

# Appendix

Greater London Authority (GLA)

Finance Report  
December 2025

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## **1. Introduction and summary**

- 1.1. This report provides a summary of the financial position for the GLA: Mayor and (in section 4) the GLA: Assembly budgets as at 6 December 2025, including year-end forecasts. Tables within the report present income in brackets, and expenditure is shown as positive. Variance analysis also shows underspends, in brackets, in both the tables and the detailed variance analysis. Capital budget performance is reported on an expenditure basis only, as associated income receipts are not representative of spend profiles. Expenditure on large corporate programmes has been excluded from this report to avoid distorting the view of performance, as it is funded from GLA Group reserves and nets to nil at year-end.
- 1.2. The year-to-date data presented in this report is based on actual spend up to the end of period 9 (starting on 1 April and ending on 6 December 2025) in delivery portfolio format. Full year forecasts have been updated to reflect the latest known positions.
- 1.3. Information on reserves' positions can be found in Appendix 7.
- 1.4. Appendices 5 & 6 provides a reconciliation from the Original Budget to the Revised Budget for both revenue and capital.
- 1.5. More detail is provided on variances in the delivery portfolio budget in the GLA's Q3 performance report.

## **2. Revenue Overview**

- 2.1 The year-end forecast is an underspend of £17.1 million (4.6% of the net expenditure budget for the year). This is driven mainly by the following three things:
  - a £6.6 million underspend across Core, due to a range of factors. These include a lower than expected pay award allocation relative to when the budget was set, a direct result of hosting an increase in lower graded posts and posts funded 100% via income received in-year, Treasury items (additional interest received on loans against interest payments to the National Wealth Fund and staffing vacancies withing CFO for roles in which the work is now covered by London Treasury Limited, factored into the 2026-27 budget), delays in the implementation of the Job Families project, and budget adjustments relating to budgetary savings from reduction in activity and vacancies held across Digital Experience Unit and Technology Group which were reallocated to CFO contingency at Quarter 2.
  - a £5.5 million underspend in the Universal Free School Meals programme (within Supporting and Inspiring Young London). The programme will still provide funding for all eligible school children in London; however, the latest forecasts show that there are fewer eligible children than expected. The reserves position will be reviewed at year end.
  - Reducing non-residential emissions: The year-end position is a £3.1 million underspend. Of this, £2.4 million is due to delays in starting the "Driving a pipeline of viable and investible decarbonisation projects" project. The final few months of delivery are expected to fall into the next financial year and a budget carry forward will be requested at year end.

## Delivery Plan summary table YTD (revenue)

Delivery Plan	YTD Budget			YTD Actuals			YTD Var to Budget		
	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's
Building more homes	12,318	(6,871)	5,447	11,709	(7,932)	3,777	(610)	(1,061)	(1,670)
Making best use of land	3,171	(375)	2,796	3,402	(426)	2,976	231	(51)	180
Improving London's housing stock	7,092	(7,072)	20	5,226	(7,555)	(2,328)	(1,866)	(483)	(2,348)
Reducing inequalities	8,063	(341)	7,723	6,596	(416)	6,180	(1,467)	(75)	(1,542)
Accommodation and wider support	37,163	(49,861)	(12,699)	36,763	(49,173)	(12,410)	(400)	689	289
Reducing non-residential emissions	6,269	0	6,269	6,731	(117)	6,614	463	(117)	345
Delivering a greener, more climate-resilient London	475	0	475	(431)	(776)	(1,207)	(906)	(776)	(1,682)
Cleaning London's Air	2,348	0	2,348	2,570	0	2,570	222	0	222
Supporting Londoners to benefit from growth	252,420	(397,416)	(144,996)	247,894	(390,729)	(142,835)	(4,526)	6,687	2,161
Supporting and Inspiring Young London	151,356	(10,836)	140,520	111,552	(7,906)	103,646	(39,804)	2,930	(36,874)
Boosting London's growth sectors	22,716	(9,309)	13,407	23,105	(9,310)	13,795	389	(1)	388
Helping local economies to thrive	28,804	(28,483)	321	19,449	(27,658)	(8,210)	(9,356)	825	(8,531)
Upgrading London's infrastructure	3,486	(1,695)	1,791	3,069	(2,083)	986	(417)	(388)	(805)
Supporting community, cultural and sporting events in London (formerly Celebrating London)	16,247	(558)	15,689	16,978	(856)	16,122	731	(299)	433
Core	69,795	(8,697)	61,097	58,949	(11,931)	47,018	(10,846)	(3,234)	(14,080)
Transport	2,064	(1,268)	796	1,452	(138)	1,314	(611)	1,130	519
<b>Total</b>	<b>623,786</b>	<b>(522,782)</b>	<b>101,004</b>	<b>555,014</b>	<b>(517,006)</b>	<b>38,008</b>	<b>(68,772)</b>	<b>5,776</b>	<b>(62,996)</b>

## Delivery Plan summary table FY (revenue)

Delivery Plan	Full Year Budget			Full Year Forecast			Full Yr Var to Budget			Full Year Original Budget		
	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's
Building more homes	20,565	(15,539)	5,026	19,751	(14,724)	5,027	(814)	815	1	19,681	(14,084)	5,597
Making best use of land	5,552	(1,431)	4,121	6,442	(1,431)	5,011	890	0	890	3,671	(500)	3,171
Improving London's housing stock	14,768	(11,317)	3,451	11,999	(8,549)	3,450	(2,768)	2,768	(1)	12,564	(5,686)	6,878
Reducing inequalities	13,056	(341)	12,715	12,719	(341)	12,378	(342)	0	(342)	12,636	(330)	12,306
Accommodation and wider support	74,534	(57,722)	16,812	70,274	(53,427)	16,847	(4,260)	4,295	35	67,833	(52,452)	15,381
Reducing non-residential emissions	15,825	(337)	15,488	12,766	(337)	12,429	(3,058)	0	(3,058)	11,775	(276)	11,499
Delivering a greener, more climate-resilient London	7,038	0	7,038	6,287	0	6,287	(750)	0	(750)	7,182	0	7,182
Cleaning London's Air	3,530	0	3,530	3,488	0	3,488	(42)	0	(42)	1,730	0	1,730
Supporting Londoners to benefit from growth	424,749	(416,661)	8,088	405,334	(397,196)	8,138	(19,415)	19,465	50	385,007	(376,988)	8,019
Supporting and Inspiring Young London	175,569	(18,472)	157,097	170,063	(18,472)	151,591	(5,506)	0	(5,506)	189,235	(32,336)	156,900
Boosting London's growth sectors	34,166	(9,309)	24,857	34,362	(9,230)	25,132	196	79	275	22,498	(234)	22,264
Helping local economies to thrive	35,179	(30,204)	4,975	34,872	(30,215)	4,660	(307)	(8)	(315)	25,121	(23,041)	2,080
Upgrading London's infrastructure	6,927	(3,315)	3,612	5,410	(3,315)	2,095	(1,516)	0	(1,516)	6,655	(3,190)	3,465
Supporting community, cultural and sporting events in London (formerly Celebrating London)	24,517	(3,058)	21,459	24,550	(3,058)	21,492	33	0	33	20,752	(2,364)	18,388
Core	113,907	(15,824)	98,083	113,556	(22,115)	91,441	(351)	(6,292)	(6,642)	114,917	(14,772)	100,145
Transport	2,900	(1,690)	1,210	2,732	(1,690)	1,042	(168)	0	(168)	2,842	(1,690)	1,152
<b>Total</b>	<b>972,779</b>	<b>(585,219)</b>	<b>387,560</b>	<b>934,599</b>	<b>(564,097)</b>	<b>370,502</b>	<b>(38,180)</b>	<b>21,122</b>	<b>(17,058)</b>	<b>908,870</b>	<b>(532,753)</b>	<b>376,117</b>

### 3. Capital Programme Overview

- 3.1 The year-end position is forecast as a £88.4 million (4.4%) underspend (4.4% of the full year expenditure budget). This is mainly due to a reduction of £85 million in the expenditure forecast for the Building Safety programme, within the Improving London housing stock delivery plan, which is mainly due to delays resulting from projects being transferred from MHCLG to Homes England and obtaining projects approval from the Building Safety Regulator.
- 3.2 This year-end variance also reflects a £2 million underspend which will need to be reprofiled to 2026-27 within Core, driven by slippage in the procurement process for the GLA's Palestra office relocation project.
- 3.3 The table below provides a high-level view of the capital programme financial position.

## Delivery Plan summary table YTD & FY (capital)

Delivery Plan	YTD Budget	YTD Actuals	YTD Var to Budget	Full Year Budget	Full Year Forecast	Full Yr Var to Budget	Full Year Original Budget
	Expenditure £000's						
Building more homes	469,454	490,078	20,624	1,592,186	1,592,611	425	1,281,284
Making best use of land	10,101	5,013	(5,088)	11,138	10,676	(462)	11,138
Improving London's housing stock	137,517	86,820	(50,698)	260,182	174,750	(85,432)	231,000
Accommodation and wider support	0	73	73	0	0	0	0
Reducing non-residential emissions	61,639	63,802	2,163	86,037	86,036	(1)	78,967
Cleaning London's Air	100	106	6	300	300	0	300
Supporting Londoners to benefit from growth	5,412	701	(4,711)	15,405	15,405	(0)	15,405
Helping local economies to thrive	18,763	18,426	(336)	25,419	24,735	(684)	24,494
Upgrading London's infrastructure	5	4	(1)	55	4	(51)	0
Supporting community, cultural and sporting events in London (formerly Celebrating London)	14,620	14,570	(50)	14,620	14,620	0	14,620
Core	8,149	5,785	(2,365)	15,900	13,800	(2,100)	49,700
<b>Total</b>	<b>725,761</b>	<b>685,377</b>	<b>(40,383)</b>	<b>2,021,242</b>	<b>1,932,837</b>	<b>(88,405)</b>	<b>1,706,908</b>

## 4. Assembly and Secretariat

### Assembly and Secretariat revenue:

- Year-to-date position: £0.3 million underspend
- Year-end forecast: £0.3 million underspend

Assembly & Secretariat	Q3 Year to date								
	Budget			Actuals			Variance to Budget		
	£000's			£000's			£000's		
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
Assembly Communications	320	0	320	334	0	334	14	0	14
Committee Services	657	0	657	563	0	563	(93)	0	(93)
Executive Director	266	0	266	213	0	213	(53)	0	(53)
Member Services	1,404	0	1,404	1,391	0	1,391	(13)	0	(13)
Member Services (Con)	604	0	604	586	0	586	(19)	0	(19)
Member Services (Green)	223	0	223	214	0	214	(9)	0	(9)
Member Services (Lab)	856	0	856	742	0	742	(114)	0	(114)
Member Services (Lib)	154	0	154	146	0	146	(8)	0	(8)
Member Services (Reform)	64	0	64	78	0	78	14	0	14
Scrutiny	1,379	0	1,379	1,239	0	1,239	(140)	0	(140)
Special Projects	887	0	887	982	0	982	95	0	95
<b>Assembly &amp; Secretariat Total</b>	<b>6,812</b>	<b>0</b>	<b>6,812</b>	<b>6,489</b>	<b>0</b>	<b>6,489</b>	<b>(324)</b>	<b>0</b>	<b>(324)</b>

Assembly & Secretariat	Full Year								
	Budget			Forecast			Variance to Budget		
	£000's			£000's			£000's		
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
Assembly Communications	481	0	481	517	0	517	36	0	36
Committee Services	980	0	980	865	0	865	(115)	0	(115)
Executive Director	440	0	440	383	0	383	(57)	0	(57)
Member Services	2,078	0	2,078	2,078	0	2,078	0	0	0
Member Services (Con)	853	0	853	826	0	826	(27)	0	(27)
Member Services (Green)	344	0	344	344	0	344	(0)	0	(0)
Member Services (Lab)	1,282	0	1,282	1,119	0	1,119	(163)	0	(163)
Member Services (Lib)	230	0	230	230	0	230	(0)	0	(0)
Member Services (Reform)	170	0	170	176	0	176	6	0	6
Scrutiny	2,087	0	2,087	2,065	0	2,065	(22)	0	(22)
Special Projects	1,209	0	1,209	1,209	0	1,209	0	0	0
<b>Assembly &amp; Secretariat Total</b>	<b>10,154</b>	<b>0</b>	<b>10,154</b>	<b>9,812</b>	<b>0</b>	<b>9,812</b>	<b>(342)</b>	<b>0</b>	<b>(342)</b>

4.1 The £0.3 million underspend in the year-to-date position primarily reflects the impact of vacancies and the tail of post-election impacts in Group offices. A number of vacancies have now been filled or are at live recruitment stage.

4.2 The impact of the year-to-date underspend is also reflected in the full year position.

## Appendix 1: Revenue by delivery plan

Delivery Plan	YTD Budget			YTD Actuals			YTD Var to Budget			Full Year Budget			Full Year Forecast			Full Yr Var to Budget			Full Year Original Budget				
	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's	Expenditure £000's	Income £000's	Net £000's		
<b>Building more homes</b>																							
Secure flexible funding to enable housing delivery	602	(60)	541	716	(70)	647	115	(9)	105	1,447	(81)	1,366	1,447	(81)	1,366	0	0	0	1,416	(1,070)	346		
Continued delivery of current and future Affordable Housing Programmes	6,031	(1,178)	4,854	5,849	(2,675)	3,175	(182)	(1,497)	(1,679)	8,973	(7,080)	1,893	9,558	(7,665)	1,893	585	(585)	0	7,430	(4,807)	2,623		
Work to enable more homes of all tenures	5,685	(5,633)	52	5,143	(5,187)	(45)	(542)	446	(97)	10,145	(8,378)	1,767	8,746	(6,978)	1,768	(1,399)	1,400	1	10,835	(8,207)	2,628		
<b>Building more homes total</b>	<b>12,318</b>	<b>(6,871)</b>	<b>5,447</b>	<b>11,709</b>	<b>(7,932)</b>	<b>3,777</b>	<b>(610)</b>	<b>(1,061)</b>	<b>(1,670)</b>	<b>20,565</b>	<b>(15,539)</b>	<b>5,026</b>	<b>19,751</b>	<b>(14,724)</b>	<b>5,027</b>	<b>(814)</b>	<b>815</b>	<b>1</b>	<b>19,681</b>	<b>(14,084)</b>	<b>5,597</b>		
<b>Making best use of land</b>																							
Maximising current opportunities to accelerate early delivery – key projects	827	(375)	452	742	324	1,066	(85)	699	614	1,198	(500)	698	1,198	(500)	698	0	0	0	1,159	(500)	659		
Strategic Planning Framework Programmes – key projects	1,886	0	1,886	2,031	0	2,031	145	0	145	2,728	0	2,728	3,332	0	3,332	604	0	604	1,850	0	1,850		
Design Quality and Place-Making- Key Projects	458	0	458	630	0	630	172	0	172	845	(150)	695	1,131	(150)	981	286	0	286	662	0	662		
Promoting high-quality design and place-making	0	0	0	(750)	(750)	0	(750)	(750)	0	781	(781)	0	781	(781)	0	0	0	0	0	0	0		
Building blocks and system functionality	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>Making best use of land total</b>	<b>3,171</b>	<b>(375)</b>	<b>2,796</b>	<b>3,402</b>	<b>(426)</b>	<b>2,976</b>	<b>231</b>	<b>(51)</b>	<b>180</b>	<b>5,552</b>	<b>(1,431)</b>	<b>4,121</b>	<b>6,442</b>	<b>(1,431)</b>	<b>5,011</b>	<b>890</b>	<b>0</b>	<b>890</b>	<b>3,671</b>	<b>(500)</b>	<b>3,171</b>		
<b>Improving London's housing stock</b>																							
Address systemic building safety issues	4,403	(5,572)	(1,169)	3,647	(4,881)	(1,235)	(757)	691	(66)	8,643	(8,643)	0	6,833	(6,834)	(1)	(1,810)	1,809	(1)	5,686	(5,686)	0		
Improving standards and conditions in rented homes	267	0	267	164	0	164	(102)	0	(102)	426	0	426	426	0	426	(0)	0	(0)	313	0	313		
Domestic decarb	2,422	(1,500)	922	1,415	(2,674)	(1,258)	(1,007)	(1,174)	(2,180)	5,699	(2,674)	3,025	4,740	(1,715)	3,025	(959)	959	0	6,565	0	6,565		
Staff costs funded through programme budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>Improving London's housing stock total</b>	<b>7,092</b>	<b>(7,072)</b>	<b>20</b>	<b>5,226</b>	<b>(7,555)</b>	<b>(2,328)</b>	<b>(1,866)</b>	<b>(483)</b>	<b>(2,348)</b>	<b>14,768</b>	<b>(11,317)</b>	<b>3,451</b>	<b>11,999</b>	<b>(8,549)</b>	<b>3,450</b>	<b>(2,768)</b>	<b>2,768</b>	<b>(1)</b>	<b>12,564</b>	<b>(5,686)</b>	<b>6,878</b>		
<b>Reducing inequalities</b>																							
Londoners are treated fairly and with dignity	667	0	667	574	0	574	(92)	0	(92)	1,054	0	1,054	1,054	0	1,054	(0)	0	(0)	982	0	982		
Londoners can have a say in the running of the city	1,977	0	1,977	741	(23)	718	(1,236)	(23)	(1,259)	2,599	0	2,599	2,452	0	2,452	(147)	0	(147)	3,006	0	3,006		
Londoners get on with and support each other	0	0	0	2	0	2	2	0	2	345	0	345	345	0	345	0	0	0	0	0	0		
Londoners' incomes meet their everyday needs	2,050	0	2,050	2,312	0	2,312	262	0	262	4,200	0	4,200	4,239	0	4,239	39	0	39	3,584	0	3,584		
Londoners have access to health & care system that supports	215	0	215	20	0	20	(195)	0	(195)	330	0	330	230	0	230	(100)	0	(100)	615	0	615		
Londoners live in city that supports mental	1,542	(341)	1,201	1,050	(393)	658	(492)	(52)	(544)	2,088	(341)	1,747	1,954	(341)	1,613	(134)	0	(134)	2,044	(330)	1,714		
Physical health	1,613	0	1,613	1,897	0	1,897	284	0	284	2,440	0	2,440	2,440	0	2,440	(0)	0	(0)	2,404	0	2,404		
Staff costs sitting across multiple programmes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>Reducing inequalities total</b>	<b>8,063</b>	<b>(341)</b>	<b>7,723</b>	<b>6,596</b>	<b>(416)</b>	<b>6,180</b>	<b>(1,467)</b>	<b>(75)</b>	<b>(1,542)</b>	<b>13,056</b>	<b>(341)</b>	<b>12,715</b>	<b>12,713</b>	<b>(341)</b>	<b>12,372</b>	<b>(342)</b>	<b>0</b>	<b>(342)</b>	<b>12,636</b>	<b>(330)</b>	<b>12,306</b>		
<b>Accommodation and wider support</b>																							
Access to safe and appropriate accommodation	34,867	(48,597)	(13,730)	35,105	(48,598)	(13,493)	238	(1)	237	71,083	(56,264)	14,819	66,958	(51,969)	14,989	(4,125)	4,295	170	65,152	(50,798)	14,354		
Wider Support Services	1,086	(1,070)	16	816	(575)	241	(270)	495	225	1,660	(1,070)	590	1,666	(1,070)	596	6	0	6	937	(187)	750		
Sector support and system leadership	1,209	(194)	1,015	842	0	842	(367)	194	(173)	1,791	(388)	1,403	1,650	(388)	1,262	(141)	0	(141)	1,744	(1,507)	237		
<b>Accommodation and wider support total</b>	<b>37,163</b>	<b>(49,861)</b>	<b>(12,698)</b>	<b>36,763</b>	<b>(49,173)</b>	<b>(12,410)</b>	<b>(400)</b>	<b>689</b>	<b>289</b>	<b>74,534</b>	<b>(57,722)</b>	<b>16,812</b>	<b>70,274</b>	<b>(53,427)</b>	<b>16,847</b>	<b>(4,260)</b>	<b>4,295</b>	<b>35</b>	<b>67,833</b>	<b>(52,492)</b>	<b>15,341</b>		
<b>Reducing non-residential emissions</b>																							
Reducing emissions from London's buildings	250	0	250	761	(61)	699	511	(61)	449	711	(61)	650	711	(61)	650	0	0	0	100	0	100		
Supporting a flexible, low carbon energy system	0	0	0	62	(41)	21	62	(41)	21	700	0	700	0	0	0	(700)	0	(700)	510	0	510		
Enabling the financing of the transition	2,479	0	2,479	2,533	(15)	2,518	54	(15)	39	8,659	0	8,659	6,300	0	6,300	(2,359)	0	(2,359)	5,659	0	5,659		
Tackling emissions from waste/promoting a circular economy	72	0	72	4	0	4	(68)	0	(68)	160	0	160	160	0	160	0	0	0	160	0	160		
Leading by example/connect Londoners with net-zero ambition	101	0	101	197	0	197	96	0	96	487	0	487	487	0	487	(0)	0	(0)	288	0	288		
Core staffing to support programmes	3,367	0	3,367	3,174	0	3,174	(193)	0	(193)	5,109	(276)	4,833	5,108	(276)	4,832	(0)	0	(0)	5,058	(276)	4,782		
<b>Reducing non-residential emissions total</b>	<b>6,269</b>	<b>0</b>	<b>6,269</b>	<b>6,731</b>	<b>(117)</b>	<b>6,614</b>	<b>463</b>	<b>(117)</b>	<b>345</b>	<b>15,825</b>	<b>(337)</b>	<b>15,489</b>	<b>12,766</b>	<b>(337)</b>	<b>12,429</b>	<b>(3,059)</b>	<b>0</b>	<b>(3,059)</b>	<b>11,775</b>	<b>(276)</b>	<b>11,499</b>		
<b>Delivering a greener, more climate-resilient London</b>																							
Accelerating delivery	277	0	277	(628)	(123)	(751)	(905)	(123)	(1,028)	5,195	0	5,195	4,704	0	4,704	(490)	0	(490)	6,607	0	6,607		
Providing leadership	104	0	104	103	(653)	(550)	(1)	(653)	(654)	1,045	0	1,045	1,045	0	1,045	0	0	0	500	0	500		
Staff costs	94	0	94	94	0	94	0	0	0	798	0	798	538	0	538	(260)	0	(260)	75	0	75		
<b>Delivering a greener, more climate-resilient London total</b>	<b>475</b>	<b>0</b>	<b>475</b>	<b>(431)</b>	<b>(776)</b>	<b>(1,207)</b>	<b>(906)</b>	<b>(776)</b>	<b>(1,682)</b>	<b>7,038</b>	<b>0</b>	<b>7,038</b>	<b>6,287</b>	<b>0</b>	<b>6,287</b>	<b>(750)</b>	<b>0</b>	<b>(750)</b>	<b>7,182</b>	<b>0</b>	<b>7,182</b>		
<b>Cleaning London's Air</b>																							
Cutting pollution from all sources to improve health outcomes and reduce health inequality for Londoners	1,712	0	1,712	2,058	0	2,058	345	0	345	2,070	0	2,070	2,098	0	2,098	28	0	28	0	0	0		
Understanding the policies, interventions, powers, and resources needed to make London's air the cleanest of any major world city as quickly as possible	100	0	100	0	0	0	(100)	0	(100)	400	0	400	400	0	400	0	0	0	0	0	0		
Ensuring that London boroughs and other partners take effective action to reduce exposure and emissions	0	0	0	5	0	5	5	0	5	38	0	38	38	0	38	0	0	0	0	0	0		
Raising awareness amongst London's communities of the health impacts of air pollution and empowering them to advocate for local action	0	0	0	0	0	0	0	0	0	240	0	240	240	0	240	0	0	0	75	0	75		
Staffing to support programme delivery	536	0	536	507	0	507	(28)	0	(28)	782	0	782	712	0	712	(70)	0	(70)	1,655	0	1,655		
<b>Cleaning London's Air total</b>	<b>2,348</b>	<b>0</b>	<b>2,348</b>	<b>2,570</b>	<b>0</b>	<b>2,570</b>	<b>222</b>	<b>0</b>	<b>222</b>	<b>3,530</b>	<b>0</b>	<b>3,530</b>	<b>3,488</b>	<b>0</b>	<b>3,488</b>	<b>(42)</b>	<b>0</b>	<b>(42)</b>	<b>1,730</b>	<b>0</b>	<b>1,730</b>		

Delivery Plan	YTD Budget			YTD Actuals			YTD Var to Budget			Full Year Budget			Full Year Forecast			Full Yr Var to Budget			Full Year Original Budget			
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
<b>Supporting Londoners to benefit from growth</b>																						
Creating an employer-led Inclusive Talent System and building talent pipelines	10,566	(9,997)	569	11,278	(13,054)	(1,776)	712	(3,057)	(2,344)	26,461	(20,100)	6,361	26,339	(20,100)	6,239	(122)	0	(122)	26,087	(20,000)	6,087	
System coordination and breaking down barriers to opportunities	239,497	(386,919)	(147,422)	234,476	(377,175)	(142,699)	(5,021)	9,744	4,723	394,967	(396,061)	(1,094)	375,661	(376,596)	(934)	(19,306)	19,465	159	356,143	(356,988)	(845)	
Embedding good work across the capital	1,509	(500)	1,009	1,176	(500)	676	(333)	0	(333)	1,983	(500)	1,483	2,033	(500)	1,533	50	0	50	1,539	0	1,539	
Attracting investment and building capacity	848	0	848	963	0	963	115	0	115	1,338	0	1,338	1,301	0	1,301	(37)	0	(37)	1,238	0	1,238	
<b>Supporting Londoners to benefit from growth total</b>	<b>252,420</b>	<b>(397,416)</b>	<b>(144,996)</b>	<b>247,894</b>	<b>(390,729)</b>	<b>(142,835)</b>	<b>(4,526)</b>	<b>6,687</b>	<b>2,161</b>	<b>424,749</b>	<b>(416,661)</b>	<b>8,088</b>	<b>405,334</b>	<b>(397,196)</b>	<b>8,138</b>	<b>(19,415)</b>	<b>19,465</b>	<b>50</b>	<b>385,007</b>	<b>(376,988)</b>	<b>8,019</b>	
<b>Supporting and Inspiring Young London</b>																						
Continue universal free school meals	135,385	0	135,385	95,615	0	95,615	(39,770)	0	(39,770)	140,812	0	140,812	135,547	0	135,547	(5,265)	0	(5,265)	140,812	0	140,812	
Ensuring Young People are Safe and Thriving	1,535	0	1,535	2,246	0	2,246	711	0	711	2,532	0	2,532	2,592	0	2,592	60	0	60	2,232	0	2,232	
Ensuring Children and Young People have Good Physical and Mental Health	3,318	0	3,318	4,224	(2)	4,222	906	(2)	904	7,567	0	7,567	7,266	0	7,266	(302)	0	(302)	7,067	0	7,067	
Ensuring young people are equipped to gain good employment and career progression	7,919	(10,628)	(2,709)	4,871	(7,274)	(2,403)	(3,048)	3,354	306	18,592	(17,462)	1,130	18,592	(17,462)	1,130	0	0	0	33,434	(32,326)	1,108	
Young People's voices – and Convening and Coordinating	664	(208)	456	1,869	(630)	1,239	1,205	(422)	783	2,231	(1,010)	1,221	2,231	(1,010)	1,221	0	0	0	2,031	(10)	2,021	
Staff Costs Funded through programme	2,534	0	2,534	2,726	0	2,726	192	0	192	3,835	0	3,835	3,835	0	3,835	(0)	0	(0)	3,659	0	3,659	
<b>Supporting and Inspiring Young London total</b>	<b>151,356</b>	<b>(10,836)</b>	<b>140,520</b>	<b>111,552</b>	<b>(7,906)</b>	<b>103,646</b>	<b>(39,804)</b>	<b>2,930</b>	<b>(36,874)</b>	<b>175,569</b>	<b>(18,472)</b>	<b>157,098</b>	<b>170,063</b>	<b>(18,472)</b>	<b>151,591</b>	<b>(5,506)</b>	<b>0</b>	<b>(5,506)</b>	<b>189,235</b>	<b>(32,336)</b>	<b>156,900</b>	
<b>Boosting London's growth sectors</b>																						
Support innovative businesses to grow	7,705	(7,705)	0	7,699	(7,705)	(6)	(6)	0	(6)	7,705	(7,705)	0	7,705	(7,705)	0	0	0	0	0	0	0	
Create the conditions for growth sectors to thrive	75	0	75	(52)	0	(52)	(127)	0	(127)	100	0	100	132	0	132	32	0	32	100	0	100	
Supporting city-wide coordination, inc. for specific sectors	13,086	(619)	12,467	13,608	(620)	12,988	522	(1)	522	20,675	(619)	20,056	20,839	(540)	20,299	164	79	243	22,998	(234)	22,764	
Oxford Street Transformation	1,851	(985)	866	1,850	(985)	865	(0)	0	(0)	5,686	(985)	4,701	5,686	(985)	4,701	0	0	0	0	0	0	
<b>Boosting London's growth sectors total</b>	<b>22,716</b>	<b>(9,309)</b>	<b>13,407</b>	<b>23,105</b>	<b>(9,310)</b>	<b>13,795</b>	<b>389</b>	<b>(1)</b>	<b>388</b>	<b>34,166</b>	<b>(9,309)</b>	<b>24,857</b>	<b>34,362</b>	<b>(9,230)</b>	<b>25,132</b>	<b>196</b>	<b>79</b>	<b>275</b>	<b>22,498</b>	<b>(234)</b>	<b>22,264</b>	
<b>Helping local economies to thrive</b>																						
Support and Space for Small Business, Communities and Culture	23,512	(24,474)	(962)	17,042	(24,011)	(6,969)	(6,471)	464	(6,007)	26,966	(26,020)	946	26,875	(26,020)	855	(91)	0	(91)	21,821	(22,173)	(352)	
Placemaking – Capital Exemplar Projects	2,491	(3,091)	(600)	211	(3,099)	(2,888)	(2,280)	(8)	(2,288)	3,091	(3,091)	0	3,104	(3,099)	5	13	5	18	0	0	0	
Placemaking – Capacity and capability	392	(603)	(211)	486	(234)	252	94	370	463	726	(778)	(52)	727	(778)	(51)	1	1	2	816	(868)	(52)	
Supporting London's Nightlife	1,010	(315)	695	362	(315)	47	(648)	0	(648)	2,291	(315)	1,976	2,177	(315)	1,862	(114)	0	(114)	478	0	478	
Core staffing supporting the delivery plan	1,399	0	1,399	1,348	0	1,348	(51)	0	(51)	2,105	0	2,105	1,989	0	1,989	(116)	0	(116)	2,006	0	2,006	
<b>Helping local economies to thrive total</b>	<b>28,804</b>	<b>(28,483)</b>	<b>321</b>	<b>19,449</b>	<b>(27,658)</b>	<b>(8,210)</b>	<b>(9,356)</b>	<b>825</b>	<b>(8,531)</b>	<b>35,179</b>	<b>(30,240)</b>	<b>4,939</b>	<b>34,872</b>	<b>(30,212)</b>	<b>4,660</b>	<b>(307)</b>	<b>(8)</b>	<b>(315)</b>	<b>25,121</b>	<b>(23,041)</b>	<b>2,080</b>	
<b>Upgrading London's infrastructure</b>																						
Enabling the new infrastructure needed for housing and productivity	809	(358)	451	678	(441)	237	(131)	(84)	(215)	1,259	(696)	563	1,050	(696)	353	(210)	0	(210)	2,063	(615)	1,448	
Readying London's infrastructure for the future	1,489	(394)	1,095	1,170	(354)	816	(318)	40	(279)	3,364	(787)	2,577	2,106	(787)	1,319	(1,259)	0	(1,259)	1,709	(987)	722	
Reducing disruption caused by infrastructure delivery	722	(600)	122	671	(978)	(308)	(51)	(379)	(430)	1,141	(1,143)	(2)	1,124	(1,143)	(19)	(17)	0	(17)	1,194	(899)	295	
Driving Data Innovation	466	(344)	122	550	(310)	240	84	35	118	1,162	(689)	474	1,131	(689)	442	(32)	0	(32)	1,689	(689)	1,000	
<b>Upgrading London's infrastructure total</b>	<b>3,486</b>	<b>(1,695)</b>	<b>1,791</b>	<b>3,069</b>	<b>(2,083)</b>	<b>986</b>	<b>(417)</b>	<b>(388)</b>	<b>(805)</b>	<b>6,927</b>	<b>(3,315)</b>	<b>3,612</b>	<b>5,410</b>	<b>(3,315)</b>	<b>2,095</b>	<b>(1,516)</b>	<b>0</b>	<b>(1,516)</b>	<b>6,655</b>	<b>(3,190)</b>	<b>3,465</b>	
<b>Supporting community, cultural and sporting events in London (formerly Celebrating London)</b>																						
Celebrating and honouring specific communities through hosting and supporting a range of events and emblematic projects that reflect our diverse communities	1,123	(182)	942	1,037	(329)	708	(86)	(147)	(234)	3,162	(927)	2,236	3,162	(927)	2,236	0	0	0	1,525	(302)	1,223	
Celebrating all of London through diverse cultural offerings that focus on local communities across the breadth of London	8,962	(376)	8,586	9,093	(452)	8,641	131	(76)	55	12,802	(445)	12,357	12,835	(445)	12,390	33	0	33	12,042	(376)	11,666	
Delivering major events of global and national significance	6,086	0	6,086	6,764	(75)	6,689	678	(75)	603	8,373	(1,687)	6,686	8,373	(1,687)	6,686	0	0	0	7,056	(1,687)	5,369	
Promoting volunteering to enable Londoners to participate more directly in London's cultural offer	76	0	76	84	0	84	8	0	8	180	0	180	180	0	180	0	0	0	130	0	130	
<b>Supporting community, cultural and sporting events in London (formerly Celebrating London) total</b>	<b>16,247</b>	<b>(558)</b>	<b>15,689</b>	<b>16,978</b>	<b>(856)</b>	<b>16,122</b>	<b>731</b>	<b>(299)</b>	<b>433</b>	<b>24,517</b>	<b>(3,058)</b>	<b>21,459</b>	<b>24,550</b>	<b>(3,058)</b>	<b>21,492</b>	<b>33</b>	<b>0</b>	<b>33</b>	<b>20,752</b>	<b>(2,364)</b>	<b>18,388</b>	
<b>Core</b>																						
Enabling Services	44,956	(3,801)	41,156	34,759	(2,992)	31,767	(10,197)	808	(9,389)	72,229	(7,426)	64,804	68,706	(6,541)	62,165	(3,523)	884	(2,638)	72,782	(7,426)	65,356	
Teams supporting strategic work	9,231	(203)	9,029	9,304	(205)	9,100	73	(2)	71	14,188	(818)	13,369	14,166	(818)	13,347	(22)	0	(22)	13,889	(1,031)	12,857	
Teams fulfilling statutory obligations	7,316	(3,349)	3,967	7,870	(3,299)	4,570	553	49	603	10,803	(5,537)	5,266	11,245	(4,969)	6,276	442	568	1,009	9,468	(4,271)	5,196	
Other	8,291	(1,345)	6,946	7,016	(5,435)	1,581	(1,275)	(4,090)	(5,365)	16,687	(2,043)	14,644	19,439	(9,787)	9,653	(7,744)	(4,991)	(12,735)	18,779	(2,043)	16,736	
<b>Core total</b>	<b>69,795</b>	<b>(8,697)</b>	<b>61,097</b>	<b>58,949</b>	<b>(11,931)</b>	<b>47,018</b>	<b>(10,846)</b>	<b>(3,234)</b>	<b>(14,080)</b>	<b>113,907</b>	<b>(15,824)</b>	<b>98,083</b>	<b>113,556</b>	<b>(22,115)</b>	<b>91,441</b>	<b>(351)</b>	<b>(6,292)</b>	<b>(6,642)</b>	<b>114,917</b>	<b>(14,722)</b>	<b>100,195</b>	
<b>Transport total</b>	<b>2,064</b>	<b>(1,268)</b>	<b>796</b>	<b>1,452</b>	<b>(138)</b>	<b>1,314</b>	<b>(611)</b>	<b>1,130</b>	<b>(481)</b>	<b>2,900</b>	<b>(1,690)</b>	<b>1,210</b>	<b>2,732</b>	<b>(1,690)</b>	<b>1,042</b>	<b>(168)</b>	<b>0</b>	<b>(168)</b>	<b>2,842</b>	<b>(1,690)</b>	<b>1,152</b>	
<b>Closed</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total</b>	<b>623,786</b>	<b>(522,782)</b>	<b>101,004</b>	<b>555,014</b>	<b>(517,006)</b>	<b>38,008</b>	<b>(68,772)</b>	<b>5,776</b>	<b>(62,996)</b>	<b>972,779</b>	<b>(585,219)</b>	<b>387,560</b>	<b>934,599</b>	<b>(564,097)</b>	<b>370,502</b>	<b>(38,180)</b>	<b>21,122</b>	<b>(17,058)</b>	<b>908,870</b>	<b>(532,753)</b>	<b>376,117</b>	

## Appendix 2: Revenue by directorate

Directorate	Q3 Year to date									Full Year								
	Budget £000's			Actuals £000's			Variance to Budget £000's			Budget £000's			Forecast £000's			Variance to Budget £000's		
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
<b>Chief Officers</b>																		
Core Corporate Management Team	181	0	181	376	0	376	196	0	196	263	0	263	263	0	263	0	0	0
Elections	98	0	98	(2,167)	0	(2,167)	(2,265)	0	(2,265)	152	0	152	213	0	213	61	0	61
Mayoral Boards	825	(109)	716	505	0	505	(319)	109	(211)	1,343	(719)	624	1,334	(633)	701	(9)	85	76
Standards	124	0	124	107	0	107	(17)	0	(17)	186	0	186	160	0	160	(26)	0	(26)
Transformation Programme	733	0	733	659	0	659	(74)	0	(74)	1,460	0	1,460	1,460	0	1,460	0	0	0
<b>Chief Officer Total</b>	<b>1,961</b>	<b>(109)</b>	<b>1,852</b>	<b>(520)</b>	<b>0</b>	<b>(520)</b>	<b>(2,481)</b>	<b>109</b>	<b>(2,372)</b>	<b>3,404</b>	<b>(719)</b>	<b>2,685</b>	<b>3,429</b>	<b>(633)</b>	<b>2,796</b>	<b>26</b>	<b>85</b>	<b>111</b>
<b>Communities &amp; Skills</b>																		
Adult Skills Fund	230,294	(377,034)	(146,740)	227,175	(377,034)	(149,859)	(3,119)	(0)	(3,119)	375,961	(375,961)	0	356,496	(356,496)	0	(19,465)	19,465	0
Communities & Social Policy	6,085	(1,764)	4,321	5,462	(1,098)	4,363	(623)	666	43	10,074	(1,958)	8,116	9,972	(1,958)	8,013	(102)	0	(102)
Director of Communities & Skills	493	0	493	281	0	281	(212)	0	(212)	749	0	749	749	0	749	0	0	0
Health & Children and Young Londoners	143,224	(8)	143,217	104,559	(2)	104,557	(38,665)	6	(38,660)	154,982	(10)	154,972	149,325	(10)	149,315	(5,656)	0	(5,656)
Group Public Health	1,010	(341)	669	999	(393)	606	(11)	(52)	(63)	1,459	(341)	1,118	1,459	(341)	1,118	0	0	0
Skills & Employment	28,359	(30,511)	(2,152)	24,007	(20,470)	3,537	(4,353)	10,041	5,689	65,129	(57,662)	7,467	65,129	(57,662)	7,467	0	0	0
European Social Fund	177	0	177	408	0	408	231	0	231	269	0	269	268	0	268	(0)	0	(0)
Civil Society & Sports	3,303	(200)	3,103	3,794	(630)	3,164	492	(430)	62	6,486	(1,000)	5,486	6,485	(1,000)	5,485	(0)	0	(0)
<b>Communities &amp; Skills Total</b>	<b>412,945</b>	<b>(409,857)</b>	<b>3,088</b>	<b>366,684</b>	<b>(399,626)</b>	<b>(32,942)</b>	<b>(46,261)</b>	<b>10,231</b>	<b>(36,030)</b>	<b>615,107</b>	<b>(436,932)</b>	<b>178,175</b>	<b>589,883</b>	<b>(417,466)</b>	<b>172,417</b>	<b>(25,224)</b>	<b>19,465</b>	<b>(5,759)</b>
<b>Good Growth</b>																		
Coordination & Programme	466	0	466	432	0	432	(34)	0	(34)	700	0	700	699	0	699	(0)	0	(0)
Culture & Creative	12,423	(1,241)	11,182	11,080	(1,460)	9,620	(1,342)	(219)	(1,561)	20,851	(1,935)	18,916	20,745	(1,935)	18,810	(106)	0	(106)
Director, Good Growth	138	0	138	140	0	140	2	0	2	206	0	206	207	0	207	1	0	1
Economic Development	44,454	(34,339)	10,115	36,758	(33,876)	2,882	(7,696)	463	(7,233)	53,515	(35,885)	17,629	53,439	(35,806)	17,633	(75)	79	4
Environment	9,166	(1,500)	7,666	7,937	(3,567)	4,370	(1,228)	(2,067)	(3,295)	26,646	(3,010)	23,636	22,043	(2,052)	19,992	(4,603)	959	(3,644)
European Programmes Management Unit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
Planning & Regeneration	7,482	(3,668)	3,814	8,316	(4,230)	4,086	835	(562)	273	12,971	(5,971)	7,000	14,016	(5,411)	8,605	1,045	560	1,605
Transport, Infrastructure & Connectivity	7,897	(2,963)	4,934	6,870	(2,221)	4,648	(1,027)	742	(285)	13,356	(5,005)	8,351	11,630	(5,005)	6,625	(1,726)	0	(1,726)
Oxford Street MDC Setup cost	1,851	(985)	866	1,850	(985)	865	(0)	0	(0)	5,686	(985)	4,701	5,686	(985)	4,701	0	0	0
<b>Good Growth Total</b>	<b>83,875</b>	<b>(44,696)</b>	<b>39,178</b>	<b>73,383</b>	<b>(46,340)</b>	<b>27,043</b>	<b>(10,492)</b>	<b>(1,643)</b>	<b>(12,135)</b>	<b>133,929</b>	<b>(52,792)</b>	<b>81,137</b>	<b>128,465</b>	<b>(51,194)</b>	<b>77,271</b>	<b>(5,464)</b>	<b>1,597</b>	<b>(3,867)</b>
<b>Housing &amp; Land</b>																		
Building Safety	4,403	(5,572)	(1,169)	3,647	(4,881)	(1,235)	(757)	691	(66)	8,643	(8,643)	0	6,833	(6,834)	(1)	(1,810)	1,809	(1)
Investment and Operations	2,607	(550)	2,057	2,098	(501)	1,597	(510)	50	(460)	4,059	(738)	3,321	4,259	(738)	3,521	200	0	200
Housing Programmes & Partnerships	3,396	(593)	2,803	3,246	(1,793)	1,453	(150)	(1,201)	(1,351)	4,941	(6,122)	(1,181)	4,986	(6,167)	(1,181)	45	(45)	0
Specialist Housing and Services	36,225	(48,892)	(12,667)	36,578	(49,283)	(12,705)	354	(392)	(38)	73,076	(56,831)	16,245	69,395	(53,121)	16,274	(3,681)	3,710	29
Executive Director Housing & Land	1,332	(147)	1,184	1,322	(107)	1,215	(10)	40	30	2,856	(203)	2,653	2,856	(203)	2,653	(0)	0	(0)
Land and Development	8,474	(7,011)	1,463	8,769	(6,349)	2,420	295	662	957	13,947	(10,431)	3,516	12,548	(9,031)	3,517	(1,399)	1,400	1
<b>Housing &amp; Land Total</b>	<b>56,437</b>	<b>(62,765)</b>	<b>(6,328)</b>	<b>55,659</b>	<b>(62,915)</b>	<b>(7,256)</b>	<b>(778)</b>	<b>(150)</b>	<b>(928)</b>	<b>107,522</b>	<b>(82,968)</b>	<b>24,554</b>	<b>100,877</b>	<b>(76,094)</b>	<b>24,783</b>	<b>(6,645)</b>	<b>6,874</b>	<b>229</b>

Directorate	Q3 Year to date									Full Year								
	Budget			Actuals			Variance to Budget			Budget			Forecast			Variance to Budget		
	£000's			£000's			£000's			£000's			£000's			£000's		
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
<b>Mayor's Office</b>																		
Communications	756	0	756	659	0	659	(98)	0	(98)	1,120	0	1,120	1,120	0	1,120	0	0	-
Deputy Mayors & Lead	1,248	(15)	1,233	1,314	(40)	1,275	66	(25)	41	1,611	(30)	1,581	1,624	(30)	1,594	13	0	13
Mayoral Operations	1,016	0	1,016	1,036	(11)	1,025	20	(11)	9	1,478	0	1,478	1,510	0	1,510	32	0	32
Policy and Delivery	901	(28)	874	810	0	810	(91)	28	(64)	1,654	(55)	1,599	1,499	(55)	1,444	(155)	0	(155)
Political and Public Affairs	775	(8)	768	768	0	768	(7)	8	1	1,168	(15)	1,153	1,149	(15)	1,134	(19)	0	(19)
<b>Mayors Office Total</b>	<b>4,697</b>	<b>(50)</b>	<b>4,647</b>	<b>4,587</b>	<b>(51)</b>	<b>4,536</b>	<b>(110)</b>	<b>(1)</b>	<b>(111)</b>	<b>7,031</b>	<b>(100)</b>	<b>6,931</b>	<b>6,902</b>	<b>(100)</b>	<b>6,802</b>	<b>(129)</b>	<b>0</b>	<b>(129)</b>
<b>Corporate Resources &amp; Business Improvement</b>																		
Digital Experience Unit	5,213	0	5,213	5,222	(1)	5,222	9	(1)	8	8,318	0	8,318	8,116	0	8,116	(202)	0	(202)
Executive Director Resource & Business Improvement	906	0	906	730	0	730	(176)	0	(176)	1,654	0	1,654	1,654	0	1,654	0	0	0
Facilities Management	10,609	(1,520)	9,088	9,527	(917)	8,610	(1,081)	603	(478)	14,256	(2,561)	11,695	14,182	(2,172)	12,010	(74)	389	315
People Function	2,733	(147)	2,586	3,723	(110)	3,613	990	37	1,027	4,117	(196)	3,921	4,790	(196)	4,594	673	0	673
Information Governance and Assurance	240	0	240	192	0	192	(48)	0	(48)	357	0	357	327	0	327	(30)	0	(30)
Technology Group	848	0	848	649	(267)	381	(200)	(267)	(467)	1,030	(368)	662	675	(368)	307	(355)	0	(355)
Shared Services	6,682	(730)	5,953	3,582	(673)	2,909	(3,100)	56	(3,044)	12,397	(973)	11,424	12,397	(973)	11,424	0	0	-
Executive Support	665	0	665	621	0	621	(44)	0	(44)	1,184	(14)	1,170	1,184	(14)	1,170	0	0	-
Business Improvement	0	0	0	108	(25)	82	108	(25)	82	0	0	0	0	0	0	0	0	-
Performance & Collaboration	0	0	0	52	0	52	52	0	52	0	0	0	0	0	0	0	0	-
<b>Corporate Resources &amp; Business Improvement Total</b>	<b>27,897</b>	<b>(2,397)</b>	<b>25,500</b>	<b>24,406</b>	<b>(1,994)</b>	<b>22,412</b>	<b>(3,491)</b>	<b>403</b>	<b>(3,087)</b>	<b>43,313</b>	<b>(4,112)</b>	<b>39,201</b>	<b>43,325</b>	<b>(3,723)</b>	<b>39,602</b>	<b>12</b>	<b>389</b>	<b>401</b>
<b>Chief Finance Officer</b>																		
ERP SAP Replacement	520	0	520	367	0	367	(153)	0	(153)	850	0	850	752	0	752	(98)	0	(98)
Chief Finance Officer	1,286	(279)	1,007	586	(628)	(42)	(700)	(349)	(1,049)	10,523	(558)	9,965	3,470	(243)	3,227	(7,053)	315	(6,738)
Finance Improvement	177	0	177	176	0	176	(1)	0	(1)	280	0	280	280	0	280	0	0	-
Financial Services	16,248	(271)	15,977	16,429	(173)	16,255	181	97	278	33,659	(12,261)	21,398	33,803	(12,261)	21,542	144	0	144
Group Finance & Performance	1,034	(38)	995	1,046	(32)	1,014	12	6	18	1,548	(334)	1,214	1,578	(362)	1,216	30	(28)	2
Treasury Services	1,452	(613)	839	1,011	(3,720)	(2,709)	(440)	(3,108)	(3,548)	1,759	(1,203)	556	7,913	(8,778)	(865)	6,154	(7,575)	(1,421)
Group Collaboration	6,072	0	6,072	1,076	0	1,076	(4,996)	0	(4,996)	8,096	0	8,096	8,000	0	8,000	(96)	0	(96)
<b>Chief Finance Officer Total</b>	<b>26,789</b>	<b>(1,201)</b>	<b>25,588</b>	<b>20,691</b>	<b>(4,554)</b>	<b>16,137</b>	<b>(6,098)</b>	<b>(3,353)</b>	<b>(9,451)</b>	<b>56,715</b>	<b>(14,356)</b>	<b>42,359</b>	<b>55,796</b>	<b>(21,644)</b>	<b>34,152</b>	<b>(919)</b>	<b>(7,288)</b>	<b>(8,208)</b>
<b>Strategy &amp; Communications</b>																		
Director Strategy & Comms	331	0	331	282	0	282	(49)	0	(49)	584	0	584	574	0	574	(10)	0	(10)
City Intelligence	3,504	(93)	3,411	3,537	(57)	3,481	34	36	69	5,250	(661)	4,589	5,278	(661)	4,617	28	0	28
London Resilience	3,624	(1,324)	2,300	3,909	(1,061)	2,848	286	263	548	5,507	(2,335)	3,172	5,697	(2,335)	3,362	190	0	190
External Relations	3,639	(110)	3,529	3,655	(87)	3,568	16	23	39	5,735	(110)	5,625	5,785	(110)	5,675	50	0	50
Fire	386	0	386	356	0	356	(30)	0	(30)	571	0	571	571	0	571	0	0	-
London European Office	9	0	9	126	0	126	117	0	117	12	(20)	(8)	12	(20)	(8)	0	0	-
Events for London	8,089	(182)	7,907	8,715	(261)	8,454	627	(80)	547	11,586	(1,988)	9,598	11,590	(1,988)	9,602	4	0	4
Major Sports Events	806	0	806	836	0	836	31	0	31	2,625	0	2,625	2,625	0	2,625	(0)	0	(0)
Public Affairs & Strategic Partnerships	2,079	0	2,079	1,967	(61)	1,926	(93)	(61)	(153)	3,191	(27)	3,164	3,090	(27)	3,063	(100)	0	(100)
<b>Strategy &amp; Communications Total</b>	<b>22,466</b>	<b>(1,708)</b>	<b>20,758</b>	<b>23,403</b>	<b>(1,527)</b>	<b>21,876</b>	<b>937</b>	<b>181</b>	<b>1,118</b>	<b>35,059</b>	<b>(5,141)</b>	<b>29,918</b>	<b>35,222</b>	<b>(5,141)</b>	<b>30,081</b>	<b>163</b>	<b>0</b>	<b>163</b>
<b>Directorates Total</b>	<b>637,066</b>	<b>(522,782)</b>	<b>114,284</b>	<b>568,294</b>	<b>(517,006)</b>	<b>51,288</b>	<b>(68,772)</b>	<b>5,776</b>	<b>(62,996)</b>	<b>1,002,079</b>	<b>(597,119)</b>	<b>404,960</b>	<b>963,899</b>	<b>(575,997)</b>	<b>387,902</b>	<b>(38,180)</b>	<b>21,122</b>	<b>(17,058)</b>

## Appendix 3: Capital by delivery plan

Delivery Plan		YTD Budget	YTD Actuals	YTD Var to Budget	Full Year Budget	Full Year Forecast	Full Yr Var to Budget	Full Year Original Budget
		Expenditure £000's						
<b>Building more homes</b>								
	future Affordable Housing Programmes	456,465	471,236	14,771	1,542,546	1,542,971	425	1,231,644
	Work to enable more homes of all tenures	12,989	18,842	5,853	49,640	49,640	(0)	49,640
<b>Building more homes total</b>		<b>469,454</b>	<b>490,078</b>	<b>20,624</b>	<b>1,592,186</b>	<b>1,592,611</b>	<b>425</b>	<b>1,281,284</b>
<b>Making best use of land</b>								
	Building blocks & system functionality: Making the case to government for enhanced system capacity and increased funding – key projects	10,101	5,013	(5,088)	11,138	10,676	(462)	11,138
<b>Making best use of land total</b>		<b>10,101</b>	<b>5,013</b>	<b>(5,088)</b>	<b>11,138</b>	<b>10,676</b>	<b>(462)</b>	<b>11,138</b>
<b>Improving London's housing stock</b>								
	Address systemic building safety issues	137,017	86,811	(50,206)	252,914	166,924	(85,990)	231,000
	Domestic decarb	500	9	(491)	7,268	7,826	558	0
<b>Improving London's housing stock total</b>		<b>137,517</b>	<b>86,820</b>	<b>(50,698)</b>	<b>260,182</b>	<b>174,750</b>	<b>(85,432)</b>	<b>231,000</b>
<b>Accommodation and wider support</b>								
	Access to safe and appropriate accommodation	0	73	73	0	0	0	0
<b>Accommodation and wider support total</b>		<b>0</b>	<b>73</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing non-residential emissions</b>								
	Reducing emissions from public, commercial and industrial buildings	1,000	650	(350)	3,531	3,531	(0)	0
	Supporting a flexible low-carbon energy system	2,639	3,539	900	3,539	3,538	(1)	0
	Creating and financing a pipeline of climate projects	58,000	59,613	1,613	78,967	78,967	0	78,967
	Tackling emissions from waste and promoting a circular economy	0	0	0	0	0	0	0
	Core staffing to support programmes	0	0	0	0	0	0	0
<b>Reducing non-residential emissions total</b>		<b>61,639</b>	<b>63,802</b>	<b>2,163</b>	<b>86,037</b>	<b>86,036</b>	<b>(1)</b>	<b>78,967</b>
<b>Cleaning London's Air</b>								
	Raising awareness amongst London's communities of the health impacts of air pollution and empowering them to advocate for local action.	100	106	6	300	200	(100)	300
<b>Cleaning London's Air total</b>		<b>100</b>	<b>106</b>	<b>6</b>	<b>300</b>	<b>200</b>	<b>(100)</b>	<b>300</b>
<b>Supporting Londoners to benefit from growth</b>								
	Upskilling for Resilience	5,412	701	(4,711)	15,405	15,405	(0)	15,405
<b>Supporting Londoners to benefit from growth total</b>		<b>5,412</b>	<b>701</b>	<b>(4,711)</b>	<b>15,405</b>	<b>15,405</b>	<b>(0)</b>	<b>15,405</b>
<b>Helping local economies to thrive</b>								
	Support and Space for Small Business, Communities and Culture	100	64	(36)	1,325	1,325	0	400
	Placemaking – Capital Exemplar Projects	18,663	18,362	(300)	24,094	23,410	(684)	24,094
<b>Helping local economies to thrive total</b>		<b>18,763</b>	<b>18,426</b>	<b>(336)</b>	<b>25,419</b>	<b>24,735</b>	<b>(684)</b>	<b>24,494</b>
<b>Supporting community, cultural and sporting events in London (formerly Celebrating London)</b>								
	Celebrating all of London through diverse cultural offerings that focus on local communities across the breadth of London	14,620	14,570	(50)	14,620	14,620	0	14,620
<b>Supporting community, cultural and sporting events in London (formerly Celebrating London) total</b>		<b>14,620</b>	<b>14,570</b>	<b>(50)</b>	<b>14,620</b>	<b>14,620</b>	<b>0</b>	<b>14,620</b>
<b>Core</b>								
	Enabling Services	975	1,113	138	3,900	1,800	(2,100)	37,700
	Other	7,174	4,672	(2,502)	12,000	12,000	0	12,000
<b>Core total</b>		<b>8,149</b>	<b>5,785</b>	<b>(2,365)</b>	<b>15,900</b>	<b>13,800</b>	<b>(2,100)</b>	<b>49,700</b>
<b>Total</b>		<b>725,761</b>	<b>685,377</b>	<b>(40,383)</b>	<b>2,021,242</b>	<b>1,932,837</b>	<b>(88,405)</b>	<b>1,706,908</b>

## Appendix 4: Capital by directorate and unit

Directorate	Q3 Year to date			Full Year			Original Budget £000's
	Budget £000's	Actuals £000's	Variance to Budget £000's	Budget £000's	Forecast £000's	Variance to Budget £000's	
	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	
<b>Communities &amp; Skills</b>							
Skills & Employment Capital Investment	5,412	701	(4,711)	15,405	15,405	(0)	15,405
<b>Communities &amp; Skills Total</b>	<b>5,412</b>	<b>701</b>	<b>(4,711)</b>	<b>15,405</b>	<b>15,405</b>	<b>(0)</b>	<b>15,405</b>
<b>Good Growth</b>							
Culture & Creative	14,720	14,634	(86)	15,945	15,945	0	15,020
Environment	4,139	4,197	58	14,338	14,895	557	300
Planning & Regeneration	578	895	317	4,000	3,316	(684)	4,000
Transport, Infrastructure & Connectivity	100	106	6	300	200	(100)	0
Development & Environment Legacy	18,085	17,467	(617)	20,094	20,094	(0)	20,094
<b>Good Growth Total</b>	<b>37,622</b>	<b>37,299</b>	<b>(322)</b>	<b>54,677</b>	<b>54,450</b>	<b>(227)</b>	<b>39,414</b>
<b>Housing &amp; Land</b>							
Building Safety	137,017	86,811	(50,206)	252,914	166,924	(85,990)	231,000
Investment and Operations	12,520	18,712	6,192	48,850	48,850	(0)	48,850
Programmes and Policy	449,660	465,717	16,057	1,508,491	1,525,000	16,509	1,197,589
Specialist Housing and Services	6,805	5,592	(1,213)	34,055	17,971	(16,084)	34,055
Land and Development	17,745	9,370	(8,375)	23,928	23,466	(462)	23,928
<b>Housing &amp; Land Total</b>	<b>623,747</b>	<b>586,202</b>	<b>(37,545)</b>	<b>1,868,238</b>	<b>1,782,211</b>	<b>(86,027)</b>	<b>1,535,422</b>
<b>Corporate Resources &amp; Business Improvement</b>							
Digital Experience Unit	5	4	(1)	55	4	(51)	0
Facilities Management	600	927	327	3,400	1,300	(2,100)	3,200
Technology Group	375	186	(189)	500	500	(0)	500
<b>Corporate Resources &amp; Business Improvement Total</b>	<b>980</b>	<b>1,116</b>	<b>136</b>	<b>3,955</b>	<b>1,804</b>	<b>(2,151)</b>	<b>3,700</b>
<b>Chief Finance Officer</b>							
Treasury Services	58,000	60,058	2,058	78,967	78,967	0	78,967
Group Finance & Performance	0	0	0	0	0	0	34,000
<b>Chief Finance Officer Total</b>	<b>58,000</b>	<b>60,058</b>	<b>2,058</b>	<b>78,967</b>	<b>78,967</b>	<b>0</b>	<b>112,967</b>
<b>Directorates Total</b>	<b>725,761</b>	<b>685,377</b>	<b>(40,383)</b>	<b>2,021,242</b>	<b>1,932,837</b>	<b>(88,405)</b>	<b>1,706,908</b>

## Appendix 5: Revenue budget changes as at Quarter 3 by programme

Delivery Plan	Q2 Budget £'000's	Q3 Revised Budget £'000's	Variance £'000's	Commentary
Building new homes	5,026	5,026	-	
Making best use of land	4,081	4,121	40	£0.04 million reallocation of the London Plan Programme budget from the Delivery Plan 'Delivering a greener more climate resilient London'.
Improving London's housing stock	3,451	3,451	-	
Reducing inequalities	12,716	12,715	(1)	
Accommodation and wider support	16,294	16,812	518	£0.5 million transfer from reserves for the Move on Programme (MD 2467)
Reducing non-residential emissions	15,189	15,489	300	£0.3 million reallocation of budget provision from Delivery Plan 'Core'.
Delivering a greener, more climate-resilient London	7,186	7,038	(149)	£0.109 million reallocation to Delivery Plan 'Upgrading London Infrastructure'. £0.04 million reallocation of the London Plan Programme budget to Delivery Plan 'Making best use of land'.
Cleaning London's Air	1,730	3,530	1,800	£1.8 million transfer from reserves for School filters project.
Supporting Londoners to benefit from growth	8,175	8,088	(87)	£0.1 million reallocation of Economic Fairness and Social Economy programmes to Delivery Plan 'Helping local economies to thrive'.
Supporting and Inspiring Young London	157,098	157,098	-	
Boosting London's growth sectors	22,384	24,857	2,473	£1.5 million transfer from reserves event management fee for NBA London Games. £1.1 million transfer from reserves for London & Partners as approved by MD3367.
Helping local economies to thrive	5,483	4,975	(508)	£0.6 million reallocation of the Community Policy Unit budget that has moved to Delivery Plan 'Core'. £0.1 million reallocation from Delivery Plan 'Supporting Londoners to benefit from growth'.
Upgrading London's infrastructure	3,503	3,612	109	£0.109 million reallocation from Delivery Plan 'Delivering a greener, more climate-resilient London'.
Supporting community, cultural and sporting events in London (formerly Celebrating London)	20,142	21,459	1,317	£0.7million transfer from reserves for New Years Eve (MD3392). £0.6 million transfer from reserves for Notting Hill Carnival (MD3414).
Core	97,762	98,083	321	£0.6 million reallocation of the Community Policy Unit budget that has moved to Delivery Plan 'Helping local economies to thrive'. £0.3 million reallocation of budget provision to Delivery Plan 'Reducing non-residential emissions'.
Transport	1,210	1,210	(1)	
<b>Net service delivery expenditure</b>	<b>381,430</b>	<b>387,560</b>	<b>6,127</b>	

## Appendix 6: Capital budget changes as at Quarter 3 by Delivery Plan

Delivery Plan	Q2 Budget £'000's	Q3 Revised Budget £'000's	Variance (£000)	Commentary
Building more homes	1,603,324	1,592,186	(11,138)	£11.1million reallocation of the North Woolwich Road project budget to Delivery Plan "Making best use of land".
Making best use of land	-	11,138	11,138	£11.1million reallocation of the North Woolwich Road project budget from Delivery Plan "Building more homes".
Improving London's housing stock	252,914	260,182	7,268	£7.3 million Warmer Homes capital grant funded by income (MD3396).
Reducing non-residential emissions	78,967	86,037	7,070	£3.5 million Centre for Climate Change Innovation funded from the Strategic Investment Fund reserve. £3 million Net Zero Schools project slippage from 2024-25. £0.5 million Greener Schools new funding from Department for Energy Security and Net Zero.
Cleaning London's Air	300	300	-	
Supporting Londoners to benefit from growth	15,405	15,405	-	
Boosting London's growth sectors	-	-	-	
Helping local economies to thrive	24,494	25,419	925	£0.9 million Creative Enterprise Zones slippage from prior years (MD3039).
Upgrading London's infrastructure	55	55	-	
Supporting community, cultural and sporting events in London (formerly Celebrating London)	14,620	14,620	-	
Core	15,900	15,900	-	
<b>Total delivery portfolio budget</b>	<b>2,005,979</b>	<b>2,021,242</b>	<b>15,263</b>	

## Appendix 7: Reserves

	Opening Balance	Budgeted Movement	Forecast Movement	Variance	Forecast	Budgeted Movement	Forecast	Budgeted Movement	Forecast
	31/03/2025	2025-26	2025-26	2025-26	31/03/2026	2026-27	31/03/2027	2027-28	31/03/2028
GLA Reserves	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Reserves to support key revenue budget outcomes</b>									
Capital Programme	77,118	(39,950)	11,550	51,500	88,668	(3,767)	84,901	(3,252)	81,649
Climate Change reserve	80,651	(6,112)	(6,712)	(600)	73,939	(6,109)	67,830	(6,109)	61,721
Directorate Reprofiling	20,417	(369)	(2,766)	(2,397)	17,651	0	17,651	0	17,651
Election	0	19,250	21,250	2,000	21,250	9,500	30,750	9,500	40,250
Environment Drainage	143	0	0	0	143	0	143	0	143
Group Collaboration	5,536		(5,536)	(5,536)	0		0		0
Interest smoothing	77,992		0	0	77,992	0	77,992	0	77,992
Land Fund	6,478	(1,099)	(1,299)	(200)	5,179	(841)	4,338	(845)	3,493
London Green Fund Reserve	386	0	0	0	386	0	386	0	386
London and Partens	2,245	0	0	0	2,245	0	2,245	0	2,245
Major Events	6,521	18,556	12,312	(6,244)	18,833	(628)	18,205	(4,395)	13,810
New Deal for Young People	11,851	(6,759)	(6,759)	0	5,092	(1,364)	3,728	(1,000)	2,728
New Museum Project		0	0	0	0	0	0	0	0
Planning Smoothing	499		0	0	499		499		499
Pre-Application Planning	1,331		0	0	1,331		1,331		1,331
RCGF interest	4,820	(169)	4,331	4,500	9,151		9,151	0	9,151
Redundancy	1,381	0	(29)	(29)	1,352	0	1,352	0	1,352
Rev Grants Unapplied Reserves	156,546	(30,112)	(56,814)	(26,702)	99,732	0	99,732	(5,800)	93,932
Right to buy	19,003	(690)	(8,851)	(8,161)	10,152	(690)	9,462	(690)	8,772
Sport Unites	2,192	(1,000)	(1,000)	0	1,192	(1,000)	192	(746)	(554)
The Royal Docks Enterprise Zone	929	556	400	(156)	1,329	671	2,000	1,439	3,439
Universal free school meals	34,738	11,200	6,162	(5,038)	40,900	900	41,800	900	42,700
<b>Total</b>	<b>510,777</b>	<b>(36,698)</b>	<b>(33,761)</b>	<b>2,937</b>	<b>477,016</b>	<b>(3,328)</b>	<b>473,688</b>	<b>(10,998)</b>	<b>462,690</b>
<b>Reserves to support organisational change and transformation</b>									
Development	2,053	500	500	0	2,553	500	3,053	500	3,553
Mayoral Resettlement	77	0	0	0	77	0	77	0	77
<b>Total</b>	<b>2,130</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>2,630</b>	<b>500</b>	<b>3,130</b>	<b>500</b>	<b>3,630</b>
<b>Reserves to support on-going asset management</b>									
Estates	832	0	(420)	(420)	412		412		412
Dilapidations	6,500	0	0	0	6,500		6,500		6,500
<b>Total</b>	<b>7,332</b>	<b>0</b>	<b>(420)</b>	<b>(420)</b>	<b>6,912</b>		<b>6,912</b>		<b>6,912</b>
<b>General</b>									
General Reserve	10,000		0	0	10,000		10,000		10,000
Assembly Development	2,569	(400)	(400)	0	2,169		2,169		2,169
<b>Total GLA Reserves</b>	<b>532,808</b>	<b>(36,598)</b>	<b>(34,081)</b>	<b>2,517</b>	<b>498,727</b>	<b>(2,828)</b>	<b>495,899</b>	<b>(10,498)</b>	<b>485,401</b>

The table above shows the current forecast for the GLA's revenue reserves. Negative movements (in brackets) represent the forecast drawdown from the reserve, whilst positive numbers represent transfers in. All reserves, apart from Revenue Grants Unapplied and the General Reserve, are earmarked to future spend. Where positive reserve balances are carried into future years, this is because the spend date has not yet been determined. The Capital Reserve is fully allocated against specific longer term planned capital works.