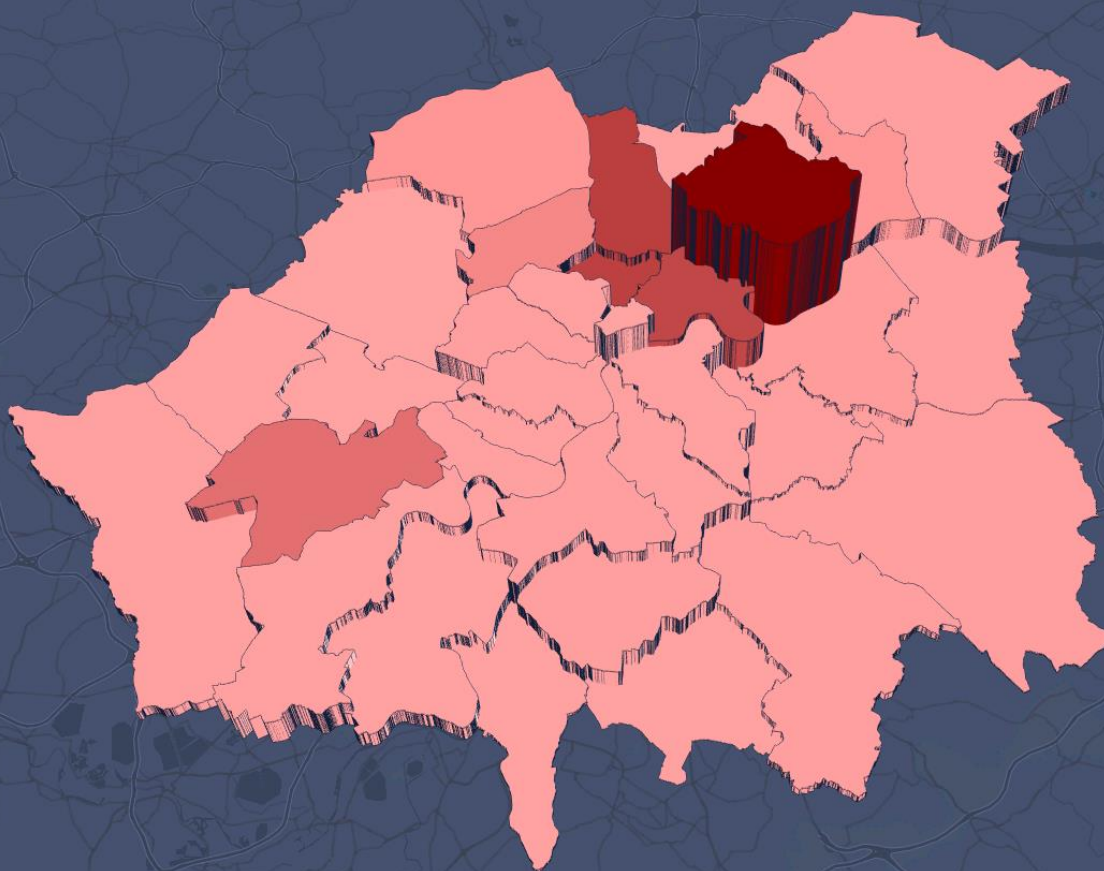# LONDONASSEMBLY

Research Unit

Briefing: Mapping the Mayor's Strategies

An analysis of the Mayor of London's strategic policy and spending priorities

September 2019

About the London Assembly

The London Assembly is part of the Greater London Authority (GLA). The Assembly is made up of 25 Members who are elected by Londoners at the same time as the Mayor.

It is the job of the Assembly to hold the Mayor and Mayoral advisers to account by publicly examining policies, activities and decisions that affect Londoners. The London Assembly question the Mayor's plans and actions directly at Mayor's Question Time and our committees examine issues that matter to Londoners through public meetings and investigations.

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Caroline Russell Green	Dr Onkar Sahota Labour	Navin Shah Labour	Fiona Twycross Labour	Peter Whittle Brexit Alliance

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1 Introduction

This briefing contains new analysis of the Mayor of London's Strategies, Action Plans and Implementation Plans. The aim is to provide new information that can only be accessed when the Mayor's Strategies, Action Plans and Implementation Plans are considered together.

The research sheds new light on three main areas; funding, policy areas and actions, and explores what the Mayor has prioritised since his election in May 2016. The primary purpose of the funding element of the research was to focus on the spending as set out in the Mayor's strategies. This was so that the research could identify the Mayor's strategic programmes that sit outside of the wider GLA operational budgets. The research also set out the 2016-2019 Actual Capital Expenditure (ACE)[1] by the GLA Group to allow for comparison with the spending identified in the Strategies, Action Plans and Implementation Plans.

The purpose of the policy areas element was to identify and examine the Mayor's policy priorities. The scope of the actions element was to identify all the actions committed to by the Mayor as outlined in the Mayor's 7 Statutory Strategies alongside the additional 27 Voluntary Strategies, Action or Implementation Plans. The research did not examine the Mayor's progress in achieving the actions set out in the Strategies.

This research was carried out by the Research Unit within the London Assembly Scrutiny and Investigations Team between May and July 2019. The questions that the research set out to answer are:

- Which policy areas received the largest amount of funding?
- Which London boroughs received the largest allocation of programme funding?
- How many actions or commitments are set out in the Mayor's Strategies?
- How many of the Mayor's actions are measurable?
- How many of the actions are to be completed in this mayoral term and how many are to be completed after May 2020?
- How many of the actions are deliverable by the GLA Group[2] and how many by partners or a combination of these?
- Which policy areas have the most actions assigned to them?

To achieve this, the research was divided into four phases:

- Phase one - identification of all the Mayor's Directly Allocated Capital Expenditure and actions set out in the Strategies, Action Plans and Implementation Plans.
- Phase two - coding and categorising all the funding related information and actions in order to identify key information, such as timeframes for delivery of programmes and projects.
- Phase three – identification, coding and analysis of the 2016-2019 Actual Capital Spend items not captured in the Strategies.
- Phase four - analysing the data drawn from the Strategies, Action and Implementation Plans.

A full list of Strategies, Action and Implementation Plans examined for this research is outlined in Appendix 1. Three of the Mayor's Strategies were not included in this research. The London Plan and Old Oak and Park Royal Development Corporation Plan were not included as they were still in draft format at the time of undertaking this work. London Legacy Development Corporation (LLDC) Local Plan was also not included due to not having an Implementation Plan or specific actions to analyse. Lastly,

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[1] Defined in Chapter 3.
[2] The GLA Group is defined as the GLA itself, along with its functional bodies; Transport for London (TfL), the London Fire Brigade (LFB), the Mayor's Office for Policing and Crime (MOPAC), the LLDC, the Old Oak and Park Royal Development Corporation (OPDC), and London & Partners.

the London Electric Vehicle Infrastructure Delivery Plan was not included as it was published after the cut-off date identified in phase one of the research, 21 May 2019. Full details are set out in the methodology section of this briefing.

2 Key findings

- The current Mayor of London, Sadiq Khan, has published **17 Strategies**, **11 Action Plans** and **6 Implementation Plans**. The London Plan and the Old Oak and Park Royal Local Plan are currently in draft format. Of these Strategies[3], seven are statutory requirements whilst the other 27 were produced voluntarily by the Mayor.
- Through the examination of the Strategies, the research identifies **225 unique programmes**.
- The analysis of the Mayor's Directly Allocated Capital Expenditure (DACE)[4] outlined in the Strategies found that **72.8%**[5] is allocated to **Transport**.
- The policy areas that received the smallest share of DACE are **Equality** with **0.04%** and **Communities** with **0.06%**.
- The London Borough of **Newham** received the largest share of DACE, at **£2.12 billion**; this is followed by the **City of London**, receiving **£1.33 billion**.
- The London Borough of **Sutton** receives the smallest share, at **£16 million**, followed by the London Borough of **Barnet** which receives **£37 million**.
- Within the Strategies examined for this briefing, the Mayor has set a total of **1,932** actions.

Of the 1,932 actions:

- The highest number of actions, **270 (14%)**, are focused on the **Policing and Crime** policy area, followed by **252 (13%)** on **Transport**, and **240 (12%)** on **Equality**.
- **662 (34%)** of the actions examined are **measurable** and **1,270 (66%)** are **not measurable**.
- **1,032 (53%)** of the actions are to be completed in this mayoralty. **351 (18%)** have a date that surpasses this current mayoralty. **549 (28%)** do not have a date for completion.[6]
- **1,459 (76%)** of the actions are to be delivered by the GLA Group, **439 (23%)** by the GLA and partners, **24 (1%)** of the Mayor's actions are to be delivered by partners alone.

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[3] From this point onwards 'Strategies' will be used as short hand to refer to the all the Strategies, Action and Implementations Plan examined.
[4] Defined in Chapter 3.
[5] The definition for a measurable action is available in Table 2.
[6] Due to rounding, figures do not always add to 100%

3 Funding

All 34 of the Strategies were examined to identify the Mayor's 'Directly Allocated Capital Expenditure'. The purpose was to explore which policy areas and London boroughs have been prioritised for Mayoral capital expenditure.

Our definition of 'Directly Allocated Capital Expenditure' (DACE) incorporates only those funding programmes which have been identified in the Strategies.

The research into DACE, as outlined in sections 3.1 and 3.2 was not intended to provide a full representation of all the spending by the GLA and its associated bodies. Instead, the focus on the Mayor's DACE has allowed this briefing to identify the areas that have been prioritised for additional strategic spending. Examples of expenditure not captured in the Mayor's Strategies include pensions, London Fire Brigade uniforms and property services within MOPAC.

To allow the DACE findings to be compared with actual spend, the GLA and GLA Group's operational and capital spending during the current mayoralty were also examined. These are presented in sections 3.3 and 3.4.

3.1 Directly Allocated Capital Expenditure for policy areas

The research identified **225 unique DACE programmes** in the Strategies. To analyse this information, the programmes were each assigned to a policy area. The policy area was designated based on the primary purpose of the programme; i.e. if the programme related to support for business, then it was coded with the policy area 'Business and Economy'.

The analysis of the funding highlighted that:

- **72.8%** of the Mayor's DACE as set out in the Strategies is allocated to **Transport**.
- The policy area that received the smallest share of DACE is **Equality** with **0.04%**,[7] followed by **Communities** with **0.06%**.

Figure 1 sets out the full details of DACE for each policy area. Transport is notably higher; this reflects the capital-intensive nature of infrastructure projects.

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[7] The Mayor has no direct powers in the Health policy space, but nevertheless is implementing various programmes.

Figure 1: Directly Allocated Capital Expenditure by policy area
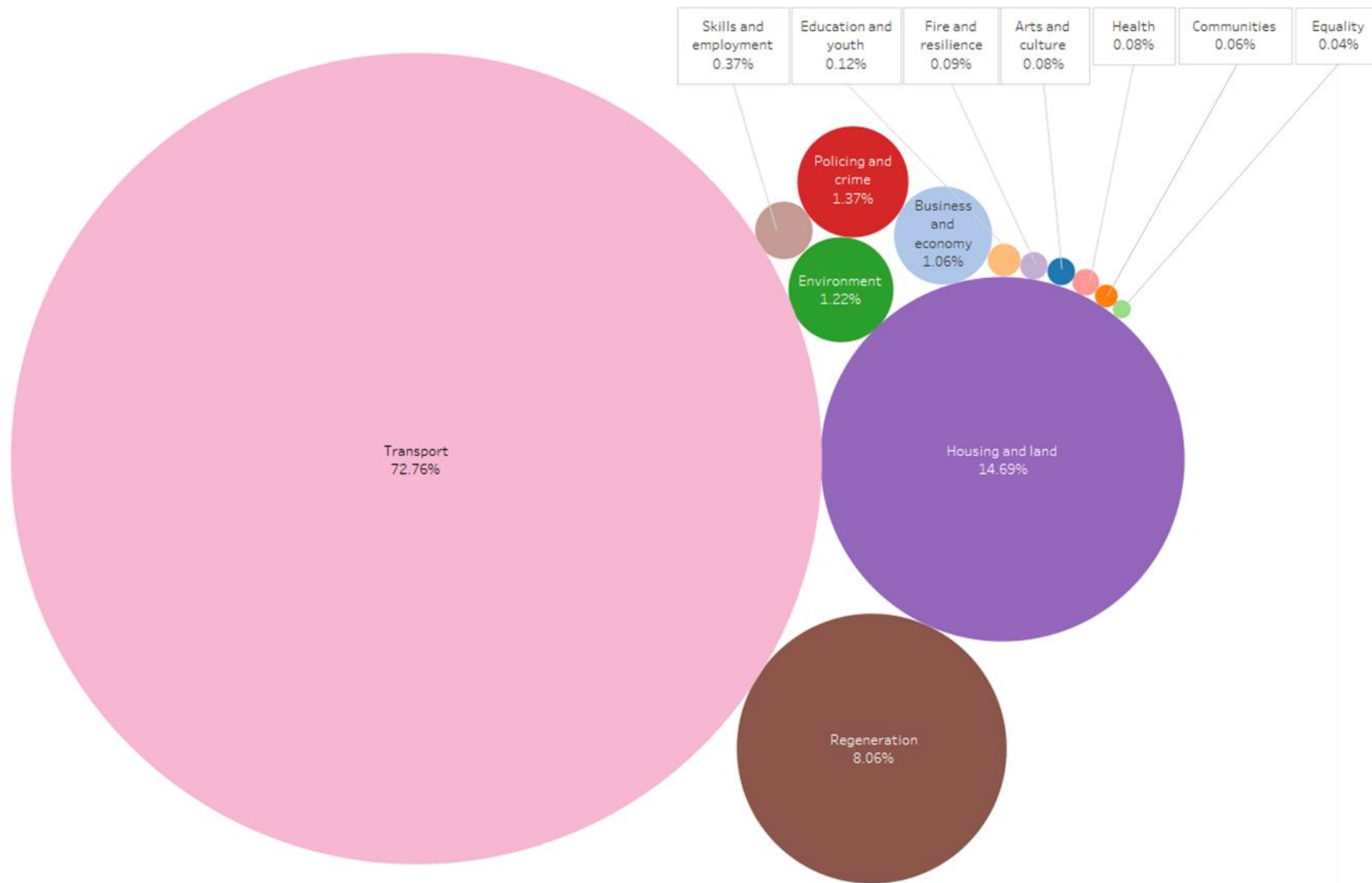
3.2 Directly Allocated Capital Expenditure across London

The research explored which London boroughs are allocated the largest and smallest shares of DACE. To do this, the DACE was allocated one of the following categories:

a) Assigned to one borough: where the money was allocated to only one London borough.
b) Assigned to multiple London boroughs: where the money was assigned to multiple boroughs.
c) No location assigned: where the DACE was either pan London or not location specific. It was also assigned if information about the location of the DACE could not be found within the public domain.

The analysis revealed that:

- The London Borough of **Newham** receives the largest share of DACE, at **£2.12 billion**; this is followed by the **City of London**, receiving **£1.33 billion**.
- The London Borough of **Sutton** receives the smallest share, at **£16 million**, followed by the London Borough of **Barnet** which receives **£37 million**.

Figure 2 sets out the DACE allocated to each London borough. Figure 4 indicates how this breakdown by borough would differ if DACE in the Transport policy area was excluded from the analysis. Figure 3 represents the same information as Figure 2 in bar chart form, while Figure 5 represents the information from Figure 4 in bar chart form.

Transport was excluded from Figure 4 because transport projects tend to be capital-intensive and represent by far the greatest share of the total DACE in most boroughs. Due to the high value of the East Bank project coded to the Regeneration policy area, Newham remains the borough with the highest DACE.

94[8] programmes were not allocated to a London borough because they were either pan-London projects or not location specific. Therefore, £2.36 billion worth of DACE was not mapped in Figure 2 or Figure 4.

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[8] 13 of these 94 programmes also provide partial funding to London boroughs

Figure 2: Directly Allocated Capital Expenditure by borough
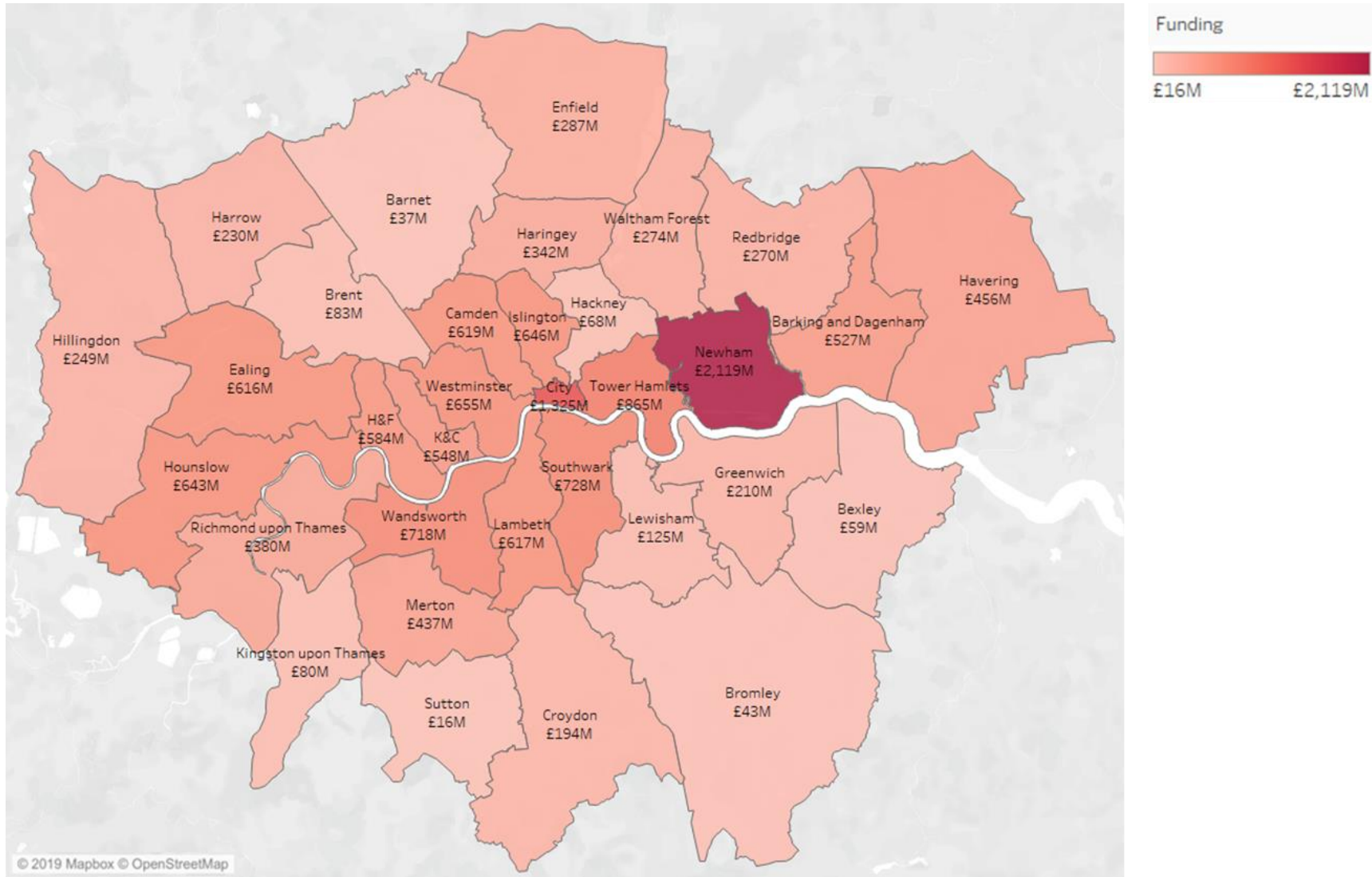
Figure 3: Directly Allocated Capital Expenditure by borough

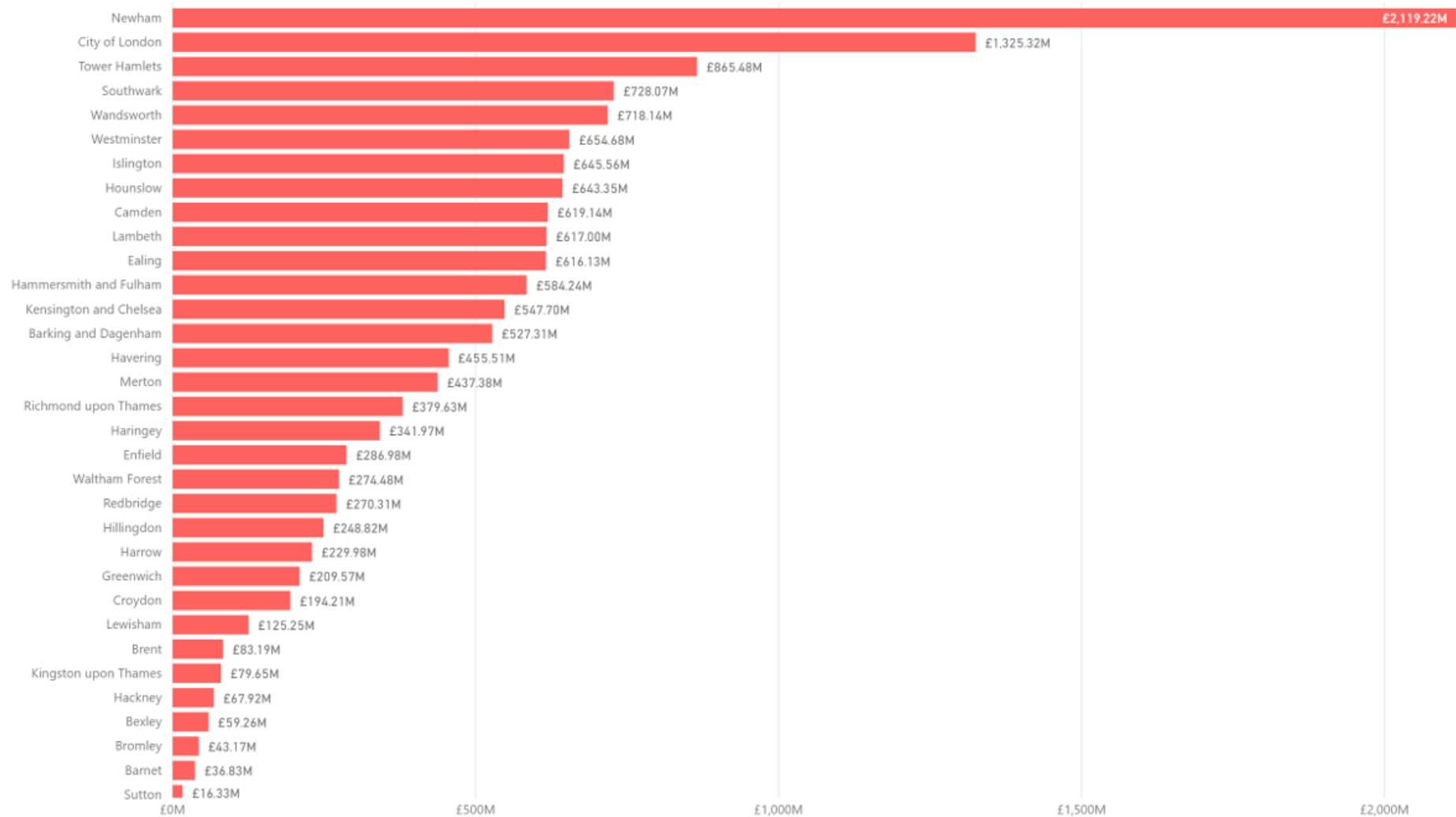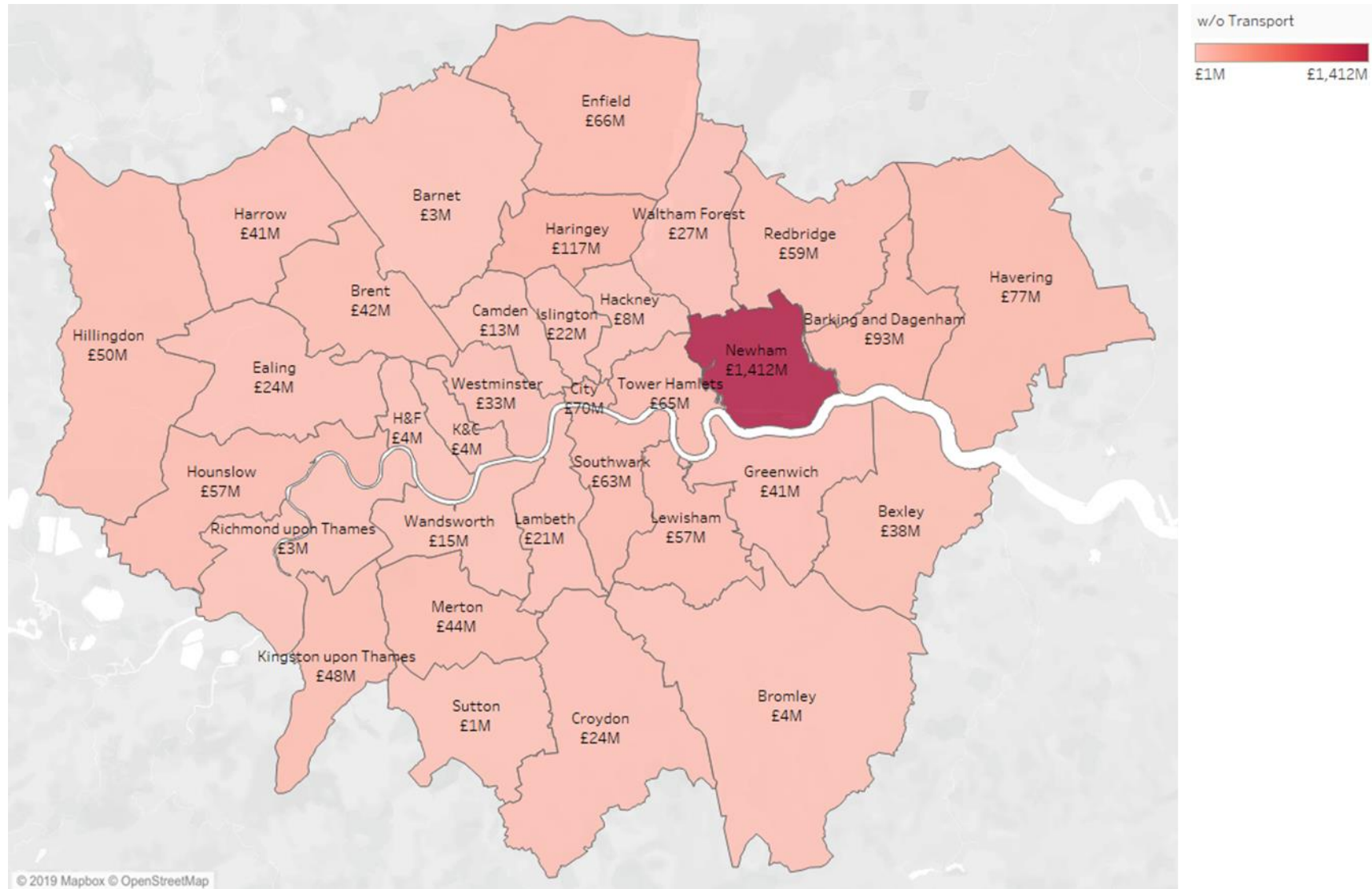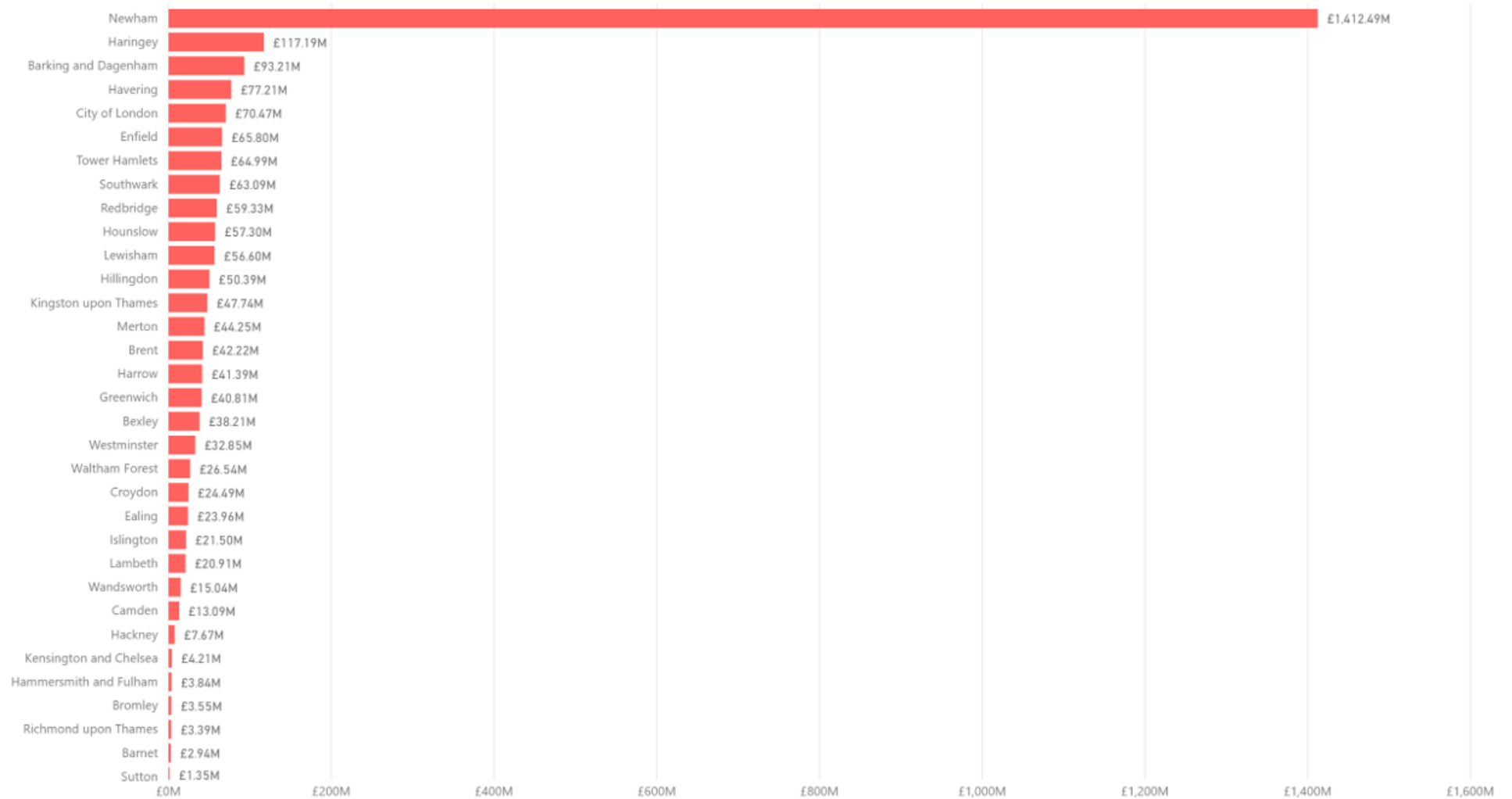| Borough	Expenditure
Newham	£2,119.22M
City of London	£1,325.32M
Tower Hamlets	£865.48M
Southwark	£728.07M
Wandsworth	£718.14M
Westminster	£654.68M
Islington	£645.56M
Hounslow	£643.35M
Camden	£619.14M
Lambeth	£617.00M
Ealing	£616.13M
Hammersmith and Fulham	£584.24M
Kensington and Chelsea	£547.70M
Barking and Dagenham	£527.31M
Havering	£455.51M
Merton	£437.38M
Richmond upon Thames	£379.63M
Haringey	£341.97M
Enfield	£286.98M
Waltham Forest	£274.48M
Redbridge	£270.31M
Hillingdon	£248.82M
Harrow	£229.98M
Greenwich	£209.57M
Croydon	£194.21M
Lewisham	£125.25M
Brent	£83.19M
Kingston upon Thames	£79.65M
Hackney	£67.92M
Bexley	£59.26M
Bromley	£43.17M
Barnet	£36.83M
Sutton	£16.33M

Figure 4: Directly Allocated Capital Expenditure by borough, transport funding excluded

Figure 5: Directly Allocated Capital Expenditure by borough, transport funding excluded

Borough	Expenditure
Newham	£1,412.49M
Haringey	£117.19M
Barking and Dagenham	£93.21M
Havering	£77.21M
City of London	£70.47M
Enfield	£65.80M
Tower Hamlets	£64.99M
Southwark	£63.09M
Redbridge	£59.33M
Hounslow	£57.30M
Lewisham	£56.60M
Hillingdon	£50.39M
Kingston upon Thames	£47.74M
Merton	£44.25M
Brent	£42.22M
Harrow	£41.39M
Greenwich	£40.81M
Bexley	£38.21M
Westminster	£32.85M
Waltham Forest	£26.54M
Croydon	£24.49M
Ealing	£23.96M
Islington	£21.50M
Lambeth	£20.91M
Wandsworth	£15.04M
Camden	£13.09M
Hackney	£7.67M
Kensington and Chelsea	£4.21M
Hammersmith and Fulham	£3.84M
Bromley	£3.55M
Richmond upon Thames	£3.39M
Barnet	£2.94M
Sutton	£1.35M

3.3 Capital expenditure not captured in the Strategies

The focus of this section is on the GLA Group's capital spend during the current mayoralty. While the Directly Allocated Capital Expenditure definition covers all funding pledges identified in the Strategies, this does not necessarily reflect spending that has occurred during the current mayoralty. The measures outlined below allow for this spending to be analysed.

Table 1 compares spending by functional bodies across two indicators: Actual Capital Expenditure (ACE)[9] and Directly Allocated Commitments (DACs)[10]. Figure 6 breaks down these values by policy area, allowing for a comparison between the DACs and ACE. For Figure 6, each DAC and element of ACE has been allocated to a specific policy area. All MOPAC capital spend is in the Policing and Crime policy area; LLDC and OPDC is in Regeneration; TfL is in Transport; and LFB is in Fire and Resilience or Environment. The GLA policy area breakdown is found in Figure 7.

Some of the notable points for the discrepancies between Actual Capital Expenditure and Directly Allocated Commitments are:

- The fire station refurbishments and maintenance accounted for most of the LFB (and Fire and Resilience policy area) spend not mentioned in the Mayor's Strategies; hence they are not DACs.
- The difference between MOPAC's (i.e. the Policing and Crime policy area) DACs and ACE has two explanations.
  - Firstly, it was not clear that the programmes matched those being described in the Strategies. For example, Sexual Violence Triage could relate to the strategy action 'prioritise the rehousing of social tenants who are victims of domestic abuse and sexual violence through the Housing Moves scheme'. However, it could equally be a separate programme of its own, not referred to in the strategy.
  - Secondly, the programme could be allocated before the current mayoralty and phased budgeting meant actual spend occurred during the current mayoralty e.g. London Digital Security Centre.
- The London Legacy Development Corporation (LLDC) accounts for most of the Regeneration spend. It is excluded from the DACE definition because the spend cannot be directly allocated to a specific action identified in the Strategies.

This explains why the DACE definition sees low spend in the Policing and Crime, Fire and Resilience, and Regeneration policy areas.

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[9] Actual Capital Expenditure (ACE) is defined as the capital expenditure identified in the annual reports published by the bodies in the GLA Group covering the financial years 2016/17, 2017/18, and 2018/19. 2019/20 is not included, as ACE covers actual, rather than projected, capital spend.

[10] Directly Allocated Commitments (DACs) are the components of Directly Allocated Capital Expenditure that have been identified in the GLA group's capital budgets 2016-19. As such, they are a subset of both Directly Allocated Capital Expenditure, and of Actual Capital Expenditure.

Table 1: Capital Expenditure and Directly Allocated Commitments, by functional bodies
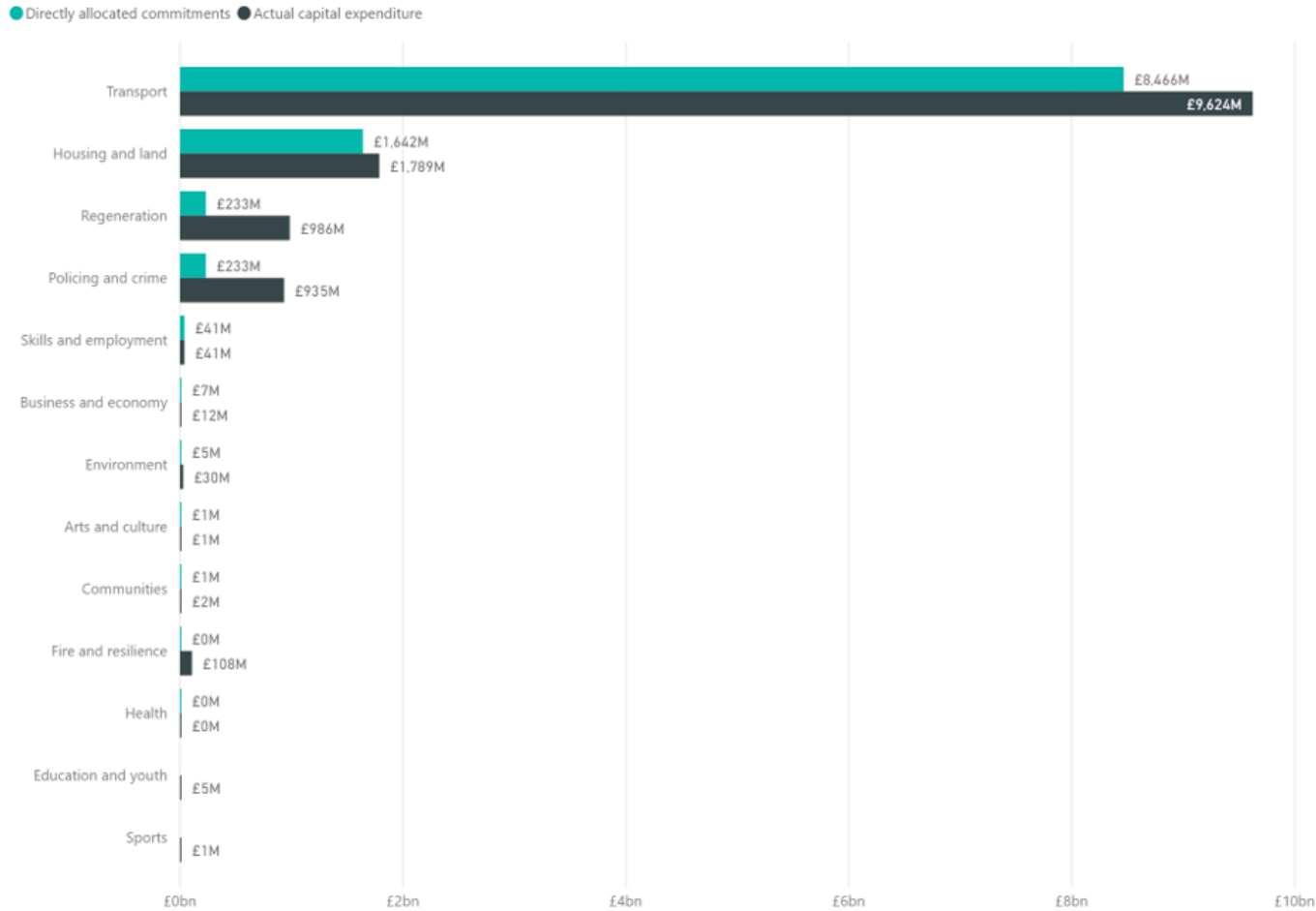
Functional body	Actual Capital Expenditure	Directly Allocated Commitments[11]
Greater London Authority (GLA)	£2,119,935,700[12]	£1,776,280,000
London Fire Brigade (LFB)	£58,417,000	£382,000
Mayor's Office for Policing and Crime (MOPAC)	£934,732,076	£232,745,176
Old Oak and Park Royal Development Corporation (OPDC)[13]	£0	£0
London Legacy Development Corporation (LLDC)	£796,686,000	£154,307,000
Transport for London (TfL)	£9,624,000,000	£8,466,000,000

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[11] As identified in the Strategies for this research.

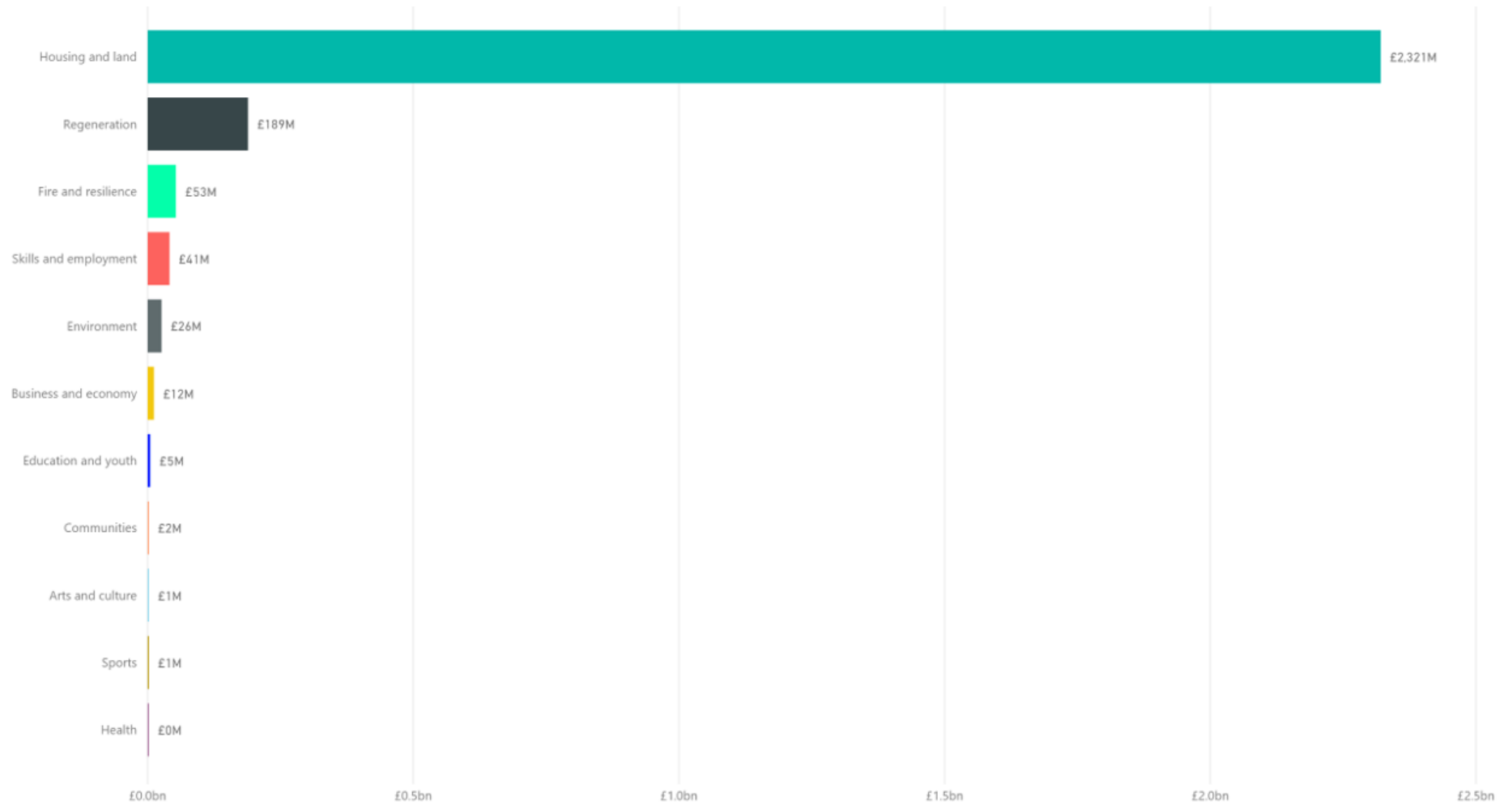[12] See Figure 7 for the GLA capital spend split into Policy Area.

[13] There is £250m of forward funding but £0 is reported because OPDC will not have any capital spend until the OPDC Local Plan is approved.

Figure 6: Actual Capital Expenditure and Directly Allocated Commitments for all GLA Group bodies, by policy area

● Directly allocated commitments ● Actual capital expenditure

Policy area	Directly allocated commitments	Actual capital expenditure
Transport	£8,466M	£9,624M
Housing and land	£1,642M	£1,789M
Regeneration	£233M	£986M
Policing and crime	£233M	£935M
Skills and employment	£41M	£41M
Business and economy	£7M	£12M
Environment	£5M	£30M
Arts and culture	£1M	£1M
Communities	£1M	£2M
Fire and resilience	£0M	£108M
Health	£0M	£0M
Education and youth		£5M
Sports		£1M

£0bn   £2bn   £4bn   £6bn   £8bn   £10bn

Figure 7: GLA Capital Expenditure split into Policy Area

Policy Area	Value
Housing and land	£2,321M
Regeneration	£189M
Fire and resilience	£53M
Skills and employment	£41M
Environment	£26M
Business and economy	£12M
Education and youth	£5M
Communities	£2M
Arts and culture	£1M
Sports	£1M
Health	£0M

3.4 Actual Capital Expenditure with DACE items excluded

The research identified capital spend not captured under DACE. This reflects ACE with DACs removed. Other than the City of London and Redbridge, all boroughs received some grant funding outside of the programmes.

Some of the notable points in the map are:

- 84 items were not London borough located. Therefore, £2.93 billion was not mapped on Figure 8.
- LLDC capital spend includes 'Development' without mentioning specific locations in the budget reports. Hence, the spend was spread across the four boroughs: Hackney, Newham, Tower Hamlets and Waltham Forest.
- Most of the allocated capital spending shown on the map in Barking and Dagenham, Ealing, Enfield, and Haringey was attributed to the Growing Places Fund. The last funding allocation occurred before the current mayoralty (in February 2016), but the budget phasing meant that the actual spend occurred in subsequent years. Growing Places funding is no longer open to further applications and is therefore not mentioned in any of the Mayor's Strategies. As such, it was not mapped in Figure 8.

Figure 8: Actual Capital Spend not identified as Directly Allocated Capital Expenditure, by borough
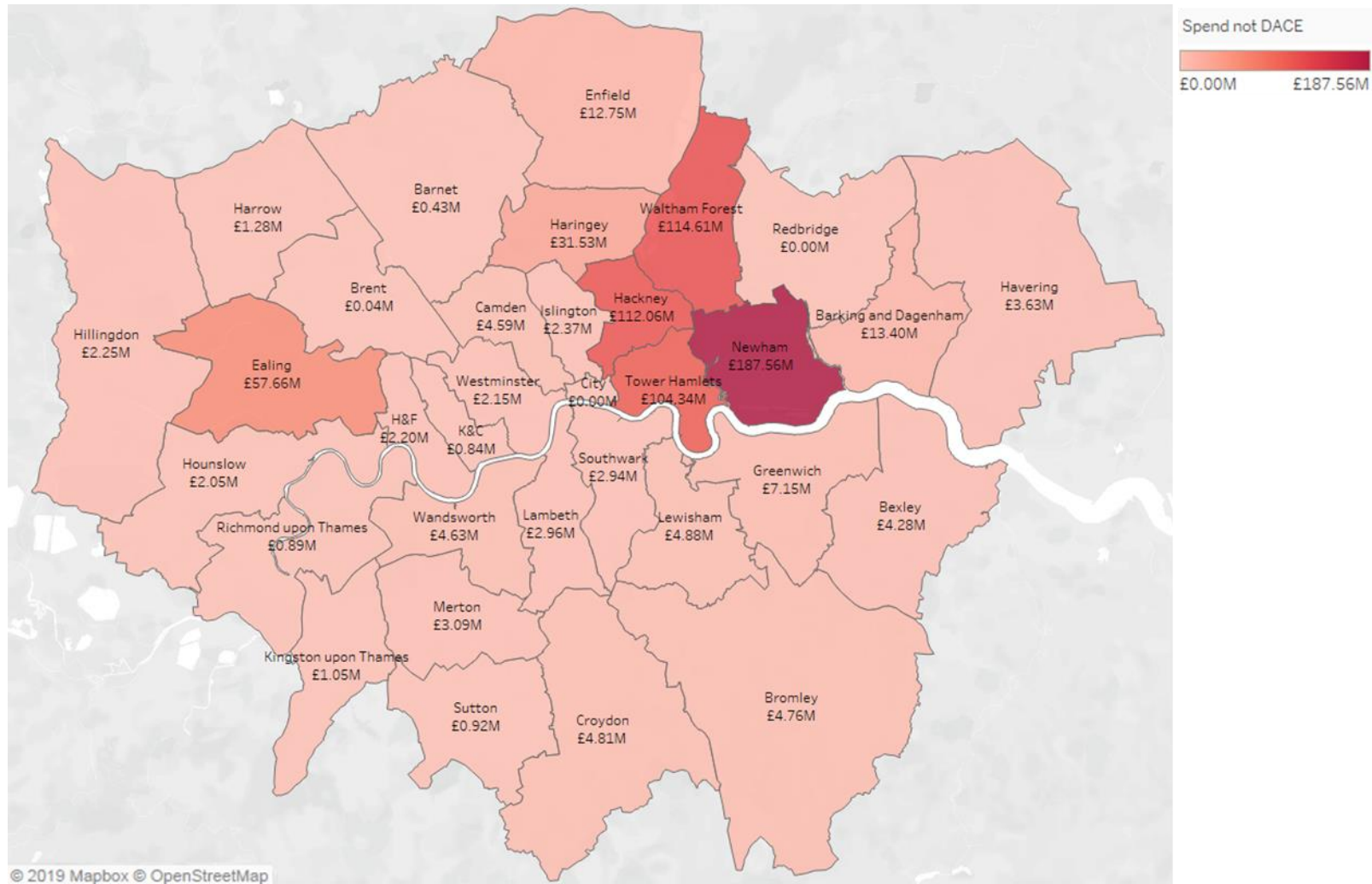
4 Actions and Policy Areas

The research examines the actions as set out by the Mayor in the Strategies. The purpose of examining the Mayor's actions was to better understand the priorities and commitments made since taking office in May 2016. The policy area was assigned based on the primary purpose of the action. Figure 9 presents full details of the number of actions for each policy area.

The main findings were that:

- The Mayor set out **1,932 actions** across all his Strategies.
- The largest number of the Mayor's actions (**270**) are focused on the **Policing and Crime** policy area, followed by **252** on **Transport**, and **240** on **Equality**.
- The policy area with the fewest actions is **Sport (9)**.

Figure 9: Actions by policy area
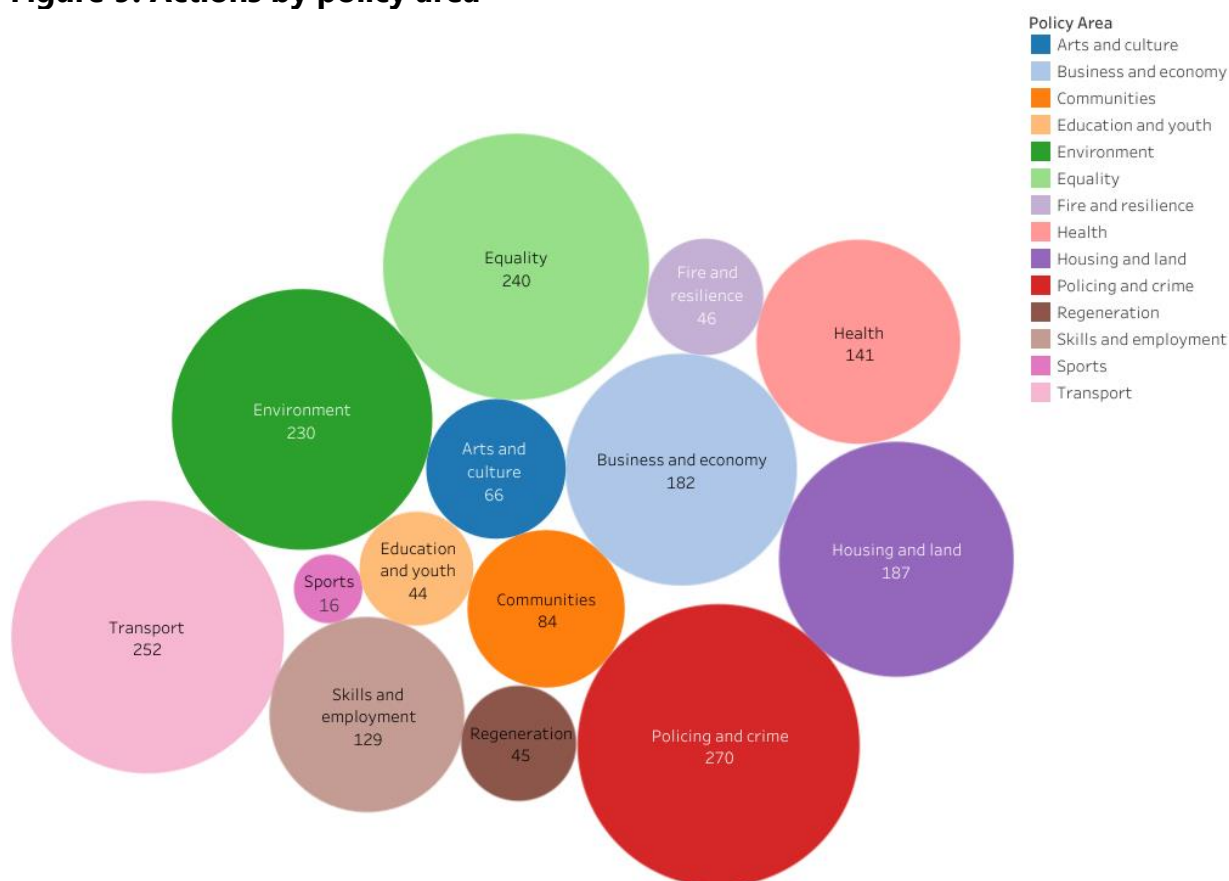
4.1 Measurable actions

The research explored which of the actions set out in the Strategies were measurable.[14] The research found that:

- **662 (34%)** of the Mayor's actions examined are **measurable.**
- **1,270 (66%)** are **not measurable**.

Figure 10 sets out the proportion and number of the actions defined as measurable or not measurable.

Figure 10: Number of actions defined as measurable or not measurable

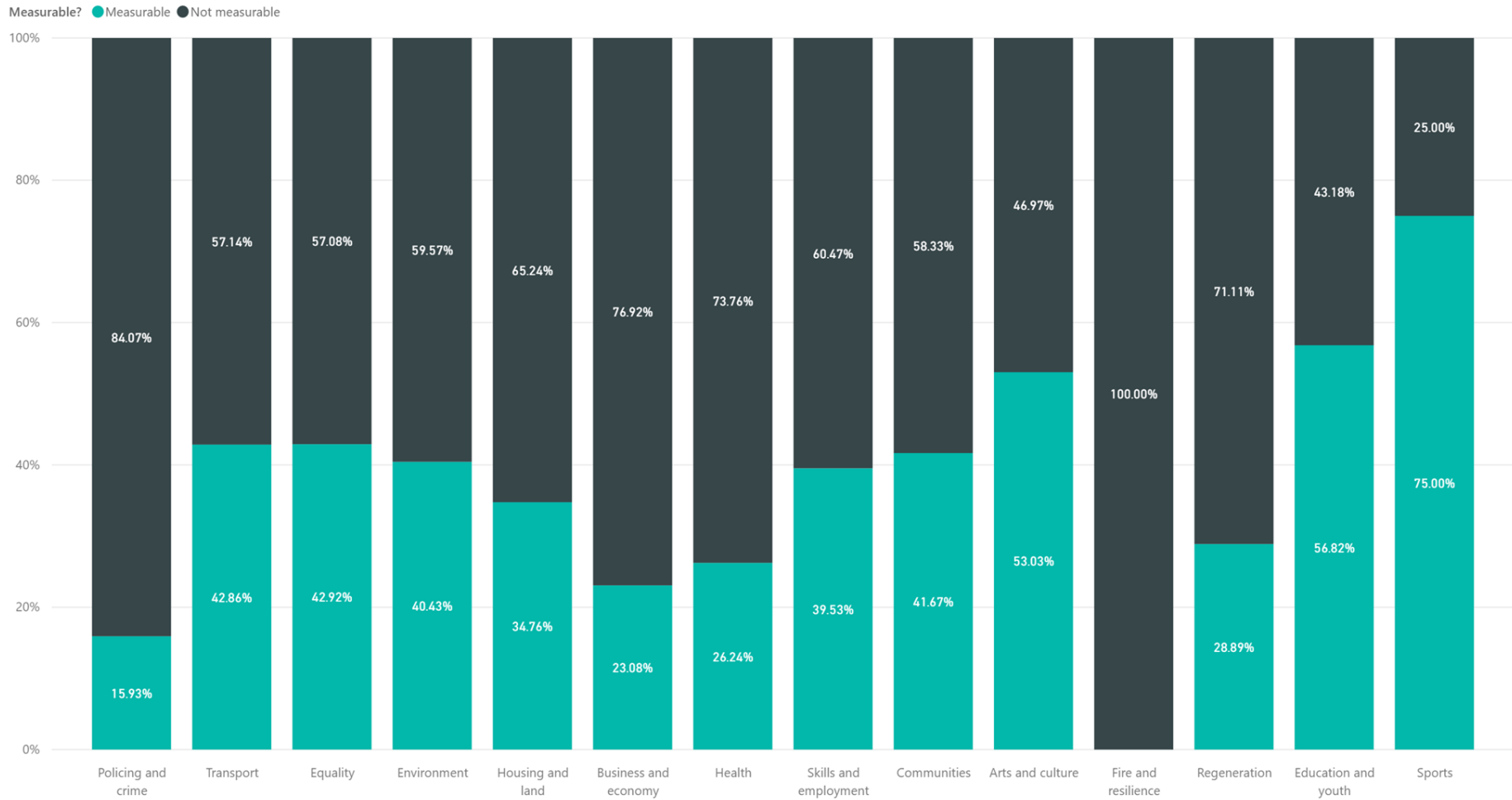Measurable 662 (34.3%)

Not measurable 1270 (65.7%)
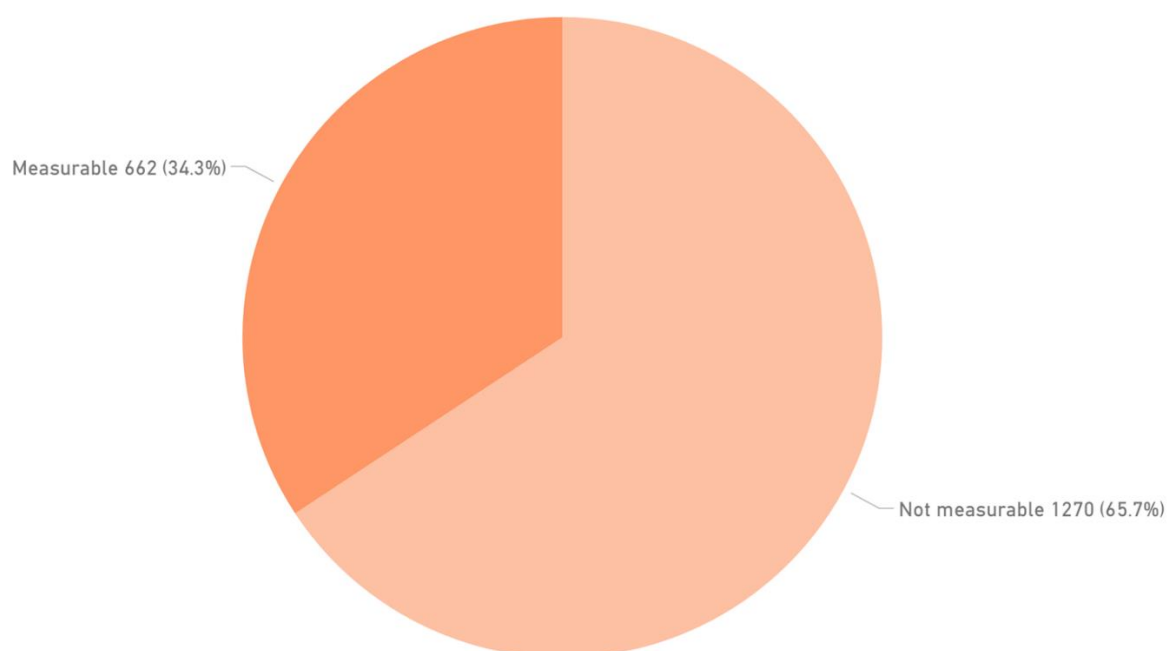
The research analysed which of the actions are measurable for each of the policy areas. This showed:

- **Sports has the highest proportion of actions that are measurable with 12 (75%)**, though it is the area with the fewest actions **(16)**.
- **None of the actions set in the Fire and Resilience** policy area **are measurable.**
- **Policing and Crime** has the largest number of actions, **270**, it also has **the highest portion of actions, 84% (227) that are not measurable**.

Figure 11 illustrates the proportion of measurable actions for each policy area.

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[14] The definition for a measurable action is available in Table 2.

**Figure 11: Actions defined as measurable by policy area**

Measurable? ● Measurable ● Not measurable

Policy area	Not measurable	Measurable
Policing and crime	84.07%	15.93%
Transport	57.14%	42.86%
Equality	57.08%	42.92%
Environment	59.57%	40.43%
Housing and land	65.24%	34.76%
Business and economy	76.92%	23.08%
Health	73.76%	26.24%
Skills and employment	60.47%	39.53%
Communities	58.33%	41.67%
Arts and culture	46.97%	53.03%
Fire and resilience	100.00%	
Regeneration	71.11%	28.89%
Education and youth	43.18%	56.82%
Sports	25.00%	75.00%

4.2 Timeframe

An additional part of the research was to identify the timeframe the Mayor had set for completing each action set out in the Strategies. Each action was assigned one of the following timeframes;

- Current mayoralty (due to be completed between May 2016 and May 2020).
- Post mayoralty (due to be completed May 2020 or after).
- Current mayor and post-mayoralty (a staged approach with actions due to be completed before and May 2020).
- Not set (a date for completion was not allocated to the action).

The research found that:

- **1,032 (53%)** of the actions are to be completed in this mayoralty.
- **351 (18%)** have a date that surpasses this current mayoralty (including **231 (12%)** as current mayor and post-mayoralty)
- **549 (28%)** do not have a date for completion.

Figure 12: Timeframe for completion of action
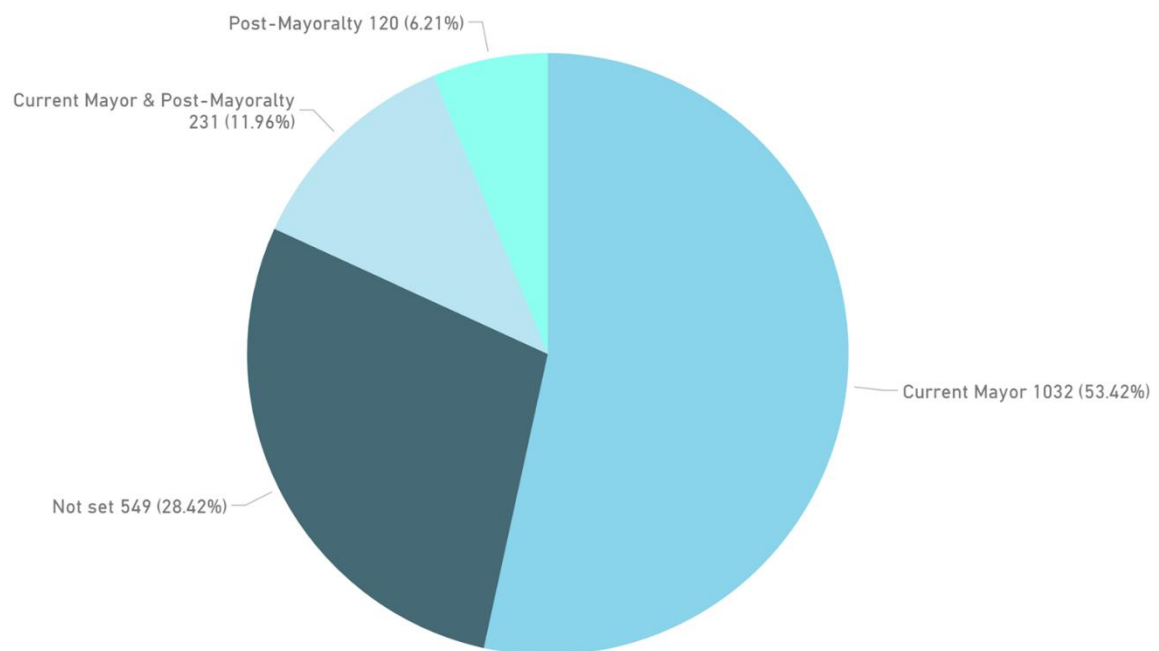
4.3 Delivery bodies

Our research also sought to understand who the actions were to be delivered by, providing a comparison between those which were solely the responsibility of the Mayor to deliver, and those where responsibility is shared. To do this, each action was assigned one of the following categories:

- GLA Group: defined as the Mayor and his team within the GLA and the functional bodies (TfL, MOPAC, LFB).
- GLA Group and Partner: defined as above but includes one or more partners to deliver the action.
- Partner: defined where sole responsibility for the delivery of the action lies with another organisation.

The analysis showed that:

- **1,459 (76%)** of the actions are to be delivered by the GLA Group
- **439 (23%)** of the actions are to be delivered by the GLA Group and its partners
- **24 (1%)** of the Mayor's actions are to be delivered by various partners.

Figure 13 shows who the actions are to be delivered by.

Figure 13: Actions by delivering body

Partner 24 (1.2%)
GLA Group & partner 449 (23.2%)
GLA Group 1459 (75.5%)
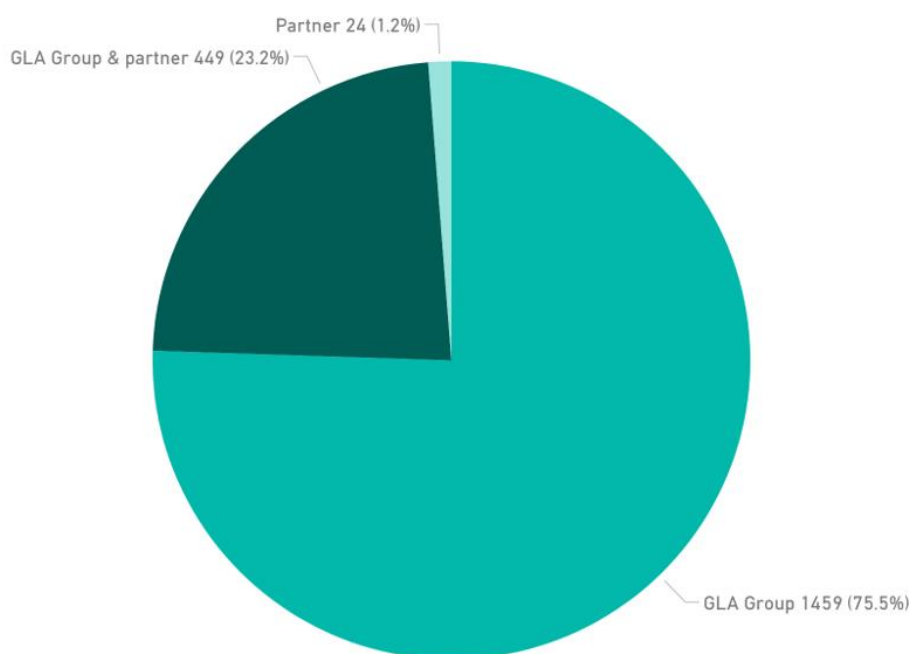
Further analysis of the timeframes and delivering body, shown in Figure 14, found that:

- Of the actions to be delivered by the Mayor or the GLA Group, **539 (51%)** are measurable.
- Of the actions to be delivered by the GLA Group in collaboration with a partner, **108 (37%)** are measurable.

Figure 14: Actions delivered by the Mayor that are measurable through timeframe and delivering body

Actions
Timeframe > Delivered by... > Measurable?
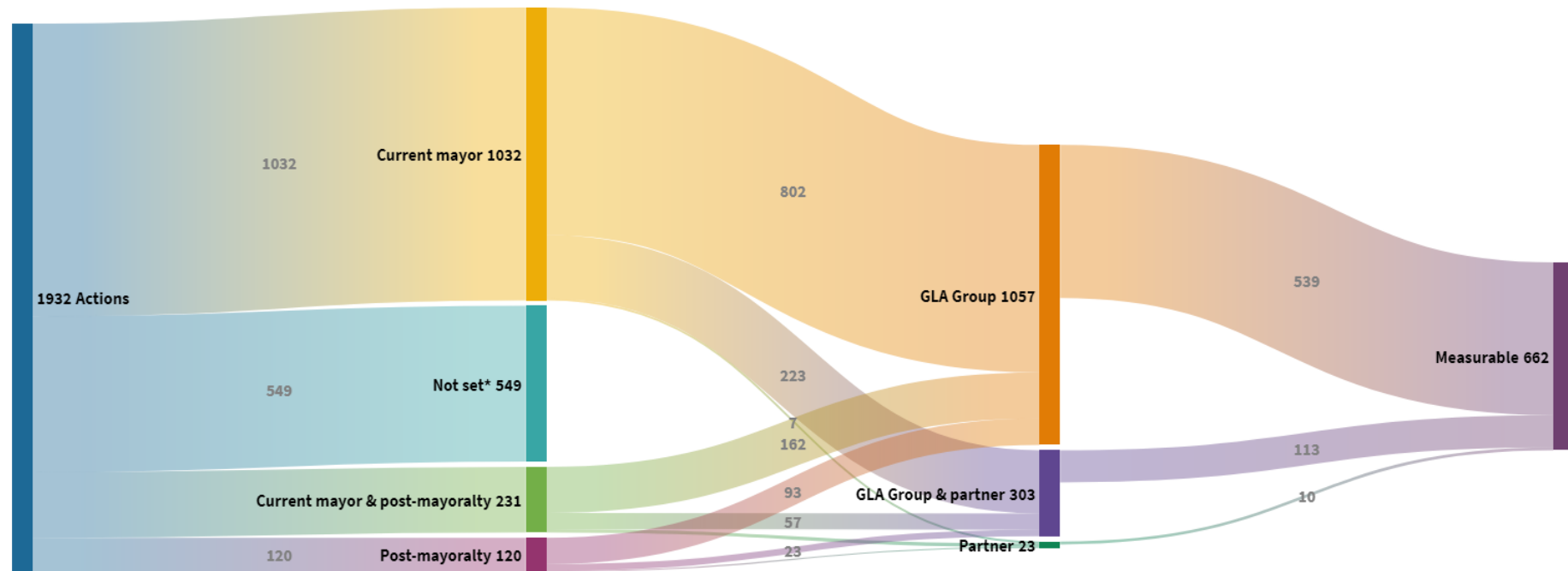
*Actions marked "Not set" are all "Not measurable" by definition. See decision-making process below.

The data in Figure 14 reflects the breakdown of actions through the allocated timeframe, delivering body, and ultimately whether they were categorised as measurable. Actions allocated a timeframe of not set were all categorised as not measurable – hence their exclusion in Figure 14 at the timeframe stage. However, the delivering body did not influence whether an action was measurable or not; as indicated, the GLA Group, GLA Group and Partner, and Partner categories each contributed to the final count of measurable actions.

5 Methodology

This investigation was carried out by the Research Unit within the London Assembly Scrutiny and Investigations Team between May and July 2019. The aim was to:

- Explore the Mayor's strategic programme spend set out in his Strategies.
- Highlight the Mayor's policy priorities and actions committed to since May 2016.

The questions that this research set out to answer are:

- Which policy areas received the largest amount of funding?
- Which London boroughs received the largest allocation of programme funding?
- How many actions or commitments are set out in the Mayor's Strategies?
- How many of the Mayor's actions are measurable?
- How many of the actions will be completed in this mayoral term and how many are to be completed beyond May 2020?
- How many of the actions aim to deliverable by the GLA and how many by partners or a combination of these?
- Which policy areas have the most actions assigned to them?

The research was divided into four phases:

- Phase one - identification of all the Mayor's capital spending and actions set out in the Strategies, Action Plans and Implementation Plans.
- Phase two - coding and categorising all the funding related information and actions in order to identify key information, such as timeframes for delivery of programmes and projects.
- Phase three - identification, coding and analysis of the 2016-2019 Actual Capital Expenditure items not captured in the Strategies
- Phase four - analysing the data drawn from the Strategies, Action and Implementation Plans.

5.1 Phase one

To answer the research questions the investigation identified all the capital spending and actions set out in the Mayor's 34 Strategies. No spending, or actions announced after the 21 May 2019, were included in this research. Phase one was subsequently completed by 31 May 2019.

5.2 Phase two

The DACE items identified during phase one were assigned:

- A policy area.
- A geographical area.

DACE items were assigned to a policy area based on the primary purpose of the action; this usually related to either the Strategy or how it was filed on the Mayor's website.

The research assigned DACE to a London borough. To do this, each DACE item was assigned to one of the following categories:

a) DACE assigned to one borough: this category was used if the money was allocated to only one London borough.
b) DACE assigned to multiple London boroughs: this was used if the money was assigned to multiple boroughs.
c) No location assigned: this category was used if the DACE item was either pan London or not location specific. It was also assigned if the location of the DACE item was not within the public domain.

Only DACE outlined in the Strategies was considered because the aim of the research was to focus on the Mayor's strategic funding priorities.

The actions were assigned the following:
- Policy area.
- Timeframe for delivery.
- Whether or not the actions were measurable.
- Who the action was to be delivered by.

The policy area was allocated based on the primary purpose of the action which usually related to either the Strategy or how it was filed on the Mayor's website. The actions were also coded in relation to whether the action had been assigned a timeframe for completion.

Finally, the action was assigned a category in relation to whether it was measurable. This was defined as being specific, timebound, and tangible; in turn, these terms are defined in full in Table 2.

Table 2 sets out further details regarding how the actions were coded.

5.3 Phase three

The methodology for the analysis of the 2016-2019 Actual Capital Expenditure items not captured in the Strategies was different to the methodology for identifying DACE as outlined in the Mayor's Strategies.

To identify ACE, the research examined Financial and Performance Outturn Reports.

The research phase included:

- Recording every capital spend item and the amount spent each year. Some items were grouped because they were the same spend but with a different name e.g. Mayor's Regeneration Fund & London Enterprise Fund.
- Assigning each item to a policy area using the same system outlined in phase two.
- Identifying the items captured under DACE, creating the category of Directly Allocated Commitments as the ACE component of Directly Allocated Capital Expenditure
- Assigning based on where the components of Actual Capital Expenditure not identified as Directly Allocated Capital Expenditure were being spent, using the same categorisation process outlined in phase two.

5.4 Phase four

Phase four involved analysing the data drawn from the Strategies, Action and Implementation Plans. This took place between the 1 and 31 July 2019. During the analysis phase the key findings were identified and the data visualisations were produced as set out on this briefing.

Table 2: Categorisation and coding of the spending and actions

	Possible categorisation	Definitions and/or decision-making process for categorisation
Policy area	Arts and Culture Business and Economy Communities Education and Youth Environment Equality Fire and Resilience Health Housing and Land Police and Crime Regeneration Skills and employment Sports Transport	The policy area was assigned based on the primary purpose of the action i.e. if the action related to support for business then it was coded with the policy area 'Business and Economy' or if the action focused on reducing air pollution then the action was coded 'Environment'. If there was doubt about which category to assign a policy area, the Mayor's own categorisation was followed as set out on the 'What we do' section of the Greater London Authority website. https://www.london.gov.uk/what-we-do
Geographical area (for spending only)	Spending assigned to one borough Spending assigned to multiple London boroughs	This category was used if the money was allocated to only a single London borough. This was used if the money was assigned to multiple boroughs. No weighting based on population or other factors was used.

	No location assigned	This category was used if the spending was either pan London or not location specific. It was also assigned if information about the location of the spending was not within the public domain.
Timeframe	Current mayoralty	Current mayoralty refers to anything due to be completed between May 2016 and May 2020.
	Post-mayoralty	Post-mayoralty refers to anything due to be completed May 2020 or after.
	Current mayor and post-mayoralty	Current mayor and post-mayoralty refer to anything that has a staged approach with actions due to be completed before and after May 2020.
	Not set	Not set refers to no date for completion being assigned to the action.
Measurable **(for actions only)**		The action was categorised as measurable if the action was: 1. **Specific:** the action defines what it sets out to achieve 2. **Timebound:** the action was assigned a date for completion 3. **Leads to a tangible outcome or impact:** the action would lead to a tangible outcome or impact for Londoners.
	Yes	Below are examples of actions categorised as measurable. This is to illustrate the what was identified as a specific, timebound and tangible outcome or impact. *• Upgrading existing bus stops so that they meet the wheelchair accessible standard [specific]; and ensuring that all new bus stops will be wheelchair accessible as a minimum, with 95 per cent of bus stops [tangible outcome] being wheelchair accessible in all boroughs by 2025 [timebound].* *• Retrofit up to 2,600 homes with energy efficiency measures by 2021 [timebound], up to 1,000 of which will be fuel poor homes [specific; tangible outcome].* *• Launch six training programmes [specific] targeted at young women and BAME Londoners to gain skills for digital, technology and creative job roles [tangible outcome] (deadline January 2020) [timebound].*

	No	Examples of actions categorised as not measurable;
		• *Provide strategic support [not specific] for Art on the Underground [not timebound].*
		• *Work with the Environment Agency to safeguard locations for a future Thames Barrier [not timebound].*
		• *Ensuring that victims are aware of their rights to access a restorative justice provision. [not specific].*
Delivered by	GLA Group	The GLA Group is defined as where the Mayor and his team within the GLA and the functional bodies (TfL, MOPAC, LFB) are fully and solely responsible for the successful delivery of the action.
	GLA Group and Partner	GLA Group and Partner was defined as where the GLA Group (as defined above) shares responsibility for successful delivery of the action with one or more partners.
	Partner	Partner was defined as where sole responsibility for successful delivery of the action lies with another organisation outside of the GLA Group.

Appendix 1: Mayor's Strategies, Action Plans and Implementation Plans

The Strategies, Action and Implementation Plans examined for this research are:

1. All of Us: The Mayor's Strategy for Social Integration (2018)
2. A Safer City for Women and Girls: the London Tackling Violence Against Women and Girls Strategy 2018-2021 (2017)
3. Careers for Londoners Action Plan (2018)
4. Culture for all Londoners, The Mayor's Culture Strategy (2018)
5. Culture for all Londoners Implementation Plan (2018)
6. Cultural Infrastructure Plan (2018)
7. Cycling action plan: Making London the World's Best City for Cycling (2018)
8. The Mayor's Economic Development Strategy for London (2018)
9. The Mayor's Economic Development Strategy for London Implementation Plan (2018)
10. London's Environment Strategy (2018)
11. London's Environment Implementation Plan (2018)
12. London's Sustainable Drainage Plan (2016)
13. Freight and Servicing Action Plan: Making London's streets safer, cleaner and more efficient (2019)
14. Fuel Poverty Action Plan for London (2018)
15. The London Health Inequalities Strategy (2018)
16. The London Health Inequalities Implementation Plan (2018)
17. Rough Sleeping Action Plan (2018)
18. The London Housing Strategy (2018)
19. The London Housing Strategy Implementation Plan (2018)
20. The London Safety Plan 2017-18 (2017)
21. From Good Night to Great Night: A Vision for London as a 24-hour City (2017)
22. Skills for Londoners Strategy (2018)
23. Smarter London Together: The Mayor's Road Map to Transform London in to the Smartest City in the World (2018)
24. Sport for all of us: The Mayor's Strategy for Sports and Physical Activity (2018)
25. Sports for all of us Implementation Plan (2018)
26. Solar Action Plan for London (2018)
27. Taxi and Private Hire Action Plan (2016)
28. The Mayor's equality, diversity and inclusion strategy (2018)
29. The London Food Strategy (2018)
30. The London Knife Crime Strategy (2017)
31. A Safe City for all Londoners: Police and Crime plan 2017-2021 (2017)
32. The Mayor's Transport Strategy (2018)
33. Vision Zero Action Plan (2018)
34. Walking Action Plan: Making London the Most Walkable City (2018)

Those not included are:[15]

35. London Electric Vehicle Infrastructure Delivery Plan (2019)
36. London Legacy Development Corporation Local Plan (2018)
37. Old Oak and Park Royal Development Corporation (Draft)
38. The London Plan (Draft)

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[15] The London Plan and Old Oak and Park Royal Development Corporation London Plan were not included as they were still in draft format at the time of undertaking this work. London Legacy Development Corporation Local Plan was also not included due to not having an Implementation Plan or specific actions to analyse. The London Electric Vehicle Infrastructure Delivery Plan was not included as it published after the 31 May 2019 deadline. Full details are set out in the methodology section of this briefing.

Document details

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