

## Mayor's Report to the Assembly

### Background Document – List of decisions between 9 February 2016 and 2 March 2016

The Part 1 of Mayoral Decisions (from 6 April 2009), Executive Director Decisions (from 1 November 2010), Assistant Director Decisions (from 18 April 2013) and the non-confidential facts and advice supporting those decisions, are published on the GLA website [here](#) within one working day of approval, unless deferred.

\* = previously deferred publication.

s30 = approved under Section 30, 34 of the GLA Act 1999 (as amended)

Ref	Decision	Date Signed	Approved by/ Mayoral Advisor	Financial Implications
MD1617	Approved:  1. The direction to the London Fire and Emergency Planning Authority in relation to its budget for 2016-17 as at Appendix B to the decision form.	01/03/16	Boris Johnson/ Sir Edward Lister	There are no financial issues arising directly for the GLA from this decision form.  The financial issues arising for LFEPA from its consideration of its budget options for 2016-17 are considered in Section 1 of the decision form.
MD1616	Approved:  1. The Capital Spending Plan for 2016-17 for the GLA group.	25/02/16	Boris Johnson/ Sir Edward Lister	These are highlighted so far as they are relevant in the capital spending plan for 2016-17.
MD1612	Approved:  1. Expenditure of up to a maximum of £1.35m to extend the existing 'Volunteering as a Route to Employment' initiative to 2018-19 (three-year programme subject to break clauses), funded £375,000 from the GLA, the receipt of £675,000 of funding from the European Social Fund and sponsorship income of up to £300,000 from trusts and/or a corporate sponsor, underwritten by the GLA in the event it is not secured.	25/02/16	Boris Johnson/ Veronica Wadley	Approval is requested for expenditure of up to £1.35m to extend the Volunteering as a Route to Work Programme. The GLA is being asked to fund £0.375m over 3 years and underwrite an additional £0.3m of sponsorship income. The remaining £0.675m will be sourced through European Social Fund match funding.

				<p>The GLA element will be funded from the Team London Volunteering to Work budget in 2015-16 and the indicative 2016-17 Volunteering into Work budget of £0.22m.</p>
MD1611	<p>Approved:</p> <p>1. To agree the calculations for 2016-17 for:</p> <ul style="list-style-type: none"> <li>the amount of the consolidated council tax requirement for the Greater London Authority of £774,343,355 and the proposed Band D equivalent council tax precepts (£276.00 in the 32 London boroughs and £73.89 in the Common Council of the City of London);</li> <li>the tax for different valuation bands; and</li> <li>the amount of council tax collectable by each billing Authority and payable to the GLA consistent with the consolidated council tax requirement approved without amendment by the London Assembly on 22 February 2016.</li> </ul> <p>2. To issue the GLA precept data for 2016-17 to the 33 council tax billing authorities (the 32 London boroughs and the Common Council of the City of London).</p> <p>3. To formally approve both the alternative versions of the 2016-17 council tax explanatory text in respect of the GLA budget and precept to be issued to the 33 council tax billing authorities for communication to the occupiers of domestic properties in London.</p>	22/02/16	Boris Johnson/ Sir Edward Lister	<p>There are no specific financial implications in addition to those already included in the final draft consolidated budget documentation. The calculations set out in this Decision have been made in compliance with sections 85 to 89 of the GLA Act. The Authority must now issue the proper notices to the 32 boroughs and the City of London to facilitate their own budget and council tax setting processes. The costs of billing and printing of supporting information (if applicable) are met by billing authorities - as this is a statutory function they are required to undertake.</p>

MD1609 s30	<p>Approved:</p> <p>1. The disposal cost of £750,000, in relation to Haringey Heartlands, which includes the payment of c. £70,000 historical project costs to National Grid.</p> <p>2. The disposal of the land and buildings at Olympia Trading Estate on the terms set out in the Part 2 confidential section.</p> <p><i>Part 2 of this report is confidential under the FOI Act</i></p>	12/02/16	Boris Johnson/ Richard Blakeway	Financial comments are included in the Part 2 confidential section.
MD1607 s30	<p>Approved:</p> <p>1. The Education and Youth programme of activity and associated expenditure of £1.8m for 2015-16 and 2016-17 as set out in the decision form noting that break clauses will be put in place in order not to fetter the priorities of a new Mayor.</p>	24/02/16	Boris Johnson/ Munira Mirza	<p>Approval is being sought for the reallocation and re-profiling of the Education and Youth Programme budget of £2.007m over the 3 years 2015-16, 2016-17 and 2017-18 and for a transfer of £34k from the Communities and Intelligence Minor programme Budget for the Global Cities programme.</p> <p>Apart from the £34k for Global Cities, there will be no additional GLA net cash contribution to this project.</p>
MD1605	<p>Approved:</p> <p>1. The London and Partners proposed business plan for 2016-17.</p>	24/02/16	Boris Johnson/ Joe Mitton	The GLA approved core grant funding for L&P remains at £11.66 million for 2016-17 although year on year comparisons of overall funding are affected by forward funding and other minor adjustments. Funding is subject to approval of the business plan. This compares to the GLA's own grant funding from Government in 2016-17 which is anticipated to reduce

				by over 20 per cent. The GLA has also approved the retention by L&P of all revenues generated in 2015-16 and 2016-17 from Dot London.
MD1603	<p>Approved expenditure of up to £2.697m:</p> <p>1. To maintain the GLA's creative industries portfolio, by way of the award of grant funding to:</p> <p>a) Film London - a contribution of up to £1.55 million towards the costs of its film international promotion programme which supports over 100 productions in the capital and its TV and animation programme which supports £140 million of new inward investment;</p> <p>b) the British Fashion Council - a contribution of up to £0.649m towards the costs of its London Fashion Week and London Collection Men showcases for international buyers; and</p> <p>c) the London Design Festival - a contribution of up to £0.25m towards the costs of its annual international design festival; and</p> <p>2. To enable the continuation of the delivery of the Busk in London project.</p> <p>3. For the appointment and engagement a Culture Team Administrator.</p>	24/02/16	Boris Johnson/ Munira Mirza	<p>The £2.449m funding request for the Creative Industries (Film, Design and Fashion) exists within the GLA budget in 2016-17.</p> <p>It is proposed that the budget of £0.125m in Rhythm of London be renamed 'Busk in London' and that £0.015m be brought forward from 2017-18 and £0.07m from 2018-19 to meet the shortfall in 2016-17.</p> <p>The salary costs for the Culture Team Administrator (£0.038m) will be funded from within the London Cultural Consortium 2016-17 budget of £0.121m.</p>
MD1596*	<p>Approved:</p> <p>1. Expenditure of up to £19,440,000 capital funding as a contribution to the proposed recipients' costs of the projects listed in Appendix 1 of the decision form, made in response to the London Regeneration Fund prospectus, subject to confirmation of funding from Government.</p>	19/01/16	Boris Johnson	<p>The Government has notified an indicative Growth Deal grant funding profile covering the period 2016-17 to 2020-21. This is capital grant funding and includes £20 million for the London Regeneration Fund expenditure proposed in this decision. However, the date of the formal grant</p>

	<p>2. The delegation to the Executive Director – Development Enterprise &amp; Environment authority to agree the final amount of individual grant awards as a result of detailed project development, providing the programme remains in line with that set out in this paper and providing the overall award remains within the funding envelope.</p> <p>3. In principle the two projects it is proposed be held in reserve and to be taken forward only if funding becomes available within the £19,440,000 total.</p> <p>4. The delegation to the Executive Director – Development, Enterprise &amp; Environment authority to approve expenditure of up to a further £560,000 capital, for further rounds of pledges through the Mayor’s crowdfunding pilot programme.</p>			<p>determination has not been confirmed at this stage and therefore no project funding commitments should be entered into until this is received, in particular if any conditions are placed on this funding or whether grant for years beyond 2016-17 remains indicative and subject to future revision.</p>
MD1580	<p>Approved:</p> <p>1. For publication, the Procedure for Representation Hearings in relation to Strategic Planning Applications.</p> <p><i>Part 2 of this report is confidential under the FOI Act</i></p>	10/02/16	Boris Johnson/ Sir Edward Lister	<p>The costs associated with organising the hearings are largely limited to officer time.</p> <p>Hearings will be held at City Hall and therefore there are no accommodation costs, however, there will be additional costs for:</p> <ul style="list-style-type: none"> <li>• Hire of specialist accessibility equipment/person (if required).</li> <li>• Hire of stenographer to take verbatim record of hearing.</li> <li>• Recording/webcasting the meeting.</li> <li>• Notification of the hearing,, to date this has been carried out by the relevant council(s) on behalf of the GLA and costs re-charged. The costs depend on the scale of the application and therefore the extent of the neighbour</li> </ul>

				<p>notification and level of objections;</p> <ul style="list-style-type: none"> <li>• Security - if it is a very controversial application there may be a need for additional security.</li> </ul> <p>The above costs can be met from the planning budget.</p>
MD1484* s30	<p>Approved:</p> <p>1. The sale of 0.23 hectares of land at Twelvetrees Crescent to the East London Arts &amp; Music or its appointed delivery partner to facilitate the delivery of a new Free School.</p>	27/03/15	Boris Johnson/ Richard Blakeway	<p>GLAP has opted to tax this property, therefore the sale price will be subject to VAT.</p> <p>Any profit on the sale of Twelvetrees itself should be a trading profit and the tax result should equate to the accounting result.</p>
MD1426*	<p>Approved:</p> <p>1. Expenditure of up to £721,250 of European Regional Development Funding in relation to the Mayor's Export Programme.</p> <p>2. Receipt and expenditure of up to £20,000 sponsorship income from KPMG.</p>	15/12/14	Boris Johnson/ Kit Malthouse	<p>This expenditure is in addition to up to £721,250 funding from the Growing Places Fund already approved, making the total gross project budget a maximum £1,462,500.</p>
MD1412* s30	<p>Approved:</p> <p>1. The allocation of three years of revenue funding (£166,000 in 2015-16, £492,000 in 2016-17 and £542,000 in 2017-18) from the Growing Places Fund for a three year investment programme to the games sector in London to realise its potential (maximum of £1,200,000 over three years), subject to entering in to commitments per paragraph 5.1 of the decision form.</p>	05/01/15	Boris Johnson/ Munira Mirza	<p>There is headroom within the revenue element of the Growing Places Fund (GPF) budget for £1.2 million for this proposal. However, this is dependent on the costs of an existing GPF project being fully funded from GPF capital. Should it be necessary to charge costs to the revenue budget for that project (confirmation of which is expected to be known in March 2015), it</p>

				<p>would only then be possible to fund the 2015-16 costs of the Games Inward Investment Programme. Therefore only the grant request of £166,000 for 2015-16 can be committed at this stage.</p> <p>Since the proposal was first made, third party contributions of £1.2 million have been confirmed. Subject to the total amount of GPF funding being available, the financial risk from lack of third party funding is therefore reduced. There is still a longer term risk to the Festival not becoming self-sustaining when the GPF funding ends unless this external funding can be maintained.</p>
MD1399*	<p>Approved:</p> <p>1. Expenditure of up to a maximum of £220,000 on services required in respect of the GLA's consideration of bidding to host the World Expo in 2025.</p>	17/10/14	Boris Johnson/ Munira Mirza	<p>The expenditure of £70k on services required to complete the cost/revenue analysis and support the economic impact analysis in respect of London's consideration of bidding to host the World Expo in 2025 will be funded from the 2014-15 Central Programme Budget.</p>
DD1461  s30	<p>Approved:</p> <p>1. Expenditure of up to £70,000 to undertake the required valuation and legal work to regularise the tenancies and complete the land sale of the site in Manor Road, Canning Town.</p>	23/02/16	David Lunts	<p>This decision requests spend on Legal and Valuation costs up-to £70k, which will be funded from the revenue Land and Property programme budget allocated to Manor Road in the first instance</p>

				(around £60k), with additional £10k to be funded from the forecast underspend within the overall Housing and Land budget.
DD1459	<p>Approved:</p> <p>1. Expenditure of up to a maximum of £75,000 (using £46,000 residue of the City Skills Fund, as approved by DD1327 and an additional £29,000 from the 2015-16 DEE Minor Programme Budget) for the procurement of a software licence for Labour Insights.</p> <p>2. An exemption from the GLA's Contracts and Funding Code to seek competitive tenders for or call off for the procurement of the software licence from an accessible framework.</p>	17/02/16	Fiona Fletcher-Smith	The expenditure is to be funded through the balance of City Skills Funding of £46,000 (as approved by DD1327), and an additional £29,000 from the 2015-16 DEE Minor Programme Budget. The net cost to the GLA is £29,000.
DD1458	<p>Approved:</p> <p>1. Additional expenditure on specialist consulting services required to review certain planning cases referred to the Air Quality team of up to £40,000 each in the 2015-16 and 2016-17 financial years.</p> <p>2. A variation of the GLA's current contract with AMEC Foster Wheeler for the above services in the 2015-16 financial year to accommodate a greater volume of the same (increase in value by up to £10,000 per annum).</p>	23/02/16	Fiona Fletcher-Smith	Budget for the increased cost will be allocated from the Environment teams 2015-16 and 2016-17 Air Quality programme budget. MD1503 approved this budget for 2015-16, the budget for 2016-17 is subject to budget setting process and the cost of this contract will be contained within Environment teams programme budget.
DD1456	<p>Approved:</p> <p>1. Expenditure of up to £30,000 for the development of modifications to the Strategic Housing Land Availability Assessment system.</p> <p>2. An exemption from section 4.1 of the Contracts and Funding Code on the grounds that the supplier is unique in its ability to provide compatibility with an existing service.</p>	24/02/16	Fiona Fletcher-Smith	All costs will be met from the London Plan budget allocated to this under ADD281 that approved £50,000 spend on SHLAA in 2015.



DD1455 s30	Approved:  1. The GLA becoming a signatory to HMG's Digital Inclusion Charter.	10/02/16	Jeff Jacobs	The actions contained within the Charter will be incorporated and mainstreamed within existing GLA projects and budgets.
DD1453	Approved:  1. That Executive Director approves expenditure of up to £45,000 from the High Street Fund as a grant to the Southbank Centre as a contribution to its costs in delivering its Waterloo Bridge Undercrofts Feasibility Study project.	10/02/16	Fiona Fletcher-Smith	The GLA contribution is to be funded from the High Streets Commissioning Fund revenue budget of £400,000 as approved under MD1469.
DD1447	Approved:  1. Expenditure of up to £54,500 in grant funding to the Panathlon Foundation Ltd as a contribution to its costs of delivering the Panathlon Challenge sports participation programme.	10/02/16	Jeff Jacobs	The revenue cost will be funded from the Phase 2 Mayor's Sports Legacy Programme budget, allocated by MD1119.
DD1439*	Approved:  1. Expenditure of up to £125,000 revenue funding from the Mayor's Regeneration Fund (MRF) Programme budget for the completion of the evaluation for the MRF programme.	10/12/15	Fiona Fletcher-Smith	The estimated cost of the proposed consultancy contract is £125,000 and will be funded from the 2015-16 Mayor's Regeneration Fund 'General' budget for which the current allocation stands at £983,000.
DD1414 s30	Approved:  1. Up to £30,000 as a contribution towards a project by the London Borough of Haringey to increase business rates income locally.	02/03/16	Martin Clarke	In 2015-16 the GLA is forecast to receive an estimated £11.3m from the London Borough of Haringey under the business rates retention scheme and a further £1.4 million through the Crossrail Business Rate Supplement.  The GLA has been asked therefore to contribute towards 40% of the costs of a proposed rates

				<p>maximisation project up to a maximum of £30,000 in line with its locally retained share. Its contribution is conditional on the omitted/undervalued hereditaments being amended on the rating list by the Valuation Office Agency. The sums paid would be recoverable in certain cases if the revised/amended valuations were subsequently removed from or reversed on the rating list following a successful appeal. Haringey would recover any sums due from the contractor and repay 40% of this to the GLA. No repayment would apply where the amendment arose due to a change of circumstance in respect of the hereditament(s) affected following the original change to the rating list.</p>
DD1402*	<p>Approved:</p> <p>1. Entry by the GLA into a Revolving Fund Facility Agreement with Big Issue Invest Limited, and any other legal agreements required in relation to the GLA's security in respect of the same, as summarised in Part 2 of this Director Decision form, in accordance with the delegation agreed in MD1425.</p> <p>2. Expenditure of up to £10m from the Mayor's Housing Covenant 2015-18 (Revolving Fund), in accordance with the delegation agreed in MD1425, and the setting up of a Charged Account to safeguard GLA investment.</p> <p><i>Part 2 of this report is confidential under the FOI Act</i></p>	01/10/15	David Lunts	<p>There is a risk inherent in making a loan that some or all of the funding will not be repaid. This risk will be borne by the Housing and Land revolving fund budget.</p> <p>The funding for these loans makes up part of the Mayor's Housing Covenant 2015-18 programme and will be drawn down by Big Issue Invest as set out in the part 2 finance comments.</p>

DD1315*	<p>Approved:</p> <p>1. Expenditure of up to £2.64m of London Enterprise Funding as a capital grant to LB Haringey to deliver a revolving investment fund in the Tottenham Regeneration Area. The fund will be managed by LB Haringey to which the funds will revolve for further investments.</p>	13/03/15	Debbie Jackson	<p>The capital spend of up to £2.64m will be funded from the London Enterprise Fund (LEF).</p> <p>This project will also be supported by £1m of match funding from LB Haringey, of which £800,000 is capital funding and £200,000 is revenue funding.</p> <p>Of the total project cost of up to £3.64m, the costs of administering the fund (estimated at £200,000) will be funded from LB Haringey's revenue contribution.</p>
DD1275*	<p>Approved:</p> <p>1. Expenditure of up to £80,000 (made up of £30,000 capital outlay in year one only and £10,000 per annum over a five year period) for technical support and maintenance of an alternative physical communications line into City Hall for access to the internet.</p>	23/02/15	Martin Clarke	<p>The installation of an additional fibre optic telecommunication cable into City Hall and any associated infrastructure works is capital expenditure (£30,000) and will be met from the existing 2015-16 Technology Group capital budget.</p> <p>Ongoing maintenance and support of the service, costing £10,000 per annum, will include resolving service disruptions, equipment failures, bandwidth monitoring etc. This annual costs will be contained within the existing Technology Group budget.</p>
ADD401	<p>Approved:</p> <p>1. Expenditure of up to £30,000 to procure and appoint consultancy services to model the air quality implications of the first four energy</p>	01/03/16	Patrick Feehily	<p>The spend of up to £30,000 will be funded from the existing 2015-16 Energy Engineering Support budget within the Environment Unit is</p>

	plan scenarios.			expected to fall within this financial year.
ADD399	<p>Approved:</p> <p>1. Expenditure of up to £50,000 to be used to support project (non-staff) costs associated with the set-up and implementation of the GLA Group's European Social Fund 2014-20 programme.</p>	24/02/16	Debbie Jackson	The expenditure is to be funded from £25,000 budget currently held in the ESF programme budget and £25,000 match funding from the European Social Fund.
ADD397	<p>Approved:</p> <p>1. Expenditure of £35,000 to procure and appoint an organisation to prepare of a report which details the different carbon offsetting arrangements currently being applied by London local authorities, and provides recommendations around where further GLA guidance or other intervention could be of most value in relation to the application of carbon offsets in London.</p>	01/03/16	Patrick Feehily	The cost of this work will be funded from the Environment teams existing 2015-16 programme budget on Energy Engineering and will all be spent this financial year (2015-16).
ADD393	<p>Approved:</p> <p>1. To grant consent, under the London Legacy Development Corporation Direction and delegated authority from the Mayor, to the LLDC to dispose of approximately 200 freehold houses at Chobham Manor to the developer's purchasers. This will meet the terms of the signed development agreement and result in a substantial capital receipt to the LLDC, between 2014 and 2022, in line with that agreement.</p> <p><i>Part 2 of this report is confidential under the FOI Act</i></p>	23/02/16	Tom Middleton	The capital receipts from the disposal of Chobham Manor are a key component of LLDC's capital income and hence a source for repayment of the loan funding that GLA is providing. Fifty per cent of the receipts from this disposal count against the cumulative total which determines when the GLA must start to repay the National Lottery under the agreement it has with the Department for Culture, Media and Sport.
ADD392	<p>Approved:</p> <p>1. Expenditure of £15,500 for a quantitative survey of 1,000 Londoners living in areas of substantial new development.</p>	23/02/16	Andrew Collinge	This cost will be funded from the existing 2015-16 Intelligence Public Consultation budget (Health & Communities allocation).

	2. Procurement through the TfL market research framework.			
ADD391	<p>Approved:</p> <p>1. Expenditure, from the High Street Fund budget required for development of the Crowdfunding Pilot Programme of:</p> <p>(a) up to £30,000 on services from Spacehive required in support of the delivery of the final two rounds of the pilot (round 3 and round 4, during 2016/17);</p> <p>(b) up to £10,000 to deliver intensive community engagement activity for round 3 of the programme; and</p> <p>(c) up to £10,000 to support communications and outreach activity during round 3 and round 4 of the pilot.</p> <p>2. An exemption from the requirement of section 4.1 of the GLA's Contracts and Funding Code to undertake competitive procurement activity to secure services of the nature and value of those it is proposed Spacehive will provide.</p>	24/02/16	Debbie Jackson	The revenue expenditure of up to £50,000 to support the development of the Crowdfunding Pilot Programme will be funded from the existing High Streets Budget. The spend is one-off in nature and any additional expenditure is subject to further approval via the decisions process.
ADD389	<p>Approved:</p> <p>1. Expenditure of up to £45,000 on the 2016 Commercial &amp; Corporate Ownership Data &amp; National Polygon Service from the Land Registry.</p> <p>2. An exemption from section 4.1 of the GLA Contracts and Funding Code to seek a call-off from a suitable framework or undertake a formal tender process to source this content from the Land Registry as no alternative suppliers are available.</p>	01/03/16	Andrew Collinge	The cost will be fully funded from the existing 2015-16 Intelligence Unit budget within the Communities & Intelligence Directorate.
ADD384	<p>Approved:</p> <p>1. Expenditure of £22,000 for the GLA's sponsorship of New London Architecture for one year at a level of Principal Sponsor. This will be</p>	23/02/16	Stewart Murray	The cost of £22,000 will be funded by £12,000 from pre-application reserves (2016-17) and £10,000 from the 2016-17 Housing & Land

	<p>comprised of £12,000 from the Planning budget and £10,000 from Housing &amp; Land budgets.</p> <p>2. A related exemption from the requirements of the GLA's Contracts and Funding Code (which normally requires a formal tender process for contracts with a value between £10,000 and £150,000).</p>			Management and Support Consultancy budget. The sponsorship payment will be made in the financial year 2016-17.
ADD379	<p>Approved:</p> <p>1. Expenditure of up to £15,000 as grant funding in 2015-16 as follows:</p> <p>a) Up to £6,000 to Music Mark to deliver the London Music Champions programme</p> <p>b) Up to £9,000 to Sound Connections to deliver the London Music Pledge Conference.</p>	23/02/16	Amanda Coyle	The cost will be funded from the existing 2015-16 Cultural Tourism budget of £100,000, held in the Health & Communities Unit.
ADD363*	<p>Approved:</p> <p>1. Expenditure of up to £30,000 to procure by competitive tender a set of transport accessibility and usable capacity employment projections for London.</p>	08/12/15	Andrew Collinge	The revenue cost of up to £30,000 will be funded from the 2015-16 Intelligence Unit Budget. Spend will continue into 2016-17.
ADD360*	<p>Approved:</p> <p>1. Expenditure of up to a total of £30,000 to procure by competitive tender a set of employment site capacity projections for London.</p>	26/11/15	Stewart Murray	The cost of this work of up to £30,000 will be met from the London Plan 2015-16 Programme Budget.
ADD285*	<p>Approved:</p> <p>1. Expenditure of up to £50,000 on the items listed in the decision form in order that the GLA may be in an informed position to begin marketing the Gallions 4 site in the Royal Albert Basin.</p>	17/05/15	Jamie Ratcliff	This expenditure is revenue in nature and will be met from within the existing approved revenue programme budgets for Land & Property.

ADD271*	<p>Approved:</p> <p>1. Up to £45K budget to be spent on the items of expenditure listed in the decision form in order to further assess the suitability of the Armada 2 site in the Royal Albert Basin, for the proposed uses.</p>	25/02/15	Simon Powell	This site has an earmarked budget of £45k in 2014-15, within which the expenditure detailed in this paper can be met.
ADD252*	<p>Approved:</p> <p>1. Expenditure of up to £50,000 on due diligence required to be completed before and during marketing of the Gallions 3B site in the Royal Albert Basin (£40,000 in 2014-15 and £10,000 in 2015-16).</p>	05/01/15	Simon Powell	This site has an earmarked budget of £40k in 2014-15 and £10k in 2015-16 from the Land and Property revenue budget, within which the expenditure detailed in this paper can be met.