

Greater London
Authority (GLA)

Finance Report
Quarter 4 (Q4)
2021-22

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1. Introduction and summary

- 1.1 This report provides a summary of the Greater London Authority's (GLA) draft financial position at the end of Q4 2021-22. Financial performance is reported using a dual structure: missions, foundations and core; and then by directorate and unit. Budgets are managed by directorate and unit.
- 1.2 The overall net revenue and capital draft outturn positions by missions, foundations and core are shown in the tables below (negative figures are shown in brackets). Detailed variances and explanations under these headings are shown by directorate, as management accountability remains at unit level in directorates. Detailed variances by missions, foundations and core are shown in the appendices to this report.
- 1.3 The GLA's total net revenue full year underspend is £19.8m against directorate budgets of £243.1m (8%). The underspend is driven by a range of issues, which are explained in more detail in the body of the report. However, there are consistent themes around market capacity limiting our ability to deploy programme spend, and around underspends where it has been problematic to fill vacancies. Action has been taken to address these issues where we have agency in our procurement and HR functions. In addition to this, there was some slippage of expenditure on the City Hall relocation.

- 1.4 Mission, foundation and core financial positions:

NET REVENUE EXPENDITURE Q4 2021-22							
	FY Budget at Q4			Actuals at Q4			Variance
Missions / Foundations / Core	Expenditure	Income	Total FY Budget at Q4	Expenditure	Income	Total FY Actuals at Q4	Total Variance
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
A Green New Deal	25,324	(6,101)	19,223	25,120	(6,557)	18,563	(660)
A New Deal for Young People	14,315	(567)	13,748	13,931	(743)	13,187	(561)
A Robust Safety Net	72,761	(50,989)	21,772	49,441	(30,364)	19,076	(2,696)
AEB	345,756	(345,756)	0	322,627	(322,627)	0	0
Building Strong Communities	5,355	(25)	5,330	5,359	(44)	5,314	(16)
Digital Access for All	811	0	811	796	0	796	(15)
Helping Londoners into Good Work	22,124	(16,366)	5,758	17,739	(12,151)	5,588	(170)
High Streets for All	7,670	0	7,670	7,042	(180)	6,862	(808)
Mental Health & Wellbeing	1,575	(75)	1,500	1,496	(75)	1,421	(79)
Health Food, Healthy Weight	1,085	0	1,085	1,017	0	1,017	(68)
Total Recovery Missions	496,776	(419,879)	76,897	444,567	(372,742)	71,825	(5,072)
Capital Investment, including Affordable Housing Progr	26,063	(17,960)	8,103	21,362	(14,219)	7,143	(960)
Engaging Londoners	3,105	(288)	2,817	3,054	(288)	2,766	(51)
Equality, Diversity and Inclusion	1,947	(16)	1,931	1,705	(24)	1,681	(250)
Public Health and Health & Care Partnerships	1,700	(31)	1,669	1,783	(180)	1,603	(66)
Recovery Programme Support	800	0	800	643	0	643	(157)
Spatial Development	8,703	(6,544)	2,159	8,326	(6,339)	1,987	(172)
Supporting Businesses, Jobs and Growth	30,902	(4,021)	26,881	30,155	(5,084)	25,070	(1,811)
Transport and Infrastructure	5,022	(3,979)	1,043	5,309	(4,258)	1,050	7
Total Recovery Foundations	78,242	(32,839)	45,403	72,336	(30,392)	41,944	(3,459)
Analysis & Intelligence	5,205	(1,456)	3,749	4,626	(1,564)	3,061	(688)
City Operations	1,050	(30)	1,020	2,593	(1,439)	1,154	134
CMT	3,530	(146)	3,384	2,302	(1,740)	562	(2,822)
Elections	22,073	0	22,073	22,097	(25)	22,073	0
Events	11,421	(123)	11,298	12,183	(1,002)	11,181	(117)
External Relations	5,296	(323)	4,973	5,746	(567)	5,179	206
Fire & Resilience	671	(205)	466	377	(264)	113	(353)
Governance	924	(523)	401	824	(480)	344	(57)
Government Relations	1,080	(117)	963	1,070	(184)	886	(77)
HR	3,477	(328)	3,149	3,741	(387)	3,354	205
Mayor's Office	4,907	(28)	4,879	5,509	(71)	5,438	559
Museum of London	10,600	0	10,600	7,600	0	7,600	(3,000)
Shared Services & Corporate	11,718	(1,884)	9,833	11,252	(1,945)	9,307	(526)
Statutory Planning	5,732	(3,009)	2,723	5,919	(2,961)	2,958	235
Estates	27,173	(3,294)	23,879	23,832	(2,934)	20,897	(2,982)
Finance	5,311	(2,333)	2,978	4,944	(2,762)	2,182	(795)
Technology	6,296	(368)	5,928	5,609	(198)	5,411	(517)
Total Core	126,463	(14,168)	112,296	120,223	(18,522)	101,701	(10,595)
Assembly & Secretariat	8,000	0	8,000	7,600	(9)	7,591	(409)
Transfer to/ (from) reserves Assembly	530	0	530	299	0	299	(231)
Total Assembly & Secretariat	8,530	0	8,530	7,899	(9)	7,890	(640)
Total Directorates	710,012	(466,886)	243,126	645,025	(421,666)	223,359	(19,767)

Directorate financial positions

2021-22 Quarter 4 REVENUE							
Directorates	Full Year Budget			Full Year Outturn			Total Variance
	Expenditure	Income	NET	Expenditure	Income	NET	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Housing & Land	103,775	(75,815)	27,960	74,628	(50,866)	23,763	(4,197)
Good Growth	92,144	(17,467)	74,677	87,684	(19,389)	68,295	(6,382)
Communities & Skills	396,522	(363,005)	33,517	368,599	(336,267)	32,332	(1,185)
Strategy and Communications	25,516	(2,254)	23,262	27,405	(5,020)	22,385	(877)
Chief Officer	28,195	(865)	27,330	28,015	(949)	27,067	(263)
Resources	50,423	(7,452)	42,971	45,285	(9,095)	36,190	(6,781)
Mayor's Office	4,907	(28)	4,879	5,509	(71)	5,438	559
Assembly & Secretariat	8,530	0	8,530	7,899	(9)	7,890	(640)
Total Directorates	710,012	(466,886)	243,126	645,025	(421,666)	223,359	(19,767)

- 1.5 The GLA's draft Capital Programme outturn against directorate budgets is an over achievement against plan of £149.4m, (18.0%). This is driven primarily by the over achievement on Affordable Housing totalling £202m, offset by slippage elsewhere. All material variations are explained in the body of the report.

More detailed tables by directorate can be found at Section 2 (Revenue) and Section 3 (Capital) with full tables in the Appendices 1 and 2 at the end of the report. Detailed tables by missions, foundations and core are set out in Appendices 4.

2021-22 Quarter 4 CAPITAL

Directorates	Full Year Budget	Full Year Outturn	Total Variance
	Expenditure	Expenditure	
	£'000s	£'000s	
Housing & Land	753,274	906,487	153,213
Good Growth	35,674	34,367	(1,307)
Communities & Skills	20,159	21,533	1,374
Resources	22,232	18,361	(3,871)
Strategy & Communications	0	0	0
Total Directorates	831,339	980,748	149,409

2 Revenue

2.1 The GLA's net revenue directorate outturn is an underspend of £19.8m. Details of the net position are set out by directorate below with written comments on material items

Key variances in revenue budgets arise primarily from:

2.2 Housing & Land (£4.2m underspend: 15% of budget)

Directorate	Expenditure Variance	Income Variance	Net Variance	Principal items
	£m	£m	£m	£m
Housing & Land	(29.1)	24.9	(4.2)	<ul style="list-style-type: none"> • (1.4): Housing & Land projects • (2.6): Rough Sleeping & Other Housing Support • (0.2): Other minor underspends

2.3 Housing & Land projects (£1.4m underspend, 22% of budget)

The underspend consists of £527k underspend on overhead provision, £619k due to staff vacancies in the unit. There are several other minor underspends in the unit.

2.4 Rough Sleeping & Other Housing Support (£2.6m underspend, 14% of budget)

Due to the successful bids to DLUHC for funding, expenditure on Rough Sleeping was matched against DLUHC funding resulting in an underspend of £2.6m.

2.5 Good Growth (£6.4m underspend: 9% of budget)

Directorate	Expenditure Variance	Income Variance	Net Variance	Principal items
	£m	£m	£m	£m
Good Growth	(4.5)	(1.9)	(6.4)	<ul style="list-style-type: none"> • (3.0): Culture & Creative Industries • (0.7): Environment • (1.5): Economic Development • (0.7): Planning & Regeneration • (0.2): Transport, Infrastructure & Connectivity • (0.3): EPMU

2.6 Culture & Creative Industries (£3.0m underspend: 15% of budget)

The underspend is a result of agreement for the New Museum project not yet being reached with the City of London Corporation. The budget provision of £3m in 2021-22 has been moved to reserves at year end.

2.7 Environment (£0.7m underspend: 3% of budget)

- Climate Resilience Infrastructure project - There was slippage of £0.2m due to the unique and specialist nature of the procurement required to undertake this project. GLA officers needed more time to assess how they were to procure the right level of expertise for this project. Furthermore, the lead officer post for this project had been vacant which also contributed to the delays in expenditure.
- There were significant programme savings of £1.1m in the following programmes: Solar & Community Grants Programme (£0.4m), Warmer Homes (£0.5m) & Energy Programmes (£0.2m) – the pandemic negatively impacted project delivery.
- Tree Planting Programme overspent by £0.6m because grant recipients delivered their milestones earlier than planned.

2.8 Economic Development (£1.5m underspend: 6% of budget)

This underspend occurred on several externally programmes:

- £0.3m slippage in the Workspace pilot (LEAP funded) project where the complex delivery arrangements involving multiple activities and the continued impact of the pandemic impacted the delivery of the project.
- £0.4m in LEAP Core where the Workspace Advisory Group membership programme was delayed and efficiency savings were made to support the team in 2022-23, where it was anticipated the Government would cut the annual funding available to London.
- £0.5m in the London Economic Recovery Programme due to delays in appointments caused by unsuccessful recruitment campaigns within a competitive labour market and staff not being appointed as quickly as expected.
- £0.3m relates to Reopening of London's Economy where the tactical marketing and press campaign to shore up London's position as the major art centre in Europe slipped into 2022-23.

2.9 Planning & Regeneration (£0.7m underspend: 8% of budget)

The underspend mainly relates to programme slippage on the Good Growth Fund Programme. The variance is a result of internal resources being temporarily re-directed to achieve spend against the Good Growth Fund & Getting Building Fund Capital budgets to meet government requirements in achieving spend by the end of 21-22. There is no impact to delivery and underspend is contractually committed and due to spend in 2022-23 FY. There are other minor offsetting variances across the unit.

2.10 Transport, Infrastructure & Connectivity (£0.2m underspend: 12% of budget)

The underspend relates to the Data & Devices Programme. Expenditure in the first nine months of the programme has focused on research activities enabling the unit to adapt & evolve its thinking on existing & future projects. The underspend relates to three projects that have been scoped but not yet approved for 2022-23.

2.11. EPMU (£0.3 underspend: surplus income)

The underspend is due to surplus income, this was because of a change in recovery method for EPMU claims, which has resulted in increased recovery for 21-22. Excess income is held in a reserve which could be utilised on additional projects for London's and Londoner's benefit.

2.12 Communities & Skills (£1.2m underspend: 4% of budget)

Directorate	Expenditure Variance	Income Variance	Net Variance	Principal items
	£m	£m	£m	£m
Communities & Skills	(27.9)	26.7	(1.2)	<ul style="list-style-type: none"> • (0.5): Education & Youth • (0.2): Health • (0.5): Skills & Employment

2.13 Education & Youth (£0.5m underspend: 4% of budget)

There are underspends in the Core Mission Fund (£810k), this is because of changes in the grant payment schedules. The Youth Innovation Fund underspend (£81k) is due to a provider withdrawing from the project. This is offset by £348k over delivery in YLF.

2.14 Health (£0.2m underspend: 6% of budget)

The underspend is a result of staffing underspends.

2.15 Skills & Employment Team (£0.5m underspend: 8% of budget)

The variance consists of savings in the Careers Hubs programme (£158k), there are delays caused by late commissioning of Skills for Londoners (£116k) and underspend in CEZ S&W (£391k) due to projects commencing later than planned, the claims for expenditure will be received in 22-23.

2.16 Strategy & Communications (£0.9m underspend: 4% of budget)

Directorate	Expenditure Variance	Income Variance	Net Variance	Principal items
	£m	£m	£m	£m
Strategy & Communications	1.9	(2.8)	(0.9)	<ul style="list-style-type: none"> • (0.5): City Intelligence • 0.1: City Operations • 0.2: External Relations • (0.2): Recovery Programme Support • 0.3: Major Events • (0.5): Major Sports Events • (0.3): Fire & Resilience

2.17 City Intelligence (£0.5m underspend: 15% of budget)

The underspend is mainly because of staff vacancies in the unit, because of this some areas of work have not progressed as quickly as anticipated. Furthermore, other external factors resulted in higher-than-expected income across a range of activity, mainly for timing reasons.

2.18 City Operations: (£0.1m overspend: 13% of budget)

There are a number of small variances.

2.19 External Relations (£0.2m overspend: 4% of budget)

The variance relates to a number of staffing related costs.

2.20 Recovery Programme (£0.2m underspend: 20% of budget)

The underspend is due to several vacancies in the team for some of the year.

2.21 Major Events (£0.3m overspend: 8% of budget)

The overspend (£0.5m) is because of the additional New Year's Eve event, offset by a number of underspends from other events, largely due to cancellations because of Covid-19. The overspend is to be funded from the underspend in Major Sports Event budget.

2.22 Major Sports Events (£0.5m underspend: 6% of budget)

The Major Sports Event programme underspend has been used to offset part of the NYE overspend. The effect of the Covid-19 pandemic has had a significant impact on major sports events in London.

2.23 Mayor's Office (£0.6m overspend: 12% of budget)

Directorate	Expenditure Variance	Income Variance	Net Variance	Principal items
	£m	£m	£m	£m
Mayor's Office	0.6	0.0	0.6	• 0.6: Largely timing delays on re-structure

2.24 The overspend is largely due to the executive support restructure being implemented on 1st May instead of 1st April (this meant costs remained in the Mayor's Office despite not being budgeted), plus staff allowances and agency staff.

2.25 Chief Officer (£0.3m underspend: 1% of budget)

Directorate	Expenditure Variance	Income Variance	Net Variance	Principal items
	£m	£m	£m	£m
Chief Officer	(0.2)	(0.1)	(0.3)	• 0.2: HR • (0.4): Transformation Programme

2.26 Human Resources (£0.2m overspend: 7% of budget)

The overspend largely relates to the cost of covering vacant posts through secondments and agency fees exceeding the salaries budget. Part of the recruitment overspend has been funded by the Corporate contingency budget.

2.27 Transformation Programme (£0.4m underspend: 36% of budget)

The underspend is due to expenditure assigned for TfL hubs but that did not materialise; savings to be returned to Corporate.

2.28 Resources (£6.8m underspend: 16% of budget)

Directorate	Expenditure Variance	Income Variance	Net Variance	Principal items
	£m	£m	£m	£m
Resources	(6.9)	(0.1)	(6.8)	<ul style="list-style-type: none">• (1.1): Executive Director of Resources & Shared Services• (3.0): Facilities Management• 0.1: Financial Services• (0.4): Group Finance• (0.5): Treasury Services• (0.9): Contingency• (1.0): Technology Group

2.29 Executive Director of Resources (£1.1m underspend: % of budget)

There was a net variance of £1.1m arising from a £1.6m underspend on recharges for external staff partly offset by a £0.5m overspend arising from legal provision for an Air Quality claim, Employment Tribunal costs and expenditure on apprenticeships.

2.30 Facilities Management (£3.0m underspend: 13% of budget)

The majority of the variance relates to slippage in expenditure on the City Hall relocation (£2.5m). The final costs associated with extensions of time and additional resources are yet to be agreed.

There are other underspends in broadcasting (£0.6m), for temporary broadcasting kit to be invoiced in 2022-23. Energy consumption (£0.25m) was lower than anticipated due to the delayed move into new City Hall and staff vacancies (£0.55m).

This is offset by a reduction in rental income due to COVID-19 arising from building closures and lower demand for services.

2.31 Treasury Services (£0.5m underspend: 96% of budget)

There is a net underspend of £0.5m arising from interest on balances received being greater than budgeted.

2.32 Technology Group (£1.0m underspend: 14% of budget)

The variance is largely due to a £0.7m underspend in licensing where costs were lower than expected because the MS Enterprise agreement was based on estimated costs. There was also a £0.5m underspend in staffing, a £0.3m underspend in Programme Delivery due to the focus on the move to the relocation of City Hall resulting in lower programme activity and a £0.15m savings in Cloud services from increased use of reserves instances.

These underspends were partly offset by overspends of £0.3m in Digital Delivery, a reduction of £0.25m in GLAP income and £0.1m in mobile phones.

3 Capital

3.1 The GLA's net draft capital position as at Quarter 4 is £149.4m (18%) over achievement of spend for the financial year against a budget at Quarter 4 of £831.3m, as set out in the table at paragraph 1.5 above. The main driver of this is an over achievement of £202m against the Affordable Homes Programme targets for the year. Commentary on variances at a programme level follows by directorate and unit.

Key variances arise primarily from:

3.2 Housing & Land (£153.0m overspend: 20% of budget)

Directorate	Variance £m	Principal items £m
Housing & Land	153.2	<ul style="list-style-type: none"> • (3.5): Marginal Viability Fund • (12.2): Rough Sleeping Programme • 1.5: Move -On Capital Grant • (1.7): Royal Docks -Enterprise Zone • (4.9): Housing Zone Grant • (1.8): Walking Watch Fund • (1.8): Community Housing Fund • 0.2: L&P Programme (Beam Park- Network) • (1.3): Small Sites • 1.8: DLUHC Land Fund • 0.8: Open Project System • 2.0: Care and support - Specialised Housing • 202.2: Affordable Housing Programme • (8.1): ACM Cladding – Social Sector • (12.0): ACM Cladding – Private Sector • 2.9: Building Safety Fund • (7.1): Housing Zone Loans - GLAP

3.2 Marginal Viability Fund (£3.5m underspend: 29% of budget)

South Kilburn Peel and Catford town centre schemes failed to discharge funding conditions in time for grant payments to be approved.

3.3 Rough Sleeping Programme (£12.2m underspend: 22% of budget)

The Rough Sleeping Accommodation Programme budget is fully grant funded by DLUHC and passported to providers when they achieve their milestones. The underspend is attached to schemes which saw lower than expected starts or completions in 2021-22 and will move into future quarters. All commitments remain fully funded.

3.4 Move-On Capital Grant (£1.5m overspend: 10% of budget)

The overspend is due to more schemes successfully progressing than expected. The programme is fully funded by DLUHC and funding has been accelerated to cover this spend.

3.5 Affordable Housing Programme (£202.2m over achievement: 67% of budget)

The overspend is due to accelerated delivery of Affordable Homes 2016 – 2023 affordable homes, in which the targets were significantly overachieved.

3.6 Royal Docks Enterprise Zone (£1.7m underspend: 21% of budget)

The underspend relates to the North Woolwich Road (NWR) project. The underspend is expected to be utilised in the next financial year (2022-23).

3.7 Housing Zone Grant (£4.9m underspend: 21% of budget)

The underspend is mainly because of the delayed start on works for Hale Wharf phase 2. This was because Muse Developments had to find an alternative Registered Landlord for the affordable units. The project is progressing and funding is expected to be claimed in 2022-23. The budget underspend has been reprofiled into future years to cover the programme commitments.

3.8 Waking Watch Fund (£1.8m underspend: 20% of budget)

Building owners have taken longer than expected to enter funding agreements and demonstrate compliance with grant drawdown requirements, which has impacted the pace at which funding can be paid out.

3.9 Community Housing Fund (£1.8m underspend: 20% of budget)

A £800k budget transfer from the Community Housing Fund to the Innovation fund has been processed to allow budget to be retained for future schemes.

A £732k payment to Naked House IP for start on site was not achieved due to planning delays resulting in programme slippage into 2022-23.

The actual draw down on Tonic IP's marketing budget was £150k less than anticipated.

3.10 L&P Programme – Beam Park Network (£0.2m overspend: 9% of budget)

The budget was reset at Q3 due to delays on the project associated with DfT. In Q4, there were some unexpected project costs linked to further modelling required to progress discussions with DfT and to re-allocate an ecological contract.

3.11 Small Sites (£1.3m underspend: 25% of budget)

The underspend is because of delays to infrastructure works by LB Southwark, this will be spent in Q2 2022-23.

3.12 DLUHC (MHCLG) Land Fund (£1.8m overspend: 5% of budget)

The budget overspend is due to accelerated spend. This programme is fully funded from DLUHC grant and the funding has been accelerated to match the spend.

3.13 Care and support - Specialised Housing (£2.0m underspend: 13% of budget)

The small underspend is pipeline projects slippage, due to being unable to deliver within the timelines forecast.

3.14 Good Growth (£1.3m underspend: 4% of budget)

Directorate	Variance £m	Principal items £m
Good Growth	(1.3)	<ul style="list-style-type: none">• (4.1): Environment• 2.8: Planning & Regeneration

3.15 Environment (£4.1m underspend: 30% of budget)

The underspend is a result of slippage of the linked Warmer Homes and the Greener Homes Grant programmes. Delivery has been delayed by the pandemic and nationwide supply chain issues brought on by the Greener Homes Grant funding flooding the market. Both programmes have been extended to June 2022. In relation to the Greener Homes Grant funding, any unspent funding will have to be returned to BEIS by Q2 of 2022-23.

3.16 Planning & Regeneration (£2.8m overspend: 14% of budget)

The main driver for the overspend is the linked Good Growth & Getting Building Fund Programmes. There is a mixture of over-achieving against conservative forecasts submitted in Q3 2021-22 and also milestones from Q3 catching up within the last quarter. Good Growth Fund projects were reprioritised by boroughs during this quarter as the pandemic eased and staff who were previously moved to short term recovery tasks now back working on the programme. The impact of this variance means the programme has exceeded its targets ahead of time as milestones from grant recipients came in ahead of the expected timeline. The 2022-23 capital budget has been reduced (alongside its funding source - LEAP Growth Deal funds) to compensate for this accelerated spend.

3.17 Communities & Skills (£1.4m overspend: 7% of budget)

Directorate	Variance £m	Principal items £m
Communities & Skills	1.4	<ul style="list-style-type: none">• 1.4: Skills & Employment

3.18 Skills & Employment (£1.4m overspend: 7% of budget)

The overspend is due to accelerated spend in by Skills for Londoners £736k and Further Education capital £546k, that was higher than anticipated.

3.19 Resources (£3.9m underspend: 17% of budget)

Directorate	Variance £m	Principal items £m
Resources	(3.9)	<ul style="list-style-type: none">• (0.9): Facilities Management• (3.0): Technology Group

3.20 Facilities Management (£0.9m underspend: 5% of budget)

Underspend on City Hall Infrastructure due to delays installing the City Hall Broadcast Systems and a 2.5% retention held for after the defect period in respect of City Hall relocation.

3.21 Technology Group (£3.0m underspend: 87% of budget)

The underspend consists of a (£1.5m) slippage in HR shared services to be transferred to TfL. This shared service is expected to begin in Autumn 2022 with some colleagues moving to Business Services in TfL.

Other underspends relate to (£1.2m) for TG OPS and a £0.2m underspend for printers and PC and laptop replacement.

3.22 Capital table

A table showing the capital expenditure by unit within directorate is shown at Appendix 2.

4 Reserves

- 4.1 The table at Appendix 3 sets out the draft position for the GLA reserves at the end of the financial year. The position is still moving as year end transactions continue to be posted and the final position on business rates needs to await returns from billing authorities.

Appendix 1

2021-22 Quarter 4 REVENUE									
Directorate/Business Units	Full Year Budget			Full Year Outturn			Total Variance		
	Expenditure £'000s	Income £'000s	NET £'000s	Expenditure £'000s	Income £'000s	NET £'000s	£'000s		
Housing & Land									
Estates & Royal Docks (incl. LEDU)	8,136	(7,088)	1,048	7,949	(6,740)	1,208			160
Executive Director- Housing & Land	163	0	163	162	(4)	158			(5)
Housing & Land Projects	13,680	(7,284)	6,396	11,557	(6,520)	5,037			(1,359)
Rough Sleeping & Other Housing Support	78,460	(60,058)	18,402	51,988	(36,222)	15,766			(2,636)
North East Area	1,162	(503)	659	1,212	(553)	659			(0)
North West Area	1,140	(563)	577	937	(548)	388			(189)
South Area	1,034	(319)	715	823	(278)	545			(170)
Housing & Land	103,775	(75,815)	27,960	74,628	(50,866)	23,763			(4,197)
Good Growth									
Culture & Creative Industries	20,283	(367)	19,916	17,298	(375)	16,923			(2,993)
Executive Director- Good Growth	279	0	279	251	0	251			(28)
Environment	25,799	(6,101)	19,698	25,578	(6,548)	19,031			(667)
EPMU	1,123	(1,123)	0	1,885	(2,235)	(350)			(350)
Transport, Infrastructure & Connectivity	5,868	(3,979)	1,889	5,924	(4,258)	1,666			(223)
Economic Development	27,697	(2,872)	24,825	26,314	(2,939)	23,375			(1,450)
Planning & Regeneration	11,095	(3,025)	8,070	10,434	(3,035)	7,399			(671)
Total Good Growth	92,144	(17,467)	74,677	87,684	(19,389)	68,295			(6,382)
Communities & Skills									
Adult Education Budget (AEB)	345,756	(345,756)	0	322,627	(322,627)	0			0
Communities & Social Policy	6,178	(285)	5,893	6,440	(548)	5,892			(1)
Executive Director- Communities & Skills	205	0	205	224	0	224			19
Education & Youth	13,462	(224)	13,238	12,924	(229)	12,694			(544)
Health	4,152	(31)	4,121	4,064	(180)	3,884			(237)
Skills & Employment	21,803	(16,352)	5,451	17,092	(12,091)	5,001			(450)
Team London & Community Sport	4,966	(357)	4,609	5,228	(592)	4,636			27
Total Communities & Skills	396,522	(363,005)	33,517	368,599	(336,267)	32,332			(1,185)
Strategy and Communications									
City Intelligence	5,039	(1,456)	3,583	4,626	(1,564)	3,061			(522)
Executive Director- Strategy and Communications	10	0	10	429	(425)	4			(6)
City Operations	1,050	(30)	1,020	2,593	(1,439)	1,154			134
External Relations	5,286	(323)	4,963	5,317	(142)	5,175			212
Fire & Resilience	671	(205)	466	377	(264)	113			(353)
Government & EU relations	711	(117)	594	764	(183)	581			(13)
Information Governance	159	0	159	168	0	168			9
International Relations	369	0	369	306	(1)	304			(65)
Major Sports Events	7,235	(123)	7,112	7,507	(848)	6,659			(453)
Major Events	4,186	0	4,186	4,676	(154)	4,523			337
Recovery Programme Support	800	0	800	643	0	643			(157)
Total Strategy and Communications	25,516	(2,254)	23,262	27,405	(5,020)	22,385			(877)
Mayor's Office									
Deputy Mayor Support	824	0	824	497	0	497			(327)
Mayor & Mayoral Appointees	2,571	(28)	2,543	1,641	(29)	1,612			(931)
Mayoral Support Teams	1,044	0	1,044	764	(21)	742			(302)
Private Office & Correspondence	468	0	468	532	0	532			64
Deputy Mayors & lead Mayoral advisors	0	0	0	1,020	(21)	999			999
Communications	0	0	0	172	0	172			172
Mayoral Operations	0	0	0	215	0	215			215
Policy and Delivery	0	0	0	433	0	433			433
Political and Public Affairs	0	0	0	235	0	235			235
Total Mayor's Office	4,907	(28)	4,879	5,509	(71)	5,438			559
Chief Officer									
Core CMT	871	(14)	857	870	(57)	813			(44)
Elections	22,073	0	22,073	22,097	(25)	22,073			0
Human Resources	3,477	(328)	3,149	3,741	(387)	3,354			205
Mayoral Boards	752	(523)	229	640	(480)	160			(69)
Standards (Monitoring Officer)	13	0	13	16	0	16			3
Transformation Programme	1,000	0	1,000	642	0	642			(358)
Transition Post Elections	9	0	9	9	0	9			(0)
Total Chief Officer	28,195	(865)	27,330	28,015	(949)	27,067			(263)
Resources									
Executive Director- Resources	171	(132)	39	165	(1,679)	(1,514)			(1,553)
Facilities Management	27,173	(3,294)	23,879	23,832	(2,934)	20,897			(2,982)
Financial Services	1,799	(392)	1,407	1,862	(326)	1,536			129
Shared Services	6,641	(1,324)	5,317	7,339	(1,522)	5,817			500
Group Finance & Performance	866	(152)	714	436	(108)	328			(386)
GLA Group Collaboration	2,382	0	2,382	2,382	0	2,382			(0)
Technology Group	7,812	(368)	7,444	6,624	(198)	6,426			(1,019)
Treasury Finance	2,327	(1,789)	538	2,327	(2,327)	(0)			(538)
Finance Improvement Programme	319	0	319	319	0	319			(0)
Contingency	932	0	932	0	0	0			(932)
Total Resources	50,423	(7,452)	42,971	45,285	(9,095)	36,190			(6,781)
Total Directorate Expenditure (exc Assembly & Secretariat)	701,481	(466,886)	234,596	637,126	(421,656)	215,469			(19,126)

Appendix 2

2021-22 Quarter 4 CAPITAL			
Directorate/Business Units	Full Year Budget	Full Year Outturn	Total Variance
	Expenditure	Expenditure	
	£'000s	£'000s	£'000s
Housing & Land			
AC M Cladding - Private Sector	64,900	52,865	(12,035)
AC M Cladding - Social Sector	83,116	74,980	(8,136)
Affordable Housing Programme	300,000	502,185	202,185
Building Safety Fund	100,000	102,897	2,897
Care and Support Specialised Housing	15,017	13,054	(1,963)
Community Housing Fund	8,926	7,176	(1,751)
Enterprise Zone - Royal Docks	8,130	6,405	(1,725)
Homelessness Change and Platform for Life	8,241	8,239	(2)
Housing Zones Loans - GLAP	7,115	0	(7,115)
Housing Zone Grant	23,543	18,683	(4,860)
Land & Property Programme (Beam Park - Network)	1,930	2,111	182
Land Fund- DLUHC	37,143	38,967	1,824
Marginal Viability Fund	12,055	8,559	(3,496)
Millenium Mills - Gr	0	(1)	(1)
Move-On Cap Grant	4,642	6,100	1,458
Open Project System	0	833	833
Pocket Living	8,075	10,875	2,800
Rough Sleeping Programme	56,493	41,484	(15,009)
Small Sites Capital Programme- H&L	5,078	3,962	(1,116)
Waking Watch Fund	8,870	7,113	(1,757)
Total Housing & Land	753,274	906,487	153,213
Good Growth			
Culture & Creative Industries	2,284	2,282	(2)
Environment	13,702	9,577	(4,125)
Planning & Regeneration	19,688	22,507	2,819
Total Good Growth	35,674	34,367	(1,307)
Communities & Skills			
Skills & Employment	20,159	21,533	1,374
Total Communities & Skills	20,159	21,533	1,374
Resources			
Facilities Management	18,832	17,947	(885)
Technology Group	3,400	414	(2,986)
Total Resources	22,232	18,361	(3,871)
Total Directorate	831,339	980,748	149,409

Appendix 3*

Reserves actuals as at the end of Quarter 4

GLA Reserves	31-Mar-21 Balance £000	Net Movement £000	31-Mar-22 Balance £000
Reserves to support key revenue budget outcomes			
Directorate Reprofiting	71,007	(14,589)	56,418
Election	21,821	(15,573)	6,249
Environment Drainage	727	0	727
London Green Fund Reserve	357	736	1,093
Major Events	16,955	(5,942)	11,013
New Museum Project	16,000	3,000	19,000
Planning Smoothing	198	0	198
Pre-Application Planning	2,696	0	2,696
Rev Grants Unapplied Reserves	77,965	(21,115)	56,850
RCGF Interest Reserve	82	62	144
Sport Unites	2,760	(1,604)	1,156
Young Londoners Fund Reserve	35,921	(8,612)	27,309
COVID-19	0	0	0
The Royal Docks Enterprise Zone	5,975	(1,043)	4,932
Land Fund	9,241	(927)	8,314
Right to buy	19,047	(3,287)	15,760
Redundancy	248	1,503	1,751
Interest smoothing	4,953	2,000	6,953
Capital Programme - revex/capex funding	977	0	977
Total	286,932	(65,390)	221,542
Reserves to support organisational change and transformation			
Development	1,044	125	1,168
Mayoral Resettlement	77	0	77
Total	1,120	125	1,245
Reserves to support on-going asset management			
Estates	832	0	832
Dilapidations	10,000	(3,500)	6,500
Total	10,832	(3,500)	7,332
General			
General Reserve	10,000	0	10,000
Total GLA Reserves	308,884	(68,765)	240,119

*Reserve adjustments are still to be made, and transferred to reserves