number of young people attending a club for six months
	Lynk Up Crew	Number of current Lynk Up Crew members at 1/4/14 and then the number of new starters	Number of Lynk Up Crew members who have been attending for six months
	Earn Your Travel Back	Number of starters who have completed four hours of volunteering	N/A
Calculation	The sum of young people from across the programmes.		
Disaggregations available	<ul style="list-style-type: none"> • ESF Youth programme: age, ethnicity, disability, geography • Mayors Mentoring: age, borough living in, reason for referral • Leadership clubs: age, school attending • Academies: by Academy • Peer Outreach Team and Lynk Up Crew: age, geography, referral route 		
Reporting format	A whole number		
Reporting timescales	Quarterly and annual figures		

3. Collecting and checking

Sources of information	<ul style="list-style-type: none"> • Rocket Science acts as a Managing Agent for the Mayor's Mentoring Fund and provides data. • Transport for London reports on the number of young people that have completed four hours of volunteering as part of Earn Your Travel Back. • The GLA maintains records regarding the Peer Outreach Team and Lynk Up Crew. • In all other cases, projects submit grant claim and monitoring forms.
System/processes for producing the PI	<p>This indicator in effect aggregates data from a number of individual sub-indicators, each of which has its own system. ESF Youth Programme data are stored on the DIESEL database and managed by the ESF Delivery Unit. Rocket Science retains Mayor's Mentoring Fund data. Output and outcome numbers are submitted for the other projects but personal details are retained by the project delivery partner.</p> <p>A central spreadsheet is updated with data from each project and this is counter checked against dashboard output reporting data.</p>
Method for assuring and checking data	On the ESF Youth Programme, DIESEL and delivery partner statements of output and outcomes are reconciled on a monthly basis by the GLA project officer. Regular monitoring meetings are held for other projects. The GLA's data quality principles have been shared with partners.
Risks to and limitations in the quality of the data	<p>The number of young people sustaining activity cannot be directly linked to the number of people supported due to the time gap between starters and sustained.</p> <p>The outcomes counted by the second part of this PI are not identical. However, it is felt they are sufficiently analogous and that there is merit in producing an overall figure measuring the impact of the GLA's work across a range of areas.</p>

4. Other comments and information

None.

5. Sign off

Perf. owner	Head of Education and Youth
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Data owner	Senior Programme Manager
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Date	October 2014
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1. Performance indicator (PI) title and ownership			
PI title	The number of schools supported to improve their practice		
Rationale	The Mayor's Education Inquiry was established as a task-and-finish inquiry in December 2011 to bring together evidence and ideas, and to develop practical solutions, to improve further educational outcomes in primary and secondary schools in London. Its final report, published on 19 October 2012, made 12 recommendations where it was believed regional action could have the greatest effect on young people's lives and provide clear added value in areas in which the Mayor can have a direct influence. The purpose of this indicator is to measure the breadth of the impact of the GLA's activities that are implementing recommendations to boost standards in the capital's schools.		
Directorate	Development, Enterprise and Environment	Unit	Regeneration

2. Definitional detail	
Detailed definition	<p>This performance indicator reports the number of schools supported through the following education and youth programmes that meet Mayor's Education Inquiry recommendations: London Schools Excellence Fund (LSEF), London Curriculum and Gold Club. In time other projects may be developed that will also support schools. If that is the case, it is likely they would also be included within the scope of this PI.</p> <p>Schools are counted towards this PI once they have received any support from the project.</p> <p>LSEF projects are supporting schools in a number of ways; for example, through providing continuing professional development to their teachers, working with them to develop and implement new teaching resources, creating learning hubs and so on.</p> <p>For the London Curriculum, the number of schools piloting material and the number of schools using the final version of materials will be counted.</p> <p>A school will be counted as being supported by the Gold Club once they have attended their first seminar.</p> <p>Note while a 'supported school' is only reported once during the lifetime of a specific LSEF project, on their initial engagement, this PI is not the unique number of schools supported. That is because schools may be supported through more than one LSEF project, and also be members of the Gold Club and be supported through the London Curriculum pilots – in which case one school could be counted several times. There is clear additionality as to the benefits of each different type of support provided – hence the approach taken.</p>
Calculation	A simple sum of the number of schools supported across the projects.
Disaggregations available	<ul style="list-style-type: none"> • Number of unique schools supported • By borough • By school type (primary, secondary, Free, Academy) • LSEF data can be broken down by subject, key stage and phase (primary/secondary)
Reporting format	A whole number
Reporting timescales	Each project has different reporting timescales. However, this PI will be updated on a quarterly basis using the most recently reported figures. Figures will be for the period in question and cumulative for the year and project lifetime.

3. Collecting and checking

Sources of information	<ul style="list-style-type: none"> • LSEF: Funded projects report the number of schools that they have engaged. • Gold Club: The GLA holds a contract with a third party to manage the delivery of the seminar programme. They report on this indicator. • London Curriculum: The GLA's Education and Youth team collects these data.
System/processes for producing the PI	<ul style="list-style-type: none"> • LSEF: Funded projects report the number of schools that they have engaged on their termly claim form. The Education and Youth team input the figures onto a central spreadsheet. • Gold Club: The GLA holds a contract with a third party to manage the delivery of the seminar programme. The names and number of schools participating are reported to the GLA. • London Curriculum: The names of the schools are recorded and a simple count is made. • The figures collected above are aggregated by the Education and Youth team using a simple spreadsheet template.
Method for assuring and checking data	<ul style="list-style-type: none"> • GLA officer's conduct regular monitoring visits to LSEF projects where the number of schools that the project states they are engaging with are verified. • Attendance lists are retained for schools attending Gold Club seminars. • Use of London Curriculum materials is monitored. • Third parties will be made aware of the GLA's data quality principles.
Risks to and limitations in the quality of the data	Risks, such as over or under-reporting, will be managed through close monitoring.

4. Other comments and information

None.

5. Sign off

Perf. owner	Head of Education and Youth
Data owner	Senior Programme Manager
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	GLA Group sites identified for new schools		
Rationale	As part of his aspiration to ensure a good school place for every child, the Mayor made a manifesto commitment to audit the GLA Group estate for ten surplus sites which could be used to create new schools. This PI measures progress against that commitment.		
Directorate	Communities and Intelligence	Unit	Health and Communities

2. Definitional detail	
Detailed definition	<p>'New schools' are defined as new publicly-funded, independent educational establishments; ie. new Academies. These will primarily be Free Schools – which are all-ability state-funded independent schools set up through the Free Schools application process in response to local demand. The definition also encompasses University Technical Colleges (UTCs), Studio Schools and traditional Academies.</p> <p>'GLA Group sites', for the purpose of this PI, refers to any site owned wholly or partly by the GLA, the Functional Bodies, or any site in which the GLA has a considerable stake (through development partnerships whereby the GLA retains an interest).</p> <p>Due to commercial confidentiality, site details will only be published when agreement has been reached between all relevant parties (including the Department for Education and, where appropriate, the Functional Bodies) that a specific site should be allocated for Free School use.</p> <p>However, sites count towards the PI once a site has been identified and the relevant parties (Education Funding Agency, GLA and Functional Bodies) agree there is a 'high likelihood' of a bid being accepted or heads of terms being agreed.</p>
Calculation	A simple count of sites identified.
Disaggregations available	School type: primary, secondary, all-through, alternative provision, Free School or other new school.
Reporting format	A whole number
Reporting timescales	Quarterly and annually for the purpose of Key PI reporting.

3. Collecting and checking	
Sources of information	New Schools for London (Health and Communities Unit) and Estates (Land and Development Unit).
System/processes for producing the PI	The GLA Group maintains a comprehensive database of its assets. Once a site has been identified and agreement is highly likely, it is recorded.
Method for assuring and checking data	N/A – this is a very straightforward PI to calculate.
Risks to and limitations in the quality of the data	Sites are counted towards this PI before the sale has been completed. If the sale were to fall through, then the reported figure would be amended accordingly. Sites are only counted when there is a high likelihood of the sale completing, but given this, reported data will be marked as provisional until all sales have been completed.

4. Other comments and information

None.

5. Sign off

Perf. owner	Head of New Schools for London
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Data owner	Head of New Schools for London
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Date	October 2014
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1. Performance indicator (PI) title and ownership			
PI title	Number of volunteering opportunities taken up by volunteers through Team London		
Rationale	<p>Increasing and encouraging volunteering across London, with Londoners doing something for their city, is a Mayoral priority. The Mayor is also determined to continue to sustain momentum from the volunteering that helped make London 2012 such a success, delivering a lasting legacy for London. Team London aims to make volunteering easy to do and even easier to find out about and therefore is at the centre of the Mayor's efforts to increase volunteering.</p> <p>This PI serves as a measure of the reach and effectiveness of the Team London programme in promoting volunteering.</p>		
Directorate	Communities and Intelligence	Unit	Team London

2. Definitional detail	
Detailed definition	<p>An 'opportunity' is any discrete request for volunteers through Team London programmes or posted on the Team London website. Team London programmes include any volunteering that is offered or facilitated by Team London (including that supported through funding or grants-in-kind) and/or the wider the GLA.</p> <p>A 'take up' is the action of applying and actively engaging in volunteering opportunities.</p>
Calculation	A count of all volunteering take-ups. (Note, however, the use of surveys and sampling, referred to below, in deriving figures.)
Disaggregations available	Age, gender, ethnicity, programme and borough
Reporting format	A whole number
Reporting timescales	Quarterly and annually, with a cumulative total for the programme lifetime also available at these points.

3. Collecting and checking	
Sources of information	<ul style="list-style-type: none"> Team London website and underlying database (applying a conversion rate, as described below). Project monitoring by the Team London Unit. Returns provided by organisations funded by Team London. Returns provided by other GLA teams and GLA bodies.
System/process for producing the PI	<ul style="list-style-type: none"> Information is collected for all projects run directly through Team London and the wider GLA Group. The data is collated within a central spreadsheet where it is aggregated. Volunteers recruited through Team London's website: Information is produced using a conversion rate of the total number of applications to the total number who then go on to volunteer. The conversion rate is regularly updated through a sample survey of organisations which post opportunities on Team London's website. Organisations being funded by Team London are required to accurately report over three claim monitoring periods per business year. The Team London Unit carries out site visits to ensure this information is accurate.
Method for assuring and checking data	<ul style="list-style-type: none"> The queries that have been set up to derive the report and PI have been tested to ensure they produce data meeting the definition. Website fields, with pre-defined options, ensure information is entered accurately by users.

Risks to and limitations in the quality of the data

The conversion rate of website applicants is an estimate based on a sample of organisations who respond to the survey and not an actual count of the thousands of applicants who then go on to volunteer. Calculating the latter would be an expensive process and risks discouraging organisations from posting applications if reporting is made mandatory. Reported figures therefore include an element of estimation.

When first reported, figures are provisional until validation is completed. Provisional data is flagged as such within relevant reports.

4. Other comments and information

None.

5. Sign off

Perf. owner	Assistant Director – Team London
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Data owner	Project Support Officer
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Date	October 2014
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1. Performance indicator (PI) title and ownership			
PI title	Number of Londoners participating in sport or physical activity through the Mayor's Sports Participation Programme: Phase 2		
Rationale	The Mayor is committed to increasing participation in sport and physical activity in London, delivering a lasting grassroots sporting legacy from the 2012 Olympic and Paralympic Games. This PI serves as a measure of the effectiveness of the Mayor's Sports Participation Programme.		
Directorate	Health & Communities	Unit	Sport

2. Definitional detail	
Detailed definition	<p>The key performance indicator for the programme is the number of individual Londoners who participate in the various grassroots participation projects funded through the Mayor's Sports Legacy Programme and through Make a Splash and FreeSport programmes.</p> <p>The PI is a count of unique participants; attendees are only counted at their first instance of participation.</p> <p>Participants who attend any session, of any duration, are recorded.</p> <p>Whilst increasing the user capacity of sports facilities and up-skilling Londoners to deliver sports programmes does improve London's capacity to deliver increased participation, these are not included in this PI.</p>
Calculation	A simple sum of participants across the programme.
Disaggregations available	By project; participants who have an impairment or require assistance to take part; previously inactive participants.
Reporting format	A whole number
Reporting timescales	Quarterly and annually, with a cumulative total for the programme lifetime also available at these points.

3. Collecting and checking	
Sources of information	Coaches initially, then project leads (grant recipients) and finally the GLA's Sports Team.
System/processes for producing the PI	Coaches take participant registration forms and maintain attendance registers for each session. Individual project leads (the grant recipient) upload participant registration forms and attendance registers to the Views project management and impact reporting platform. Sports Team staff then access collated data from Views at project or programme level.
Method for assuring and checking data	Views project management and impact reporting platform – software provided by Substance. Projects have to register individual participants on the system based on their participant registration forms. The Views system checks for duplicated data and calculates unique participants. The GLA's Sports Team sense check figures during quarterly review meetings. Projects are visited by Sports Team staff.
Risks to and limitations in the quality of the data	Despite highlighting participant figures during quarterly review meetings, projects may not be able to evidence their up-to-date work as there is often a backlog of data on the Views reporting system. This is often owed to the small number of staff that organisations have at their disposal to deliver the sporting activity.

4. Other comments and information

Delivery of participants does not occur uniformly across the portfolio of sports legacy projects. For example, some organisations rely on the early part of funded activity to build capacity in their project, meaning participation figures are weighted towards the back-end of their project. Conversely, other organisations recruit the majority of their participants early in the funded activity and retain them for the duration of the project, meaning participation figures are weighted towards the beginning of their project.

It is also important to recognise that the other strands of the Mayor's Sports Legacy Programme (facilities and skills and capacity building) are geared to increase participation in sport and physical activity, though they are not captured by this PI.

5. Sign off

Perf. owner	Sports Participation Programme Manager
Data owner	Sports Participation Programme Manager
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	Number of trees planted through the Mayor's Street Tree Initiative		
Rationale	<p>The Mayor has committed to plant 10,000 new street trees in his second term. This will add to the 10,000 already planted by the Mayor's street tree programme between 2008 and 2012. Measuring the number of street trees planted with funding from the GLA Group will provide a direct measurement of performance against this target.</p> <p>Planting street trees supports a number of the Mayor's ambitions. It improves the attractiveness and appeal of London for residents and visitors; contributes to efforts to mitigate and adapt to a changing climate; forms part of wider efforts to improve air quality; supports local wildlife; and fosters community action.</p>		
Directorate	Development, Enterprise & Environment	Unit	Environment

2. Definitional detail	
Detailed definition	<p>For the purposes of this indicator, a street tree is one planted in the pavement or grass verge within the highway, or on other public realm adjacent to the highway, and which makes an unambiguous contribution to the street scene and benefits pedestrian users of the highway.</p> <p>This indicator captures only street trees that are planted through the Mayor's Street Trees programme.</p>
Calculation	The number of individual trees planted, aggregated across London.
Disaggregations available	By London borough
Reporting format	A whole number
Reporting timescales	Quarterly and annually, with a cumulative total for the programme lifetime also available at these points. However, in practice, and since tree planting takes place during quarter four, performance is updated once annually after the close of the financial year. The final report will be made soon after March 2015.

3. Collecting and checking	
Sources of information	Data is collected by the Environment Unit from all organisations receiving a grant from the Mayor's Street Tree Initiative. (The initiative is open to all London boroughs and other organisations that own or manage public realm (including businesses, registered social landlords, etc). It is also open to civil society organisations and community groups working with or on behalf of boroughs and private landowners.)
System/process for producing the PI	Data will be sent to the Environment Unit quarterly by organisations in receipt of a grant. It will be collated in tabular format and aggregated into total numbers of trees planted by borough and then within London as a whole.
Method for assuring and checking data	Evidence in the form of photographs, site visits and confirmation of spend will be assessed by the Environment Unit to prove that the number of street trees planted by grantees has been completed, in line with the objectives agreed with the GLA. Standard project management tools will be used to record and track progress. Variances will be queried.
Risks to and limitations in the quality of	Negligible – details of the locations of street trees planted will be requested by the GLA as part of claim approvals. Projects can be monitored through site visits.

the data	
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4. Other comments and information

Further details of this project can be found at www.london.gov.uk/priorities/environment/greening-london/releaf-london/msti.

Mayoral Decision Form 1056 provides budgetary information and the necessary approval.

5. Sign off

Perf. owner	Policy and Programmes Manager
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Data owner	Senior Policy and Programme Officer
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Date	October 2014
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1. Performance indicator (PI) title and ownership			
PI title	Number of pocket parks established		
Rationale	<p>The Mayor has committed to establish 100 pocket parks. Measuring the number of pocket parks established (either newly created or existing spaces that are enhanced) will demonstrate progress against this target.</p> <p>Increasing the number of pocket parks in London will:</p> <ul style="list-style-type: none"> reinvent some of London's forgotten spaces; encourage more people to use outdoor spaces; improve local quality of life, helping to make London an even better place in which to live, work and invest; support volunteering and public participation and to equip people with skills that they can transfer to the workplace; help promote collaboration between the public bodies and local organisations that work hard to make London's public places better; utilise extraordinary design and delivery skills in London; and help make the city more resilient to climate change and its effects. 		
Directorate	Development, Enterprise & Environment	Unit	Environment

2. Definitional detail	
Detailed definition	<p>This indicator refers to the number of pocket parks established using funding from the GLA Group - and specifically through the Mayor's Pocket Parks programme.</p> <p>A 'pocket park' is defined as a small (usually less than 0.4 hectares) area of inviting public space for people to enjoy, providing relief from the hustle and bustle of the city. These spaces should have trees and greenery and be open to all.</p>
Calculation	The number of individual trees planted, aggregated across London.
Disaggregations available	By London borough
Reporting format	A whole number
Reporting timescales	Quarterly and annually, with a cumulative total for the programme lifetime also available at these points. The final report will be made soon after March 2015.

3. Collecting and checking	
Sources of information	<p>Data is collated by the Environment Unit from:</p> <ul style="list-style-type: none"> pocket park grant recipients; and other teams in the Development, Enterprise & Environment Directorate, and the wider GLA Group, involved in funding or creating pocket parks. <p>It is then aggregated so that a total can be derived.</p>
System/process for producing the PI	Data will be collected by the Environment Unit, through direct project management of the programme and monitoring of proposals to which the GLA has granted funding. Standard project management tools will be used to record and track progress. The data will be stored and disseminated in a tabular format

Method for assuring and checking data	Evidence in the form of photographs, site visits and confirmation of spend will be assessed by the Environment Unit to prove that works on a pocket park have been completed to meet the objectives agreed with the GLA.
Risks to and limitations in the quality of the data	Negligible

4. Other comments and information	
Further details of this project can be found at www.london.gov.uk/priorities/environment/greening-london/parks-green-spaces/pocket-parks .	
MD1056 provides budgetary information and the necessary approval for this project.	

5. Sign off	
Perf. owner	Policy and Programmes Manager
Data owner	Principal Policy and Programme Officer
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	The area of green space created or restored in acres through the Big Green Fund		
Rationale	<p>The Mayor's Big Green Fund is investing £2 million in six strategic green space projects which collectively demonstrate the social, economic and environmental benefits of investing in green infrastructure. The projects will make parts of London's green space network more accessible, better connected, more able to buffer the impacts of flooding or heat waves, better places to play and socialise and more attractive to wildlife. The projects will also encourage volunteering and active participation by local communities in the management of their local environment.</p> <p>These project will deliver against the strategic aims of the All London Green Grid:</p> <ul style="list-style-type: none"> • Increase access to open space. • Conserve landscapes and the natural environment and increase access to nature. • Adapt the city to the impacts of climate change. • Make sustainable travel connections and promote cycling and walking. • Encourage healthy living. • Promote sustainable food growing. • Enhance visitor destinations and boots the visitor economy. • Promote green skills and sustainable approaches to design, management and maintenance. 		
Directorate	Development, Enterprise & Environment	Unit	Environment

2. Definitional detail	
Detailed definition	<p>This PI measures the area improved through the delivery of the six Big Green Fund projects. These projects demonstrate the social, economic and environmental benefits of investing in green infrastructure by making parts of London's green space network more accessible, better connected, more able to buffer the impacts of flooding or heat waves, better places to play and socialise and more attractive to wildlife. The schemes are also encouraging volunteering and providing local communities with opportunities to get involved in the management of their local environment.</p> <p>Type of improvements vary in park to park, but include; improved access to nature through new and improved pathways and signage.; creating new links between existing green spaces; improved seating and play space; increased flood water storage capacity; improved habitats for wildlife and biodiversity; enhancing historical and cultural assets; and of course new landscaping and planting.</p> <p>The area is defined as the total area within the boundary of each of the green spaces.</p>
Calculation	Sum of the area of land within the boundaries of the 6 Big Green projects.
Disaggregations available	By project
Reporting format	A whole number
Reporting timescales	Figures will be produced at the end of 2014/15 when the projects are completed. There are no interim reports

3. Collecting and checking

Sources of information	Data is collated by the Environment Unit from project managers for each of the Big Green Fund projects. It is then aggregated so that a total can be derived.
System/process for producing the PI	Data will be collected by the Environment Unit, through direct project management of the programme and monitoring of proposals to which the GLA has granted funding. Standard project management tools will be used to record and track progress. The data will be stored and disseminated in a tabular format
Method for assuring and checking data	Evidence in the form of photographs, site visits and confirmation of spend will be assessed by the Environment Unit to prove that works have been completed to meet the objectives agreed with the GLA.
Risks to and limitations in the quality of the data	Negligible

4. Other comments and information

Further details of this project can be found at <https://www.london.gov.uk/priorities/environment/greening-london/improving-londons-parks-green-spaces/big-green-fund>.

MD1056 and DD1092 provide budgetary information and the necessary approval for this project.

5. Sign off

Perf. owner	Policy and Programmes Manager
Data owner	Senior Policy and Programme Officer
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	Tonnes of CO₂ saved as a direct result of Mayoral homes efficiency programmes		
Rationale	<p>The Mayor's Climate Change Mitigation and Energy Strategy (CCMES) includes a target to reduce London's CO₂ emissions by 60 per cent by 2025 on 1990 levels to help reduce atmospheric concentrations of anthropogenic CO₂ so as to mitigate climate change. The Strategy sets out the overall strategic direction and key Mayoral programmes to manage London's CO₂ emissions – including RE:NEW.</p> <p>RE:NEW is a pan-London home energy retrofit scheme, launched in 2009, aimed at reducing CO₂ emissions in the domestic sector, cutting fuel bills and alleviating fuel poverty.</p> <p>RE:NEW is in its third phase of delivery, funded by Euro 3,016,440 from the European Investment Bank (EIB) European Local Energy Assistance (ELENA) facility under a three-year contract, and with ten per cent match funding from the GLA. With the aims of maximising the scope, scale and value for money achieved through supported projects, this phase of RE:NEW provides programme development and tendering support to social housing providers, local authorities and the private rented sector through a RE:NEW Support Team.</p> <p>This KPI will measure the efficacy of the programme, which is a Mayoral priority and builds on a pre-existing Mayoral Manifesto commitment.</p>		
Directorate	Housing and Land	Unit	Programmes, Policy and Services

2. Definitional detail	
Detailed definition	<p>The number of tonnes of CO₂ saved from Scope 1 and Scope 2 activities in London from estimated reductions in energy consumption resulting from the installation of energy efficiency measures.</p> <p>Scope 1 emissions are direct emissions from owned or controlled sources (including building and vehicles). Scope 2 emissions are indirect emissions from the generation of purchased energy.</p> <p>For phase III (2014/15 to 2017/18), targets are based on an assumption of 0.53 tonnes of CO₂ saved per home. For the actual, the PI reports CO₂ savings arising from the measures set out in the contracts let by boroughs or housing associations following receipt of programme development support from the RE:NEW support team. The measures included in the retrofit programmes will vary depending on the requirements of the properties, the funding and finance available and the requirements of the organisation letting the contract. The measures include (but are not limited to): energy efficiency measures including solid wall, loft and cavity wall insulation, double glazing and draught proofing; heating measures such as energy efficient boilers, heating controls; renewable energy technologies; and decentralised energy solutions.</p> <p>In phases I and II of RE:NEW (2009/10 – 2013/14), the PI related to CO₂ savings arising from measures installed by delivery agents under the RE:NEW area-based programme.</p>
Calculation	<p>Sum for each type of energy measure: Number of that type of energy efficiency measure to be installed * kWh saved per measure * CO₂ per kWh</p> <p>Each contract will specify total CO₂ savings over the payback period (typically around eight years).</p>
Disaggregations available	<p><i>RE:NEW I</i></p> <ul style="list-style-type: none"> • Lifetime CO₂ saved from easy and further measures, by borough • Lifetime CO₂ saved per home • Annual CO₂ saved per home, from easy and further measures, by borough <p><i>RE:NEW II</i></p> <ul style="list-style-type: none"> • Annual and lifetime CO₂ saved from easy and further measures, by sub-region • Annual CO₂ saved per home, from easy and further measures, by sub-region • Annual and lifetime CO₂ saved from easy and further measures, by tenure, and sub-region

	<ul style="list-style-type: none"> Annual CO₂ saved by house type, from easy and further measures, by sub-region <p>RE:NEW III</p> <ul style="list-style-type: none"> Currently being determined
Reporting format	A whole number of tonnes of CO ₂
Reporting timescales	<p>Quarterly and annually, with a cumulative total for the programme lifetime also available at these points.</p> <p>For each reporting period, the figure reported relates to the sum of the expected CO₂ savings from new contracts let during the period in question. In practice, the savings will be achieved over a significantly longer period of time.</p>

3. Collecting and checking

Sources of information	<p><i>Phases I and II of RE:NEW</i></p> <p>Figures provided by contractors on number of contracted measures to be installed; estimates for energy saved per measure from Energy Saving Trust.</p> <p><i>Phase III of RE:NEW</i></p> <p>Carbon savings are captured at the point of contract; ie. when a contract is let that has received support through the RE:NEW Support Team.</p>
System/process for producing the PI	<p>This PI is derived from standard assumptions based on the number and type of energy saving measures to be included in projects.</p> <p>The PI will be captured and reported at the point of contract; ie. when a contract is let that has received support through the RE:NEW Support Team.</p>
Method for assuring and checking data	Figures are taken from formal contract documentation. Checking is subsequently undertaken by the RE:NEW Support Team to ensure that implementation has occurred.
Risks to and limitations in the quality of the data	<p>There is a possibility that the actual number of CO₂ saving measures installed could differ from that specified in the original contract. However, as some projects run for a number of years, it is not practical given the time lag to report on actual measures installed. Given that the contracts are binding, it also considered that this is a robust approach.</p> <p>Savings reported are estimates, based on expected carbon savings for each type of measure installed.</p>

4. Other comments and information

Note that the calculation methods for RE:NEW and RE:FIT are not analogous and therefore savings cannot be directly compared across the two indicators.

5. Sign off

Perf. owner	Senior Manager - Services, Commissioning and Retrofit Programme Manager
Data owner	Programme Manager Principal Policy and Programme Officer – Climate Change Mitigation
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	Tonnes of CO₂ saved as a direct result of Mayoral workplace energy efficiency programmes		
Rationale	<p>The Mayor's Climate Change Mitigation and Energy Strategy (CCMES) includes a target to reduce London's CO₂ emissions by 60 per cent by 2025 on 1990 levels to help reduce atmospheric concentrations of anthropogenic CO₂ so as to mitigate climate change. The Strategy sets out the overall strategic direction and key Mayoral programmes to manage London's CO₂ emissions – including RE:FIT.</p> <p>RE:FIT is a ready-to-use, cost neutral procurement initiative that allows public sector organisations to retrofit existing buildings with energy efficiency measures, reduce carbon emissions and achieve substantial guaranteed annual cost savings.</p> <p>There are two strands to RE:FIT:</p> <ul style="list-style-type: none"> • The first is the RE:FIT framework, which assists public sector organisations to retrofit their existing buildings with energy conservation measures to achieve substantial cost savings, improve the energy performance of their buildings and reduce their CO₂ footprint. It is based on an Energy Performance Contracting (EPC) model where the Energy Service Company (ESCo) guarantees the level of energy savings, thus offering a secure financial saving over the period of the agreement. • The second strand of RE:FIT is the Programme Delivery Unit (PDU). The role of the PDU is to support public sector organisations at no cost to them throughout the RE:FIT process – from design to implementation and monitoring and verification. <p>This KPI measures the efficacy of the programme, which builds on a pre-existing Mayoral Manifesto commitment.</p>		
Directorate	Housing and Land	Unit	Programmes, Policy and Services

2. Definitional detail										
Detailed definition	<p>The KPI relates to the number of tonnes of CO₂ saved on public buildings that have been, or are in the process of being, retrofitted as a direct result of the Mayor of London's RE:FIT programme.</p> <p>The RE:FIT framework is based on an EPC model, which means the appointed suppliers under the framework are contractually bound to guarantee a kWh saving across a portfolio of buildings for the public sector organisation using the framework.</p> <p>Once the preferred supplier is appointed by the public sector organisation, the supplier undertakes a detailed proposal called an Investment Grade Proposal (IGP). This IGP, which is formal contract documentation, provides the guaranteed savings, payback period and annual carbon savings. It is at this stage that the carbon figures included in this KPI are confirmed.</p> <p>In order to convert kWh into total tCO₂, the supplier takes each saved fuel type separately (eg. electricity, natural gas, heating oil, petrol, biomass etc.) in kWh and then multiplies each by the agreed conversion factors.</p> <p>Under the Carbon Reduction Commitment Energy Efficiency scheme developed by the government, the main conversion factors are:</p> <table border="1"> <thead> <tr> <th>Fuel Type</th> <th>Measurement Unit</th> <th>Emissions Factor kgCO₂ / per measurement unit</th> </tr> </thead> <tbody> <tr> <td>Electricity</td> <td>kWh</td> <td>0.541</td> </tr> <tr> <td>Natural Gas</td> <td>kWh</td> <td>0.1836</td> </tr> </tbody> </table>	Fuel Type	Measurement Unit	Emissions Factor kgCO ₂ / per measurement unit	Electricity	kWh	0.541	Natural Gas	kWh	0.1836
Fuel Type	Measurement Unit	Emissions Factor kgCO ₂ / per measurement unit								
Electricity	kWh	0.541								
Natural Gas	kWh	0.1836								
Calculation	<p>Sum of kWh for each fuel type multiplied by relevant conversion factors. (The carbon savings are reported based on contracted figures reported in the Investment Grade Proposal in the Call Off Contract 2.)</p> <p>Each contract will specify total CO₂ savings over the payback period (typically around eight years).</p>									

Disaggregations available	It is possible to disaggregate the data by sectors; eg. central government, local authorities, education, further education, NHS, cultural sector, charities, etc.
Reporting format	A whole number of tonnes of CO ₂
Reporting timescales	Quarterly and annually, with cumulative totals at these points. Figures can be reported in a number of ways, but for the purposes of Key PI reporting, the figure used represents the total amount of carbon saved in the period (quarter, year to date, year as a whole or over the lifetime of the programme) as a result of actions undertaken through RE:FIT. This means that in a given quarter, the reported figure will represent the baseline savings from contracts already agreed and in place plus any new contracts that have begun to deliver savings in the quarter.

3. Collecting and checking

Sources of information	The RE:FIT Programme Delivery Unit (PDU) collates and tracks the total carbon savings from the Investment Grade Proposals (contracted figures).
System/processes for producing the PI	The carbon savings are continuously tracked by the PDU and reported through a spreadsheet report called 'programme tracker' issued to the GLA on a monthly basis.
Method for assuring and checking data	The PDU reviews all IGP figures and challenges any anomalies. At the year anniversary of the installation energy conservation measures, the supplier produces an annual reconciliation report through the Measurement and Verification (M&V) process. The purpose of this report is for the supplier to provide evidence to confirm that they have achieved the guaranteed savings as set out in the project's IGP.
Risks to and limitations in the quality of the data	Though there is an element of estimation involved in calculating this PI, the CO ₂ savings are derived from robust government conversion factors. As the figures used for this KPI are derived from contracts, there is a possibility that the CO ₂ savings delivered could differ from those specified in the original contract. However, because of the robust nature of the IGP process and also because RE:FIT is based on an EPC model, the variances are likely to be minimal. This is checked through the M&V process, which reports on the actual kWh and carbon savings that have been achieved throughout the payback period. While savings figures are not adjusted as a result of the M&V process – as the payback period is over too long a period – this does provide a check and significant variances would be investigated.

4. Other comments and information

Note that the calculation methods for RE:NEW and RE:FIT are not analogous and therefore savings cannot be directly compared across the two indicators.

5. Sign off

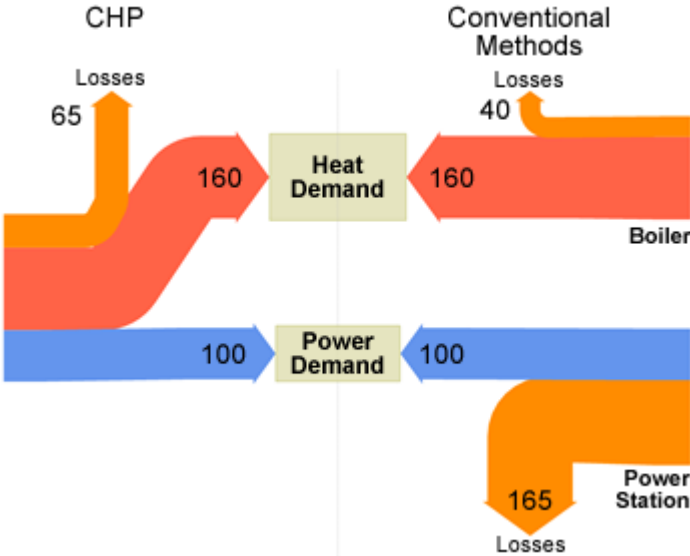
Perf. owner	Senior Manager - Services, Commissioning and Retrofit Programme Manager
Data owner	Programme Manager Principal Policy and Programme Officer – Climate Change Mitigation
Date	October 2014

1. Performance indicator (PI) title and ownership

PI title	Tonnes of CO₂ saved as a direct result of Mayoral energy supply programmes		
Rationale	<p>The Mayor's Climate Change Mitigation and Energy Strategy (CCMES) includes a target to reduce London's CO₂ emissions by 60 per cent by 2025 on 1990 levels to help reduce atmospheric concentrations of anthropogenic CO₂ so as to mitigate climate change. It also sets a target to supply 25 per cent of London's energy from local decentralised source by 2025. This PI reports on activities to deliver decentralised energy (DE) projects through the Mayor's Decentralised Energy Project Deliver Unit (DEPDU).</p> <p>With €2.9m funding support from the European Investment Bank's European (EIB) Local ENergy Assistance facility (ELENA), in November 2011 the GLA appointed a team of technical, commercial and financial specialists to help others develop and bring to market DE projects.</p> <p>This project aims to bring to market DE projects for a total investment value of over £60.5m and the GLA had its contract with the EIB extended until 31st July 2015 in order to meet its obligation under its grant from ELENA.</p>		
Directorate	Development, Enterprise and Environment	Unit	Environment (Decentralised Energy Project Delivery Unit (DEPDU))

2. Definitional detail

Detailed definition	Quantity of CO ₂ savings from Scope 1 and Scope 2 activities within the Greater London area from installation of local energy supply systems supported by the following programmes:		
	<ul style="list-style-type: none"> • DEPDU – see table below for more details • Pre-DEPDU GLA support –Olympic Fringe, Crystal Palace Combined Heat and Power (CHP) 		
	Project	Source of CO₂ savings estimate	Provider of estimate
	Royal Free Hospital / Gospel Oak	Carbon Savings Modelling	DEPDU
	Euston Road	Carbon Savings Modelling	Contractor Proposal (Vital Energi)
	Goldsmiths College	Carbon Savings Modelling	DEPDU
	Blackwall Reach	Carbon Savings Modelling	DEPDU
	LVHN Engineering Design Development	Carbon Savings Modelling	DEPDU
	Ladderswood Procurement Support	Carbon Savings Modelling	DEPDU
	Waltham Forest DH Network (Marlowe Estate)	Issued Feasibility Study	DEPDU
	White City OA- Phase II	Issued Feasibility Study	DEPDU
	South Kilburn	Issued Feasibility Study	DEPDU
	Greenwich Power Station 2	Issued Feasibility Study	DEPDU
	Embassy Quarter Procurement	Carbon Savings Modelling	DEPDU
Lakeside-Heathrow Phase 1	Carbon Savings Modelling	DEPDU	
Kew Gardens	Issued Feasibility Study	Third-Party Feasibility Study (Cofely)	
London Sustainable Industries Park	DEPDU benchmark	DEPDU	
Excel Energy Centre Development	Benchmarked off Embassy Quarter CO ₂ savings	DEPDU	

<p>Calculation</p>	<p>DEPDU's CO₂ emissions reductions calculation method determines – for a given amount of heat and electricity delivered to consumers – annual CO₂ savings by comparing:</p> <ul style="list-style-type: none"> • CO₂ emissions from an energy generation system using CHP, against • CO₂ emissions from a 'conventional' energy generation system which adopts high-efficiency natural-gas fired boilers and imports electricity from the grid. <p>The latter is often referred as the business as usual (BAU) scenario.</p> <p>Since each energy supply is associated with a certain efficiency and carbon factor (see indicative values for efficiencies in figure below), for a given amount of heat and electricity delivered to consumers it is possible to determine the associated CO₂ emissions from each energy supply, simply as:</p> <p>(carbon factor [tCO₂/MWh] multiplied by energy delivered [MWh]) divided by efficiency</p> 
<p>Disaggregations available</p>	<p>By project</p>
<p>Reporting format</p>	<p>A whole number of tonnes of CO₂</p>
<p>Reporting timescales</p>	<p>Quarterly and annually, with cumulative totals at these points. Quarterly savings are estimated (pro-rata) based on contracted/expected annual energy generation.</p>

3. Collecting and checking

<p>Sources of information</p>	<p>Reported carbon savings as at the start of 2014/15 flow from:</p> <ul style="list-style-type: none"> • Gospel Oak CHP project, operating since quarter one 2013/14 and saving a minimum of 2,890 tCO₂/year (hence 722.5 per quarter) as per the contract. Data are provided by the London Borough of Camden. • Crystal Palace CHP project, operating since quarter four 2010/11 and saving 463 tonnes in 2010/11, 1,850 tonnes in 2011/12, 1,854 tonnes in 2012/13, 2,002 tonnes in 2014/15 and an estimated 750 tonnes from 1 April 2014 to 30 September 2014. Data are from the GLA's Strategic Projects and Property Unit. • Olympic Fringe project, operating since 2013/14 and saving 420 tCO₂/year (hence 105 per quarter). This figure is provided by COFELY and is calculated by multiplying the heat delivered to the Genesis development in a period of 12 months (4,520,520 kWh) by the carbon factor (0.093 kgCO₂/kWh). <p>All future CO₂ savings will be indirect and achieved if/when each of the decentralised energy projects taken to market by the GLA are implemented (by others). It is assumed indirect CO₂ savings will start to be achieved from 2015/16. The GLA is not accountable for the construction or</p>
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	operation of the projects.
System/processes for producing the PI	DEPDU produces a counterfactual based on grid emissions for electricity and gas use of standard condensing boilers. DEPDU then records the installed capacity data and information on operating hours. This is converted into CO ₂ savings based on technology, fuel type and published emission factors and this is deducted from the counterfactual to produce the CO ₂ emissions reductions.
Method for assuring and checking data	LB Camden, COFELY and the Strategic Projects and Property Unit review actual savings and/or heat delivered with associated carbon factors against the contracted amount. Meters are read at year-end and verification provided to the GLA.
Risks to and limitations in the quality of the data	<p>There will always be an element of estimation due to the counterfactual approach and use of carbon factors. However, the approach is very robust and represents the most accurate method for determining carbon saved given it cannot be measured directly.</p> <p>For all three operational projects, figures are estimates in-year but are confirmed after year-end by reviewing actual, metered energy generation.</p>

4. Other comments and information

None.

5. Sign off

Perf. owner	Senior Manager Programme Delivery – Sustainable Energy
Data owner	Senior Manager Programme Delivery – Sustainable Energy Principal Policy and Programme Officer – Climate Change Mitigation
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	The number of affordable homes delivered		
Rationale	<p>Housing supply in London has failed to keep pace with demand for several decades. The Mayor is committed to reversing this trend and increasing the number of affordable homes to buy and to rent and the GLA has a target to deliver 100,000 affordable homes over two Mayoral terms. This will help to tackle growing waiting lists, homelessness and overcrowding, and help those on low and modest incomes get onto the housing ladder. Furthermore, house building supports the Mayor's priority of growth and jobs.</p> <p>This PI will measure progress towards delivering the 100,000 target, which draws on funding from the various affordable housing programmes.</p>		
Directorate	Housing and Land	Unit	Programme, Policy and Services

2. Definitional detail	
Detailed definition	<p>Affordable housing is housing designed to meet the needs of households whose incomes are not sufficient to allow them to access decent and appropriate housing in their borough. Affordable housing comprises housing for rent and sale.</p> <p>The outturn includes homes from programmes managed directly by the Mayor (which make up the vast majority of the outturn) and those reported by the Department for Communities and Local Government.</p> <p>The definition used is that defined by DCLG, which can be accessed via their website.</p> <p>Delivered means homes completed.</p>
Calculation	A simple total of all affordable homes as described above.
Disaggregations available	London borough and area within London
Reporting format	A whole number
Reporting timescales	<p>Quarterly and annually, with a cumulative total for the programme lifetime also available at these points.</p> <p>The official statistics on national affordable homes delivery are produced twice a year and the GLA has an agreement with the Homes For Communities Agency to provide public housing statistics for London to the same time frame (November and June, relating to completions to that point in time). In addition to this, further housing supply information for non-GLA funded programmes is available from DCLG housing statistics and this information is available on an annual basis (November release). In the interim, from year-end to November, an estimate for this figure is used. As a guide, for 2013/14 the estimate used was 700.</p>

3. Collecting and checking	
Sources of information	<p>Information on the affordable housing delivery in London is available from the DCLG live tables website. This includes details of programmes directly managed by the Mayor and also homes delivered through other programmes not directly by the GLA.</p> <p>Information on GLA programmes is derived from internal business systems, where project and scheme information is held along with figures based on contract positions provided by housing providers.</p>
System/process for producing	For the programmes managed by the Mayor, the PI is prepared using the GLA Desktop Intelligence application. This application is a reporting tool for Investment Management System (IMS) and Project Control System (PCS). IMS information is inputted directly by housing providers; PCS

the PI	information is entered by GLA project managers.
Method for assuring and checking data	Investment Partners with schemes funded by the GLA are required to provide accurate and timely information on programme delivery. This information is stored in the GLA's business systems and is reviewed with partners on an ongoing basis and formally on a quarterly basis. There are some in-built validations to the business systems and reports are automated.
Risks to and limitations in the quality of the data	<p>Risks are minimal given that GLA Area Teams are in regular contact with investments partners to ensure that information on schemes and projects is accurate.</p> <p>Quarter four figures include an estimate of the number of homes delivered through programmes that are not reported directly to the GLA but to DCLG. The annual outturn is therefore provisional until confirmation in November and will be reported in the quarter three Key PI report.</p>

4. Other comments and information

None

5. Sign off

Perf. owner	Assistant Director – Programme, Policy and Services
Data owner	Senior Manager Programme Management
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	The number of homes made decent		
Rationale	This PI measures performance against the Mayor's Manifesto pledge to ensure 45,000 homes owned by London councils meet the Decent Homes Standards. The Decent Homes programme was introduced to improve the condition of council homes across the country with minimum standards to ensure that homes are warm, weatherproof and with reasonably modern facilities.		
Directorate	Housing and Land	Unit	Programme, Policy and Services

2. Definitional detail	
Detailed definition	<p>To be eligible for funding the stock owning borough or ALMO must have a number of homes that do not meet the Decent Homes Standard; ie. a backlog from April 2011. Boroughs with more than 10 per cent non-decent stock were able to bid under the backlog funding programme. Funding was only available for eligible works to stock to meet the decent homes standard and was no available for newly arising non-decent stock.</p> <p>To count towards this PI, the home must have been brought up to decent homes standard within the reporting period with works funding through the GLA's decent homes programme.</p>
Calculation	A simple total of all homes made decent as described above.
Disaggregations available	London borough and area within London
Reporting format	A whole number
Reporting timescales	<p>Quarterly and annually, with a cumulative total for the programme lifetime also available at these points.</p> <p>The GLA requires boroughs to provide information on homes made decent on a quarterly basis. Aggregated and confirmed data will be available three months after a financial quarter has ended.</p>

3. Collecting and checking	
Sources of information	London boroughs
System/process for producing the PI	The data are collected via quarterly reports from boroughs, which are required to provide this information on templates annexed to their contract. It is then entered into and held on the GLA's Project Control System (PCS). Reports are run to extract the information and produce aggregated totals.
Method for assuring and checking data	<p>The accuracy of the information provided by boroughs is reviewed on an ongoing basis and project managers discuss updates on homes made decent, ensuring that the relevant programme requirements are met prior to releasing funds.</p> <p>PCS has forecasts of homes to be made decent as articulated at the beginning of the programme period which allows actuals to be sense checked.</p> <p>Boroughs' submissions are subject to checks.</p>
Risks to and limitations in the quality of the data	<p>Risks are considered to be minimal given that Area Teams are in regular contact with boroughs, who will also have their own validation processes, to ensure that information on schemes and projects is accurate.</p> <p>When initially reported for a given quarter data will be provisional. This is because the information is reported a quarter in arrears. This provisional data will be updated and confirmed in the next</p>

	quarter's KPI report.
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4. Other comments and information

None

5. Sign off

Perf. owner	Assistant Director – Programme, Policy and Services
Data owner	Senior Manager Programme Management
Date	October 2014

1. Performance indicator (PI) title and ownership		
PI title	Percentage of rough sleepers who did not spend a second night out as a result of the GLA-funded No Second Night Out service	
Rationale	This PI measures the efficacy of the Mayor's No Second Night Out (NSNO) service and is linked to the Mayor's commitment to end rough sleeping in London.	
Directorate	Housing and Land	Unit Programme, Policy and Services

2. Definitional detail	
Detailed definition	<p>The number of individuals who have exited rough sleeping as a result of using the GLA-commissioned NSNO service, having had no bedded down street contact during the period.</p> <p>The PI looks at the total number of people who used the service during the period and the number of these individuals who are then recorded as rough sleeping during the period (after they have accessed the services).</p> <p>Bedded down street contact (BDSC) means those individuals who have been recorded on CHAIN (a database) as bedded down (according to the CHAIN definition); ie.</p> <ul style="list-style-type: none"> • people sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the streets, in tents, doorways, parks, bus shelters or encampments); and • people in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations or 'bashes'). <p>The numbers who use the service during the period will include current service users, those who commenced using the service and those who ceased to use the service during the period.</p> <p>The quarterly figures will refer to those who used the service during the quarter and look at BDSCs during that same quarter after the service has been accessed. The annual figure will refer to those who used the service during the year and look at BDSCs during that year after the service has been accessed. The quarterly figures should therefore not be taken cumulatively to produce the annual figure.</p>
Calculation	<p>$A/B * 100$, where:</p> <ul style="list-style-type: none"> • A is the number of individuals who used the NSNO service and for whom no BDSC was recorded during the period. • B is the total number of individuals using the NSNO service. <p><i>Example</i></p> <p>379 users of NSNO with no subsequent BDSC during the quarter /409 users of NSNO during the same quarter *100 = 93%</p>
Disaggregations available	It is possible to disaggregate the data by age, gender, ethnicity, nationality and support needs, but to do so would be time-consuming so will be done on an ad hoc rather than routine basis.
Reporting format	A percentage, rounded to the nearest whole number
Reporting timescales	<p>Quarterly and annually</p> <p>Figures will be produced quarterly, two weeks after the end of the quarter. An annual figure will be produced, but this will not be based on cumulative quarterly figures.</p>

3. Collecting and checking	
Sources of	CHAIN, a database commissioned by the GLA which records all street contacts made by outreach

information	teams in London. The GLA has a contract with Broadway, which manages CHAIN.
System/processes for producing the PI	The data is collected from outreach teams and day centres which record information on contacts with individual rough sleepers. This information is inputted into CHAIN. CHAIN produce reports on the data for the GLA and other stakeholders.
Method for assuring and checking data	<ul style="list-style-type: none"> • The data are accurate as it is validated and cleaned by CHAIN. • It is reliable to the extent that outreach teams continue to be commissioned by the boroughs. • The data are captured at the point of contact with a rough sleepers (by outreach workers using PDAs) or at the end of an outreach shift. • The data are relevant as it records the number of people who use different services as well as the number of people with a bedded down street contact. • There is good coverage of outreach services in London resulting in reasonably good completeness of data, although the data is less complete in outer London areas.
Risks to and limitations in the quality of the data	Although the CHAIN database comprehensively records data supplied by outreach teams, not all rough sleepers are recorded as they may not be seen; particularly in areas where outreach coverage is not so good.

4. Other comments and information

It is difficult to measure the number of people who exit rough sleeping as a result of Mayoral programmes for a number of reasons. As soon as an individual receives a service then they have exited rough sleeping as they have moved off the streets. However, they could return to the streets immediately after they receive a service. Therefore both these events need to be captured when reporting. Some individuals may return to rough sleeping after many months or even years – however, these events are beyond the control of Mayoral services. Therefore this PI measures those that return during the reporting period (ie. a quarter). Where the reporting period is extended (eg. for a year) then the number that return to rough sleeping will increase as it is being measured over a longer period of time. Therefore the quarterly reports and annual reports should stand alone. An annual rolling PI would produce misleading data.

A percentage target has been established for this PI rather than a target based on the number of people who exit rough sleeping. This is because it is difficult to predict the number who will actually use the services, and is to a significant extent due to factors outside of the GLA and partners' control.

The GLA recognises that over time a greater proportion of these individuals will return to rough sleeping, for instance during the quarter only 15 per cent may return to rough sleeping while over a period of a year, 20 per cent may return to rough sleeping. However, the longer a person has moved away from a GLA service the less control the service has over the circumstances of an individual. There are therefore two measures, which are: 1) over a quarter 2) over a year – with different targets for these periods.

5. Sign off

Perf. owner	Senior Manager – Services, Commissioning and Retrofit
Data owner	Senior Manager – Services, Commissioning and Retrofit
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	The area of land released by the GLA for development		
Rationale	<p>Relates to the Mayoral priorities on jobs and growth and the provision of homes.</p> <p>Following the devolution settlement with Government, the GLA is a significant landholder. Releasing this land for development creates jobs and stimulates economic growth. Furthermore, the capital receipts received from the release of land are important for the GLA's financial strategy and are reinvested for the benefit of Londoners.</p> <p>This PI will help track and report on the rate at which land is released; which the Mayor has pledged to do expeditiously and in a way that minimises bureaucracy for potential developers.</p>		
Directorate	Housing and Land	Unit	Strategic Projects and Property

2. Definitional detail	
Detailed definition	<p>This PI measures the area of GLA land in hectares that has been released/sold (in this context, either a conditional sale or development agreement has been signed) to a third party to develop. The agreement for the land may be conditional on matters such as planning consent, funding etc. The PI captures all land irrespective of type of development.</p> <p>If the sale of a site fell through, the corresponding area would be removed from the PI.</p>
Calculation	Total size in hectares of GLA land for which a conditional sale/development agreement has been signed with a third party/developer.
Disaggregations available	By borough
Reporting format	In hectares to one decimal place
Reporting timescales	<p>Quarterly and annually, with a cumulative total for the programme lifetime also available at these points.</p> <p>Figures are produced four weeks after the end of the quarter in question.</p>

3. Collecting and checking	
Sources of information	<p>The data is collated from GLA project managers for any land for which a conditional contract is entered into with a developer.</p> <p>The GLA maintains a database of assets which records the area in hectares of landholdings.</p>
System/process for producing the PI	The data will be recorded on the Project Control System (PCS) by GLA project managers once a contract is signed to dispose of land and aggregated in order to produce a PI.
Method for assuring and checking data	The data will be captured when a conditional contract has been entered into or if the contract is immediately unconditional. This will ensure that any previously counted conditional contracts that subsequently become unconditional are not counted.
Risks to and limitations in the quality of the data	<p>Negligible. Accurate information on land area is a requirement of the procurement and sale process.</p> <p>If a contract or development agreement is aborted then this would impact the PI data and require amendments to past data.</p>

4. Other comments and information

None

5. Sign off

Perf. owner	Assistant Director - Strategic Projects and Property
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Data owner	Programme Manager
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Date	October 2014
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1. Performance indicator (PI) title and ownership		
PI title	Value of match funding (£) from partner bodies as a result of GLA investment through the Mayor's Regeneration Fund and Outer London Fund	
Rationale	<p>The Mayor is investing significant funds in regeneration through programmes such as the Outer London Fund (OLF) and Mayor's Regeneration Fund (MRF) to support vibrant local economics, enhance local areas and create and support businesses, skills and jobs. To ensure value for money is maximised and that project partners are committed to supporting their projects, a 30 per cent requirement of match funding has been placed on all investment decisions.</p> <p>This PI measures the provision of match funding and is also a proxy for the efficacy of the programme.</p>	
Directorate	Development, Enterprise and Environment	Unit Regeneration

2. Definitional detail	
Detailed definition	<p>Match funding covers all funding committed to Mayoral projects or programmes, under the aegis of the OLF and the MRF, by a partner organisation. This could include London boroughs, as well as other public or private sector partners. Two types of match funding will be recorded:</p> <ul style="list-style-type: none"> where direct match to a project is included in the grant agreement, is invested to achieve those same outputs and outcomes outlined in the grant agreement and is regularly monitored as part of the project quarterly claims; and where match has been committed to a programme or area-based interventions where there are a series of complementary investments which are not outlined in the original grant agreement <p>Projects that may be complementary but where the funding is not provided via one or other of the two avenues described above, it will not be counted.</p>
Calculation	A simple sum of all funding committed and spent.
Disaggregations available	By borough
Reporting format	A whole figure in pounds
Reporting timescales	<p>Quarterly and annually, with a cumulative total for the programme lifetime also available at these points.</p> <p>For direct project match, the match funding figure will be reported quarterly. For programme, area-based interventions, match funding will be reported on an annual basis.</p> <p>Quarterly figures relate to the match funding spent in the quarter in question (spend is not aligned to the quarter in which the spend is reported).</p>

3. Collecting and checking	
Sources of information	London boroughs via quarterly claim forms and grant agreements for direct project match and from bespoke monitoring arrangements for programme match.
System/process for producing the PI	Project match is collected every quarter as part of the project claim forms submitted by delivery partners. A signed declaration sheet accompanies their claims submission and details the match reporting for that period. Accepted evidence is copy invoices clearly showing the expenditure incurred on project objectives or, in the absence of such invoices, contract documents and

	transaction listings from the recipient's finance management system and certified as true and accurate records of such expenditure by the recipient's Chief Financial Officer. This information is collated to produce a programme match figure which will inform PI performance.
Method for assuring and checking data	<p>The onus for providing accurate information rests with boroughs. However, accuracy is ensured by requiring that all match funding must be signed off by the relevant borough's statutory Section 151 Officer (borough treasurer / chief financial officer) prior to submitting a claim for funding to the GLA.</p> <p>In addition, the GLA regularly restates to delivery partners the importance of providing accurate and timely match funding data and GLA project leads, as part of their monitoring, ensure that declared match is being spent on the project and is accurately reported</p>
Risks to and limitations in the quality of the data	Negligible

4. Other comments and information	
None	

5. Sign off	
Perf. owner	Assistant Director – Regeneration
Data owner	Project Support Officer
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	Return on investment to secure outside sponsorship		
Rationale	<p>The PI determines the cost to the GLA in bringing in £1 of sponsorship income and is the standard measure of resource effectiveness.</p> <p>Increasing sponsorship reduces pressure on the GLA's budget, levers the organisation's resources in the delivery of Mayoral plans and priorities and in delivering initiatives that benefit London and Londoners.</p>		
Directorate	External Affairs	Unit	External Relations

2. Definitional detail	
Detailed definition	<p>The total value of sponsorship brought in to the GLA as a ratio to the cost incurred in running the Commercial Team.</p> <p>Sponsorship is revenue, funding or in-kind goods and services given by third party organisations to be involved as a partner or sponsor in the delivery of Mayor of London-led events, campaigns, projects, and programmes. Sponsorship does not include grant funding from Central Government or European Union budgets.</p> <p>The cost is the total salary cost and expenses incurred by the Commercial Partnerships Team (CPT) (excluding on-costs) as reported in the end of year accounts; in-year it will be the budgeted figure. While the team's remit is wider than securing sponsorship, total cost is the more robust figure. If an outside agency were employed to help the GLA secure additional sponsorship, that would be included in this figure.</p>
Calculation	Total sponsorship received divided by the cost of the CPT
Disaggregations available	By initiative
Reporting format	A single, whole number, representing the factor of the sponsorship received to the cost of the CPT (ie. in effect a ratio to 1).
Reporting timescales	Annually for confirmed figures. Quarterly reporting will be based on the annual cost of the team and sponsorship due in the year as a whole; not specifically for that quarter.

3. Collecting and checking	
Sources of information	<p><i>Sponsorship income</i></p> <ul style="list-style-type: none"> Taken from contract documentation agreed with third party sponsors. This would include any value-in-kind agreed as part of a sponsorship contract. <p><i>Cost</i></p> <ul style="list-style-type: none"> From the GLA's financial system (SAP) and derived reports – and the confirmed annual figure from the Annual Accounts.
System/processes for producing the PI	<p>Sponsorship values are taken from contracts and stored in a spreadsheet. There they are aggregated and the ratio is calculated.</p> <p>When sponsorship is not paid it is removed from the annual figure. This is done as part of GLA Finance's review of debtors throughout and at end of the financial year.</p>
Method for assuring and checking data	Data come from robust sources that are approved by Finance and as part of the GLA's formal approval / contract sign-off process.

Risks to and limitations in the quality of the data

Negligible for annual data. The KPI draws on properly audited information that is approved by Legal and Finance and which is robust.

In-year figures may include sponsorship income from contracts not yet signed and/or not yet paid. The cost element of the KPI – the annual spend of the CPT – will be the budgeted figure. Data will not be confirmed until after year-end, based on actual income received and the actual spend on the CPT.

4. Other comments and information

Return on Investment is used as this directly reflects the use of resources. An increase in revenue could be obtained from recruiting additional staff; however, this does not mean that this appropriate from an efficiency point of view.

5. Sign off

Perf. owner	Assistant Director – External Relations
Data owner	Partnership Manager - Commercial Team
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	Undisputed SME invoices paid within ten days		
Rationale	<p>Cash flow is the lifeblood of any business, especially small businesses; so prompt payment helps them to survive and flourish – not least in a difficult economic climate. Prompt payment by the GLA Group to small and medium sized enterprises (SMEs), with a target of ten days, has been a measure since 2008/9.</p> <p>Prompt payment to SMEs is part of a wider range of initiatives to support London’s SMEs, including in their dealings with the GLA Group (for example, making it easier to find and secure contract opportunities), and more widely still to promote jobs and growth.</p> <p>Prompt payment of invoices is also an indicator of a responsible and efficient organisation.</p>		
Directorate	Performance: GLA Resources Data: TfL Finance	Unit	Performance (and directorate/unit breakdowns): GLA Finance Data: TfL Financial Services Centre (FSC)

2. Definitional detail	
Detailed definition	<p>An SME is as a company which has fewer than 250 employees and is not a subsidiary of a parent company.</p> <p>Day one, for the purpose of this PI, is the date of receipt by FSC of a correctly rendered invoice (ie. an undisputed invoice; an invoice is classed as disputed if TfL has a dispute with the supplier – this could be for a number of reasons). Elapsed days are calculated in working days. The clock stops when payment is received in the supplier’s account (which is taken as the clearing date plus two days).</p>
Calculation	<p>Formula = $(a + b) * 100$; where:</p> <ul style="list-style-type: none"> a is the number of undisputed SME invoices for commercial goods and services paid within ten days of receipt; and b is the total number of SME invoices received.
Disaggregations available	At the highest level, by GLA and GLA Land & Property Company. Figures can be further broken down by cost code and in turn directorate and unit.
Reporting format	A percentage represented as a whole number.
Reporting timescales	Figures are produced every period (the year is divided into 13 periods) a week after the period in question has ended and performance is measured both periodically and cumulatively up to the last day of that period. For Key PI reporting purposes, information is produced quarterly and annually. Quarterly figures do not align precisely with standard financial year quarters given that figures are based on the aforementioned periods.

3. Collecting and checking	
Sources of information	All data is derived from SAP, the financial system used by TfL and the GLA. Information is entered onto SAP by assigned officers in each unit. Invoice payment data are provided to the GLA by TfL.
System/processes for producing the PI	<p>A report is generated from SAP to record all invoices paid within 30 days; the SME percentage is subsequently derived from this report.</p> <p>First, all SME invoice payments are extracted using the criteria outlined. This is done by uploading the latest SME list from an Excel database which is maintained and updated by the Supplier Registration team at FSC – the list is used to extract all SME invoices from the list of total invoices paid. The date of payment receipt in the vendor account is then calculated as the clearing date plus two days.</p>

	<p>The number of working days taken to pay the invoice is then calculated (weekends and bank holidays are excluded). If the number of days is less than or equal to ten, then payment has been made within the target.</p> <p>GLA breakdowns are calculated by Finance and a spreadsheet template has been set up into which invoice records relating to a given period, provided by TfL, are inserted. Formulae are then used, based on cost codes, to calculate breakdowns by directorate and unit.</p>
Method for assuring and checking data	<ul style="list-style-type: none"> • Data entry into SAP fields are subject to automated verification to ensure they are in the correct format and within a plausible range. • Invoices entered onto SAP and payment are subject to managerial clearance. • The initial SAP query is automated to limit manual manipulation. • A spread sheet template is used to extract and calculate SME invoices. • Variances between periods are identified and explored. • The reports are reviewed by senior management.
Risks to and limitations in the quality of the data	<p>The calculation – ie. the application of the formula and extraction of specific SME data– is not carried out automatically within SAP and therefore there is an additional stage to the process as compared to the calculation for all invoices. This increases the scope for error somewhat. However, the data are considered robust</p>

4. Other comments and information
None.

5. Sign off	
Perf. owner	Head of Financial Services
Data owner	Accountant (GLA) FSC (TfL)
Date	October 2014

1. Performance indicator (PI) title and ownership			
PI title	Average number of working days per employee per year lost through sickness absence.		
Rationale	<p>As well as measuring the effectiveness of specific HR policies to address levels of sickness, this is also a proxy for overall levels of staff wellbeing and satisfaction, influenced by a range of factors including health initiatives, support, management, culture, workload, etc.</p> <p>It is also a proxy for productivity and therefore value for money for the taxpayer.</p>		
Directorate	Resources	Unit	Human Resources and Organisation Development

2. Definitional detail	
Detailed definition	<p>The numerator is the total number of working days lost due to sickness absence (any time off due to ill health), including industrial injury, irrespective of whether this is self-certified, certified by a GP or long-term sickness absence.</p> <p>The denominator is the total number of permanent GLA employees. However, staff on maternity and paternity leave are excluded (as are agency staff). The denominator is calculated in terms of Full Time Equivalents (FTEs), part-time staff are therefore included as a proportion of the hours of a full time member of staff they work.</p> <p>The indicator is measured on a rolling year and so the denominator is the average number of FTEs over the period (as recorded at the end of each quarter).</p> <p>A rolling year is used as quarterly figures are not comparable due to seasonal factors.</p>
Calculation	Total number of days lost per year through sickness absence in the previous 12 months divided by (the sum of the number of FTE staff at the end of each of the preceding four quarters, divided by four).
Disaggregations available	By directorate, unit and team
Reporting format	As number of days to one decimal place; eg. 6.1
Reporting timescales	Quarterly – for the preceding 12 months. Information is available two weeks after the end of the quarter.

3. Collecting and checking	
Sources of information	Absence information is reported to HR via weekly spreadsheet returns from directorates and units and recorded on the GLA's absence management system, StARS.
System/processes for producing the PI	<p>Staff are required to complete a form whenever they take sickness absence, which is then signed off by the manager. Managers provide HR with a summary of the number of days taken as sickness absence by each member of their team each week (together with the forms). This information is then entered manually into StARS.</p> <p>Reports are run using Business Objects for both total employees as at reporting date and all sickness taken for the year ending the relevant quarter. This data is then presented in spreadsheet format by directorate and unit.</p>
Method for assuring and checking data	<p>Human Resources has a process for ensuring a return is received for each unit each week. Managerial sign off for sickness returns serves as a check.</p> <p>HR run monthly report for units/directors as a check on sickness and variances are queried.</p>

Risks to and limitations in the quality of the data

Sickness is self-declared, so there is the potential for under-reporting, although managers ensure returns are completed by members of their teams.

Since 2013/14, the GLA has had concerns about the data reported from the sickness absence system. A new system will go live for the start of 2015/16. In the meantime, manual consistency checks are being undertaken and suggest the reported figure is broadly in line with expectations. The new system will support self-reporting of absence. It is unclear at this stage what impact this will have on the completeness of the data. However, this will be monitored closely.

4. Other comments and information

None

5. Sign off

Perf. owner

Assistant Director – HR&OD

Data owner

Human Resources Systems Information Officer

Date

October 2014

1. Performance indicator (PI) title and ownership			
PI title	Percentage of Mayoral correspondence responded to by the organisation within 20 working days		
Rationale	This PI is linked to the Mayor's objectives to be accountable to Londoners, to be transparent about the work of the Authority and to offer high levels of customer service. In addition, it contributes to statutory requirements under Freedom of Information and related legislation.		
Directorate	External Affairs	Unit	Public Liaison Unit (PLU)

2. Definitional detail	
Detailed definition	<p>This PI encompasses correspondence (defined as letters and emails) addressed to the Mayor at City Hall (postal address) and email addresses Mayor@london.gov.uk and ComplaintsandComments@london.gov.uk, which is processed and monitored by PLU.</p> <p>Correspondence received but which requires no response is not included within the scope of this PI (it is not counted towards the numerator or the denominator).</p> <p>The 20 working day period is calculated from the date of receipt and runs until a full reply is despatched. A holding reply does not count as a first response. Numerous holding responses can be sent but they are treated as information to the writer and only the final response is the one that is used for calculation purposes.</p> <p>A standard definition of working days is used: all days except for weekends and bank holidays.</p>
Calculation	<p>Total replies within deadline divided by (total number of items of correspondence received minus correspondence received but not requiring further action) multiplied by 100</p> <p><i>Example</i></p> <p>Total cases received minus cases requiring no response: 13 – 1 = 12</p> <p>Total of these cases replied within deadline: 11</p> <p>Therefore: $(11/12) * 100 = 92\%$</p>
Disaggregations available	By directorate, unit and team
Reporting format	Percentage as a whole number; eg. 92%
Reporting timescales	Figures are produced monthly, once the 20 working day period has elapsed. For the purpose of Key PI monitoring, updates are provided quarterly for the quarter in question and year to date.

3. Collecting and checking	
Sources of information	<p>PLU electronically scans letters and loads emails into the Mayor's correspondence system which is then responded to by officers. Therefore the raw data in terms of cases received and answered within deadline comes from WriteON correspondence management system.</p> <p>The PLU performance and systems officer then uses the Business Objects reporting tool to process WriteON data and produces performance figures and reports.</p> <p>All GLA teams (users) that need to deal with Mayoral correspondence have access to WriteON.</p>
System/process for producing the PI	<p>Correspondence is loaded into WriteON and assigned electronically, and then distributed to, GLA teams by PLU.</p> <p>The letters are date stamped on the date of receipt and the emails already contain the date the email was sent to the Mayor.</p>

	<p>PLU determines the day on which to run the report, using Business Objects (20 working days after the end of each month.)</p> <p>Individual directorate reports are formatted and checked by the performance and systems officer and sent to PLU link officers and distributed to managers.</p> <p>All reports are then collated by the PLU performance and systems officer, who inputs all data into an Excel correspondence spreadsheet containing overall detailed performance by directorates and teams.</p>
Method for assuring and checking data	<p>Once the Business Objects Report has been run, and outputted in Excel, the report is checked to ensure figures add up correctly. If there is a discrepancy a further detailed breakdown report is run which highlights each case with all its details to see why the error has occurred. PLU links and managers also receive reports highlight any potential errors in the data. The case history can then be reviewed.</p>
Risks to and limitations in the quality of the data	<p>The WriteON system is live, which means older correspondence can be added anytime or records already added can be deleted; for example, due to confidentiality and sensitivity issues. Therefore data must be captured (reports produced) all on the same day. This also means data and the PI value may be different each time a report is run for the previous month/year.</p> <p>Even though all correspondence addressed to the Mayor should come to PLU to load onto WriteON, some correspondence is directly addressed to GLA officers for the Mayor's attention. It is in the GLA officer's responsibility to pass the correspondence to PLU so that it can be recorded. However, there will be instances where this does not happen.</p> <p>Campaign correspondence, which is a high volume of correspondence on the same issue, is often received via email and it is more efficient to respond directly than to slow processes by loading, assigning and distributing through the WriteON system. However, related performance data is collated by the PLU and when this occurs and is highlighted within monthly reports.</p>

4. Other comments and information	
None	

5. Sign off	
Perf. owner	Head of Public and Community Engagement Unit
Data owner	PLU Performance and Systems Officer
Date	October 2014