

February 2009

The Greater London Authority's Consolidated Budget and Component Budgets for 2009-10



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Explanation of 2009-10 budgets

Introduction and overview.....	1
Greater London Authority: Mayor of London	5
Greater London Authority: London Assembly	10
Metropolitan Police Authority.....	12
London Fire and Emergency Planning Authority.....	16
Transport for London.....	20
London Development Agency.....	30
Council tax information.....	37

Statutory component and consolidated budgets 2009-10

Greater London Authority: Mayor of London	41
Greater London Authority: London Assembly	42
Metropolitan Police Authority.....	43
London Fire and Emergency Planning Authority.....	44
Transport for London.....	45
London Development Agency.....	46
Consolidated budget.....	47
Summary.....	48

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Section 1 – Introduction and overview

Consolidated Budget Requirement

- 1.1 The consolidated budget requirement for the GLA and the four functional bodies for 2009-10 is **£3,203.8m**.

Component budget requirements	Approved 2008-09 £m	Proposed 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Mayor of London	127.8	126.6	125.7	127.3
London Assembly	8.7	8.7	9.0	9.2
Metropolitan Police Authority	2,595.0	2,640.3	2,673.3	2,706.8
London Fire and Emergency Planning Authority	405.1	416.2	437.3	442.7
Transport for London	12.0	12.0	12.0	12.0
London Development Agency	-	-	-	-
Consolidated budget requirement	3,148.6	3,203.8	3,257.3	3,298.0

- 1.2 As a result of changes introduced by the GLA Act 2007, for the purpose of budget setting the **Mayor of London** and **London Assembly** are treated as separate constituent bodies. The budget for the Assembly comprises estimates for direct expenditure and income, and appropriate contingencies and financial reserves for Assembly functions. The budget for the Mayor comprises the rest of the GLA, and includes expenditure incurred on accommodation in relation to the Assembly's business, and goods and services provided or procured for the Authority in general.
- 1.3 The GLA Group is subject to the local government finance regime. The planned spending of the GLA and the functional bodies after deducting any funding from reserves and expected income (other than general funding from the Government and the council tax) is known as their **budget requirement**. These requirements are consolidated to form the consolidated budget requirement for the GLA.
- 1.4 Further information on the budget proposals for each constituent body within the GLA Group is presented in organisational terms in **Sections 2 to 7** of this document. The GLA's proposals are shown first and the remainder are presented in order of magnitude of the budget requirement.
- 1.5 The complexities of a budget of over £12 billion gross (£3 billion net) and the very diverse nature of the functions of the individual component bodies, make it complicated to present information that meets the needs of all audiences. This document is therefore a summarised version of the overall financial estimates.

Section 1 – Introduction and overview

1.6 The Mayor's key objective is to maximise value for the taxpayer through the rigorous pursuit of efficiencies and directing expenditure to key priorities. The Mayor's 2009-10 budget and forward plans provide funding to:

- Implement an action plan to tackle the complex long-term root causes of teenage violence and criminality and to tackle the symptoms of crime through assertive and highly visible policing;
- Increase by more than 500 the number of uniformed officers deployed on the bus network and outer London rail stations and cracking down on illegal cabs;
- Maintain the highest level of preparedness to protect Londoners against terrorism;
- Develop an Economic Recovery Action Plan designed to support Londoners and businesses through the predicted economic hardship ahead;
- Expand public transport capacity: continuing the transformation of the Tube, including new air conditioned trains, improved reliability and faster journeys, and building Crossrail, the single largest transport project seen in the UK in generations that on its own will provide an extra 10 per cent capacity to the rail-based public transport network;
- Smooth traffic flows: making the best use of London's limited road space by re-phasing traffic lights and tackling the disruption caused by unplanned road-works;
- Lead a revolution in cycling and walking in London: facilitating a step change increase in the numbers of people travelling by these most environmentally friendly and health enhancing modes including introducing a Central London bike hire scheme;
- Deliver London's 2012 transport projects and secure a lasting legacy: completing the East London line extension to the London Overground network and increasing capacity on an extended DLR;
- Improve further the safety and security of the travelling public: building on the massively increased numbers of uniformed officers patrolling the buses and Tube and innovative new methods, such as trialling live CCTV on buses;
- Dramatically improve the experience of travelling in London: through, for example, the development and further roll-out to national rail of the Oyster card, giving passengers better information, making buses safer, improving the urban realm, and introducing a 21st Century Routemaster bus;
- Contribute towards a successful 2012 Olympic and Paralympic Games and create an enduring legacy that transforms and regenerates the east of London, as well as spreading the benefits of 2012 across the capital with an unchanged contribution to the agreed funding package;
- Plant 10,000 new street trees and make 11 rundown parks safer, cleaner and more attractive;
- Deliver the Mayor's housing strategy, working with boroughs to deliver 50,000 more affordable homes over the next three years;
- Deliver four new rape crisis centres.

Section 1 – Introduction and overview

Amount to be raised from council taxpayers

- 1.7 The **council tax** applicable to the GLA Group is set at a level that recovers the difference between the budget requirements of the five organisations and the funding received from the Government. Allowing for anticipated government grants, the consolidated budget requires **£915m** (2008-09: £908m) to be raised from the council taxpayer. This and other sources of finance are summarised below:

	£m	Per cent
Spending plans	12,232	100
<i>Less:</i>		
Fares, charges and other income	-4,200	34
Specific government grants	-4,016	33
Government grants and redistributed business rates	-2,285	19
Reserves (TfL)	-805	6
Reserves (other)	-7	1
Surplus in council tax collection fund	-4	-
Amount to be met by council taxpayers	915	7

- 1.8 To raise an additional **£7m** from council taxpayers does not require any increase in a band D council tax of **£310** for the London boroughs after taking into account the estimated 0.75 per cent increase in the Greater London council tax base for 2009-10. It requires a band D council tax of **£86** in the City of London.
- 1.9 **Section 8** provides a more detailed analysis of the extent to which government grants fund the budget requirements and the amount of council tax to be raised.

Section 2 – Greater London Authority: Mayor of London

- 2.1 The purpose of the GLA is to set the strategic direction for London as a whole; consequently, apart from the running of Parliament and Trafalgar Squares, it does not deliver any direct services. The main thrust of the authority's work aims to build successful working relationships and partnerships with bodies that can deliver the Mayor's vision for London.
- 2.2 In addition to this, a number of commissions and partnerships have been established, which contribute to the delivery of the GLA's priorities. The Mayor has also placed greater emphasis on building good relations with London boroughs, which play a crucial part in the delivery of many strategic priorities.

Key deliverables

- 2.3 The main delivery bodies of the GLA are the London Development Agency (LDA), Transport for London (TfL), the Metropolitan Police Authority (MPA) and the London Fire and Emergency Planning Authority (LFEPA), but specific deliverables for the GLA in 2009-10 are as follows:
- Strengthen engagement between Mayoralty, police and boroughs on crime;
 - Preventative work on youth violence and increasing youth opportunities;
 - Improve outcomes for young people;
 - Tackle violence against women;
 - Reduce fear of crime, especially among older people;
 - Ensure the GLA's duties to promote health and reduce inequalities are fulfilled through GLA Group business and strategic partnership action;
 - Review the London Plan;
 - Improve Londoners' quality of life and the living environment;
 - Publish and/or revise opportunity area planning frameworks;
 - Accelerate the increase in London's housing supply and affordable homes;
 - Set up the Homes and Communities Agency London arrangements;
 - Work to improve the availability of accessible housing;
 - Prioritise measures consistent with the commitment to carbon reduction targets of 60 per cent by 2025 and promoting open spaces;
 - Implement the Mayor's Street Trees and Priority Parks Programmes;
 - Encourage incentive schemes to improve London's recycling rate;
 - Mayor's priorities are reflected in preparations for the Games, and Mayor plays full role in key events;
 - Maintain contacts with Beijing and other cities, having hosted Games, to facilitate transfer of learning;

Section 2 – Greater London Authority: Mayor of London

- Regular and effective community and media engagement to secure full socio-cultural and economic benefits;
- Increase opportunities and accessibility;
- Help deliver an efficient, modern, reliable and accessible transport network;
- Promote London’s economic growth and competitiveness, including employment opportunities and supporting SMEs;
- Support the Mayor's statutory roles on economic development in London;
- Support the Mayor’s engagement with central government and other agencies to deliver economic regeneration in London;
- Deliver an international programme of engagement with key cities and participate in key networks;
- Deliver a programme of world-class events to promote London culturally and socially;
- Undertake a programme of engagement with the private sector.

Budget requirement

- 2.4 Including the financial contribution to the public sector funding package for the 2012 Olympic and Paralympic Games, the Mayor's estimated gross expenditure is £131.0m. After deducting fees, charges, investment income and the application of the election and general reserves, the budget requirement for 2009-10 is **£126.6m**. This is £1.2m lower than that for 2008-09.

Explanation of budget changes

- 2.5 The changes in 2009-10 relative to 2008-09 can be summarised as follows:

Changes in the Mayor’s spending plans	£m
2008-09 adjusted budget requirement	127.8
<i>Changes due to:</i>	
Inflation	1.9
Net growth in existing services and programmes	1.4
New initiatives and service improvements	0.8
Additional savings and efficiencies	-9.1
Elections	-6.3
Olympic and Paralympic Games funding agreement	0.4
Museum of London	0.2
Change in use of reserves	9.5
2009-10 budget requirement	126.6

- 2.6 The key changes in income and expenditure areas between years and that projected for the following two years for each of the main service areas are set out in the table overleaf.

Section 2 – Greater London Authority: Mayor of London

Service/directorate analysis	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Mayor's Office	14.4	14.6	10.5	10.6	10.8
Media and Marketing	3.8	3.1	3.0	3.1	3.2
Policy and Partnerships	10.9	10.7	10.5	10.6	10.9
Finance and Performance	7.9	7.8	7.6	7.7	7.9
Corporate Services	20.7	20.1	19.6	20.0	20.4
Chief Executive	0.3	0.3	0.4	0.4	0.4
Olympic Funding Agreement	58.7	58.7	59.1	59.6	60.1
Museum of London	9.3	9.3	9.5	9.7	10.0
Elections	16.1	16.1	0.4	0.4	0.4
Capital financed from revenue	1.7	1.7	1.1	2.3	1.8
Savings to be allocated	-0.5	-	-1.3	-3.7	-4.0
Net service expenditure	143.3	142.4	120.4	120.7	121.9
Interest receipts	-2.7	-3.7	-2.0	-2.1	-2.2
Specific grants	-	-	-	-	-
Net revenue expenditure	140.6	138.7	118.4	118.6	119.7
Transfer to/from reserves	-12.8	-10.9	8.2	7.1	7.5
Budget requirement	127.8	127.8	126.6	125.7	127.2

Inflation

2.7 Inflation is budgeted to add £1.9m to GLA (Mayor of London) costs in 2009-10.

New initiatives and service improvements

2.8 Planned increases in the Authority's activities add £0.8m in 2009-10 to the budgeted costs relative to 2008-09.

Savings and efficiencies

2.9 The budget incorporates cashable efficiency savings of £9.1m in 2009-10, which represents savings that should result from the work streams currently in progress. In total the Authority's savings represent 16.7 per cent of controllable expenditure, and exceed the Government's target.

2.10 In addition non-cashable efficiencies continue to be delivered across the Authority, in part derived from a programme of efficiency reviews. In the past year this has led to non-cashable savings arising from the move to a greater number of framework agreements, a reduction in time spent on letting contracts and the streamlining of processes.

2.11 The review programme also delivers improvements in the quality of services. Over the past year examples have included improvements in the commissioning of publications, and the management of events held in City Hall. While some growth is estimated in

Section 2 – Greater London Authority: Mayor of London

respect of the Government's review of GLA powers much of the additional work is being contained within existing resources by teams across the Authority.

2012 Olympic and Paralympic Games

- 2.12 As part of the bid to host the Games both the Mayor and the Government signed guarantees confirming the amounts to be funded by council tax (up to £625m) and other funding sources, pledging to take all necessary measures to ensure that London will fulfil its obligations under the host city contract, which was signed with the International Olympic Committee. In the revised Memorandum of Understanding between the Government and the Mayor of London, signed in June 2007, this amount was confirmed, subject to the Greater London Authority's decision-making processes.
- 2.13 The financial contribution to support the cost of staging the Games forms part of the component budget of the Mayor of London. Therefore, reflecting the Mayor's intention that the amount to be raised through the council tax precept is £20 a year for a band D property and that there are an estimated 2.95 million band D equivalent households, the amount included in the GLA's component budget for 2009-10 is £59.1m.

Crossrail

- 2.14 The budget for 2010-11 onwards does not include any estimates in respect of Crossrail. Subject to legislation, local authorities (including the GLA) will have the power to raise a supplement on business rates from April 2010 and to receive the proceeds. The funding arrangements for Crossrail provide for the Mayor to borrow £3.5bn towards the cost of Crossrail from 2010-11. A business rate supplement would be levied to service £3.5 billion of debt raised by the Mayor during construction, according to the following profile:

	2010-11	2011-12	2012-13	2013-14	2014-15
GLA borrowing £m	800	700	700	800	500

- 2.15 The Crossrail funding arrangements also envisage securing £300m of contributions from developers through use of planning obligations and, once it is implemented, £300m from the proposed Community Infrastructure Levy.

Reserves

- 2.16 The expected movements in reserves are:

GLA reserves	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Opening balances	19.4	32.2	21.1	29.3	36.4
Transfers to/from:					
Election Reserve	-1.3	-7.1	4.6	4.6	4.6
Other earmarked reserves	1.0	-4.0	3.6	2.6	3.0
General reserves	-1.0	-	-	-	-
Closing balances	18.1	21.1	29.3	36.4	44.0

Section 2 – Greater London Authority: Mayor of London

- 2.17 The most significant movement on the earmarked reserves in 2009-10 relates to the building up of reserves for the 2012 Mayor and Assembly elections. This reserve, which is expected to be £10.9m at March 2010, will be built up in preparation for the 2012 elections. These costs will be kept under review.
- 2.18 At 31 March 2010 the general balance is expected to total some £3.4m which represents just over 2.3 per cent of the estimated 2009-10 net revenue expenditure, or just over 4 per cent when the amounts included in respect of the Olympic Funding Agreement and the Museum of London are excluded on the basis that they are covered by specific sources of funding. This will be kept under review.

Section 3 – Greater London Authority: London Assembly

- 3.1 The GLA Act 2007 introduced a separate component budget for the London Assembly in respect of the Assembly members, employees of the Authority who normally work as support staff for the Assembly or Assembly Members, goods or services procured solely for the purposes of the Assembly and the London Transport Users' Committee (London TravelWatch).

Role of the Assembly

- 3.2 The aims of the Assembly are to:
- Hold the Mayor of London effectively to account;
 - Conduct effective investigations into issues that matter to Londoners;
 - Represent the views of Londoners and raise issues of concern on their behalf;
 - Sponsor and monitor London TravelWatch.

Key deliverables

- 3.3 The Secretariat has six objectives that guide its work in supporting the Assembly. The Secretariat also has a major role in the planning and managing of the Mayoral and London Assembly elections (although the cost of the Election is included within the Mayor's component budget). Deliverables specific to 2009-10 are as follows:
- Support the new Assembly to establish effective structures and processes to fulfil its statutory duties;
 - Support the Assembly to scrutinise the Mayor's exercise of new powers transferred to him by the GLA Act 2007, including those in relation to planning, housing, waste, health inequalities and climate change;
 - Publicise the scrutiny work of the Assembly and its committees via the media and directly to stakeholders;
 - Encourage public attendance at Mayor's Question Time, in particular targeting equalities groups;
 - Develop accessible publicity material explaining the role of the Assembly and its composition;
 - Respond effectively to consultations from the Head of Paid Service on creation and deletion of posts in the core GLA.

Section 3 – Greater London Authority: London Assembly

Budget requirement

- 3.4 The Assembly's budget requirement for 2009-10 is **£8.7m**. This is the same as for 2008-09.

Explanation of budget changes

- 3.5 The changes in 2009-10 relative to 2008-09 can be summarised as follows:

Changes in the Assembly's spending plans	£m
2008-09 adjusted budget requirement	8.7
<i>Changes due to:</i>	
Inflation	0.2
Savings and efficiencies	-0.2
2009-10 budget requirement	8.7

- 3.6 The key changes in income and expenditure areas between years and that projected for the following two years for the Assembly are set out in the table below:

Service analysis	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Assembly and Group Support	4.4	4.4	4.4	4.5	4.5
Committee Services	0.5	0.5	0.5	0.5	0.6
Directorate Business Support	0.5	0.5	0.5	0.5	0.6
Scrutiny	1.1	1.1	1.1	1.2	1.2
External Relations	0.3	0.3	0.3	0.3	0.3
London TravelWatch	1.6	1.6	1.6	1.7	1.7
Elections and Special Projects	0.1	0.1	0.1	0.1	0.1
Legal and other direct services	0.2	0.2	0.2	0.2	0.2
Net service expenditure	8.7	8.7	8.7	9.0	9.2
Interest receipts	-	-	-	-	-
Specific grants	-	-	-	-	-
Net revenue expenditure	8.7	8.7	8.7	9.0	9.2
Transfer to/ from reserves	-	-	-	-	-
Budget requirement	8.7	8.7	8.7	9.0	9.2

Inflation

- 3.7 Inflation is budgeted to add £0.2m to GLA (London Assembly) costs in 2009-10.

Savings and efficiencies

- 3.8 The budget incorporates cashable efficiency savings of £0.2m in 2009-10.

Reserves

- 3.9 The Authority's accounts include an earmarked development reserve of £0.1m.

Section 4 – Metropolitan Police Authority

- 4.1 The mission of the Metropolitan Police Service and Metropolitan Police Authority is to serve London's communities by 'Working together for a safer London'. Key elements of this mission are the focus on reducing crime, including the likelihood of people becoming victims of crime, as well as improving the prospects of bringing those who commit crime to justice, particularly where there is a significant impact on vulnerable victims.

Key Deliverables

- 4.2 The budget for the Metropolitan Police Authority is dependent on containing additional costs of security operations, but has been framed to provide sufficient resources to support the following corporate objectives:
- Reduce serious violence and protect young people, including:
 - Deliver the strands of the Serious Violence Strategy, particularly Blunt 2 (knife crime), gang resistance and youth prevention work. To reduce the level, the fear and the harm of weapon-enabled offences in London's communities;
 - Deliver the outcomes within the Youth Strategy and develop further partnership and third sector initiatives;
 - Safeguard children from abuse and investigate those who offend against them, and to increase reporting of crime against children and young people;
 - Deliver the highest standards for homicide and serious crime investigation and prevent homicide by using disruption tactics, particularly amongst young people;
 - Tackle weapon-enabled crime, with particular reference to young people;
 - Provide Central Operations assets to assist in the reduction of serious violence and protection of young people, especially in bringing more offenders to justice;
 - Develop a comprehensive communication strategy to support the youth crime strategy, including marketing/advertising activity targeted at young people and to show through media activity our work to tackle youth and serious violence;
 - Make London's neighbourhoods safer through local and city-wide problem solving and partnership working to reduce crime, anti-social behaviour and road casualties;
 - Disrupt more criminal networks and reduce the harm caused by drugs;
 - Make services more accessible and improve people's experience of their contact with the police, especially victims and witnesses;
 - Enhance counter-terrorism capability and capacity;
 - Plan for, and effectively police, major events in London and prepare for the 2012 Olympics;
 - Lead and manage the service to ensure the most efficient, effective and economic use of all resources entrusted to the police.

Section 4 – Metropolitan Police Authority

Budget requirement

- 4.3 The Police Authority's gross expenditure is estimated to be £3,603.1m. After deducting fees, charges, specific grants, other income and use of reserves, the budget requirement for 2009-10 is **£2,640.3m**. This is £45.3m higher than that for 2008-09.

Explanation of budget changes

- 4.4 The key changes in income and expenditure areas between years and that projected for the following two years for each of the main service areas are set out in the table overleaf. The changes in 2009-10 relative to 2008-09 can be summarised as follows:

Changes in the Police Authority's spending plans	2009-10 £m
2008-09 budget requirement	2,595.0
<i>Changes due to:</i>	
Inflation	88.5
Net growth in existing services and programmes	27.0
New initiatives and service improvements	30.2
Savings and efficiencies	-92.3
Increase in specific grants	-8.1
2009-10 Budget requirement	2,640.3

Section 4 – Metropolitan Police Authority

Service analysis	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Territorial Policing	1,474.4	1,470.2	1,477.8	1,480.8	1,479.0
Specialist Crime Directorate	394.4	394.8	387.2	382.7	382.7
Specialist Operations	217.3	217.3	224.7	230.4	230.4
Central Operations	268.6	270.5	264.6	264.7	272.2
Resources Directorate	264.9	253.0	256.9	266.8	272.8
Directorate of Information	218.1	216.6	212.1	224.5	226.2
Human Resources Directorate	152.6	149.5	152.4	138.8	136.4
Directorate of Public Affairs	6.7	6.2	6.0	6.0	6.0
Deputy Commissioner's Portfolio	56.4	55.3	53.1	52.5	52.0
Pensions	29.1	29.1	29.1	29.1	29.1
Centrally held budgets ¹	51.8	53.4	117.9	202.5	291.6
MPA	12.8	12.7	12.7	13.0	13.2
Savings to be agreed	-	-	-	-57.5	-124.5
Net service expenditure	3,147.1	3,128.6	3,194.5	3,234.3	3,267.1
Capital financing costs	21.6	21.6	19.4	20.0	20.7
Interest receipts	-11.8	-15.0	-9.0	-9.0	-9.0
Specific grants	-556.5	-555.6	-564.6	-572.0	-572.0
Net revenue expenditure	2,600.3	2,579.6	2,640.3	2,673.3	2,706.8
Transfers to/from reserves	-5.4	15.4	-	-	-
Budget requirement	2,595.0	2,595.0	2,640.3	2,673.3	2,706.8

Note 1: This line includes budgets that the MPA will not attribute to business groups until later in its budget setting process. It includes, for example, inflation, pay awards and other such budget changes.

Inflation

- 4.5 Inflation is budgeted to add £88.5m to MPA costs in 2009-10.

Committed change

- 4.6 The full year effect of 2008-09 budget decisions and those items of expenditure which are unavoidable or to which the Authority has committed adds £27.0m to the MPA's budget for 2009-10.

Increases in service levels and new initiatives

- 4.7 New initiatives add £30.2m to expenditure in 2009-10.

Savings and efficiencies

- 4.8 The budget includes cashable savings and efficiencies totalling £92.3m in 2009-10. The Home Office have set a target of £311.4m to be achieved in the period 2008-09 to 2010-11. This represents 2.6 per cent of forecast Gross Revenue Expenditure in 2009-10.

Section 4 – Metropolitan Police Authority

Officer numbers

- 4.9 Over the three years to 2011-12, the number of police officers is forecast to increase by 25, while PCSOs increase by 176 and Special Constables by 6,250.

Reserves

- 4.10 The planned use of reserves is shown in the table below. The MPA's policy is to maintain general revenue reserves of at least 2 per cent of net budgeted expenditure. These estimates include a general reserve and emergency contingency fund of 2.6 per cent of net budgeted expenditure.

MPA reserves	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Opening balances	216.6	216.6	232.0	232.0	232.0
Transfers to/ from:					
Earmarked reserves	-5.4	15.4	-	-	-
General reserves	-	-	-	-	-
Closing balances	211.2	232.0	232.0	232.0	232.0

Section 5 – London Fire and Emergency Planning Authority

- 5.1 The London Fire and Emergency Planning Authority is responsible for fire and rescue services in London and it supports the London boroughs in their emergency planning role. LFEPA has achieved significant fire reduction improvements through the strategies in their London Safety Plan.
- 5.2 Highlights of recent performance include reductions in the total number of fires and serious fires, fire deaths and injuries, a substantial increase in community safety activity and a continued fall in the number of hoax calls. Significant progress was made against the five-year targets set out in the first performance plan (2000 to 2005) and good progress continues against the current performance plan.

Key Deliverables

- 5.3 The budget for LFEPA in 2009-10 has been developed to build on these achievements and to support the vision of being a world-class fire and rescue service for London, Londoners and visitors. In addition to this the budget will support LFEPA in promoting sustainable development and in maximising the impact the Fire Authority can have on reducing pollution and harmful emissions. The budget will provide resources to support key service targets to:
- Reduce accidental fires in people's homes by five per cent (reducing baseline of 6,960 to an average of 6,612, for the five years ending 2009-10);
 - Reduce the number of accidental fire-related deaths in the home by 20 per cent (reducing baseline of 52 to an average of 41, for the five years ending 2009-10);
 - Reduce deliberate fires by ten per cent (reducing baseline of 28,678 to an average of 25,810, for the five years ending 2009-10);
 - Reduce hoax calls attended by five per cent (reducing baseline of 10,216 to an average of 9,705, for the five years ending 2009-10).

These key targets were set in the second London Safety Plan 2005-08 for the five years to March 2010. New targets will need to be set for the period from April 2010.

- 5.4 In addition to this the budget provides resources to:
- Actively promote the new fire safety regulation and community safety strategies;
 - Maintain current levels of emergency cover and progress plans for a new fire station in Havering;
 - Continue to deliver and maintain the dramatic increase in capacity to improve resilience to the new risks facing London;
 - Introduce measures to reduce the number of unwanted fire signals, including filtering calls received during the day when an automatic fire alarm has been activated and where the caller can confirm there has been no fire;
 - Introduce measures to reduce calls to release persons shut in lifts and to charge lift owners for these services in certain circumstances;

Section 5 – London Fire and Emergency Planning Authority

- Continue good progress on delivering a number of major projects including a new regional control centre, new radio scheme, new personal protective clothing and respiratory protective equipment for fire-fighters and a PFI programme to replace up to 10 fire stations;
- Continue the programme of home fire safety visits by station staff and by partners (target for 2009-10 still to be set – the target for 2008-09 is 40,250 visits by own staff);
- Continue to reduce the organisation's impact on the environment and promote sustainable development;
- Ensure the safety of major new developments such as Heathrow Terminal 5, Crossrail and those in the Thames Gateway;
- Prepare for the 2012 Olympic and Paralympic Games and for improvements in community safety as part of the Games legacy;
- Deliver a schools programme of fire safety education to primary schools;
- Deliver Local Intervention Fire Education, Juvenile Fire-setters Intervention and Fire Cadet Schemes, aimed at improving social cohesion amongst young people and the community;
- Work with London Boroughs and social housing landlords to ensure that all social housing is fitted with smoke alarms and sprinkler systems are fitted in homes of those most vulnerable;
- Continue to work towards achieving the progressive targets for recruiting women and black or minority ethnic communities to the operational workforce and to monitor performance and deliver on the commitments made in the Equalities Action Plan;
- Implement the e-HR strategy to deliver increased HR services online.

Budget requirement

- 5.5 The Fire Authority's gross expenditure is estimated to be £463.4m. After deducting fees, charges and other income and the application of reserves, the budget requirement for 2009-10 is **£416.2m**. This is £11.1m higher than that for 2008-09.

Explanation of budget changes

- 5.6 The key changes in income and expenditure areas between years and that projected for the following two years for each of the main service areas are set out in the table overleaf, as are the changes in 2009-10 relative to 2008-09.

Section 5 – London Fire and Emergency Planning Authority

Changes in the Fire Authority's spending plans	2009-10 £m
2008-09 budget requirement	405.1
<i>Changes due to:</i>	
Inflation	15.5
Net growth in existing services and programmes	2.0
New initiatives and service improvements	1.2
Savings and efficiencies	-8.2
Increase in specific grants	-1.0
Changes in use of reserves	1.6
2009-10 budget requirement	416.2

Service analysis	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Community safety	37.9	39.0	38.2	39.4	40.3
Fire fighting and rescue	325.6	322.0	332.6	347.0	360.7
Fire-fighter pensions	59.2	58.4	60.4	62.0	63.5
Emergency planning	1.0	1.0	1.0	1.0	1.0
Central services	2.1	2.1	2.1	2.1	2.1
Savings to be agreed	-	-	-	-12.1	-22.8
Net service expenditure	425.8	422.5	434.3	439.4	444.8
Capital financing costs	10.8	10.4	11.5	11.9	11.9
External interest receipts	-4.8	-5.1	-3.5	-3.5	-3.5
Specific grants	-9.5	-11.2	-10.5	-10.5	-10.5
Net revenue expenditure	422.3	416.6	431.8	437.3	442.7
Transfer to/from reserves	-17.2	-11.5	-15.6	-	-
Budget requirement	405.1	405.1	416.2	437.3	442.7

Inflation

- 5.7 Inflation is budgeted to be £15.5m in 2009-10. This includes the cost of known pay awards and provision for general price inflation on other non-staff budgets.

Committed growth

- 5.8 The full year effect of 2008-09 budget decisions and those items of expenditure which are unavoidable or to which the Authority is contractually committed adds £2.0m to LFEPA's budget for 2009-10 and future years.

Increases in service levels and new initiatives

- 5.9 There are also new initiatives, which add £1.2m to expenditure in 2009-10.

Section 5 – London Fire and Emergency Planning Authority

Savings and efficiencies

- 5.10 The budget includes cashable efficiency savings of £8.2m in 2009-10. LFEPA achieved the Government's three-year target of £19.5m efficiency savings to be achieved by March 2008. The savings budgeted for 2009-10 represent 1.9 per cent of net revenue expenditure.

Operational Officer numbers

- 5.11 Over the three years to 2011-12, the number of fire-fighters is forecast to increase by 29.

Reserves

- 5.12 The 2009-10 budget is supported by use of £15.6m reserves, all of which is taken from the general reserve. General reserves are projected to be £16.4m at March 2010, which is 3.8 per cent of the net revenue expenditure. Reserve requirements are currently being reviewed in the light of recent economic forecasts and the updated CIPFA guidance.

- 5.13 The table below shows the estimated balances on both capital and revenue reserves.

LFEPA reserves	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Opening balances	48.2	51.5	38.4	22.8	22.8
Transfers to/from:					
Earmarked reserves	-18.6	-20.0	-	-	-
General reserves		6.9	-15.6	-	-
Closing balances	29.6	38.4	22.8	22.8	22.8

Section 6 – Transport for London

- 6.1 In 2007 TfL secured a 10-year funding settlement covering the period to 2017-18. This £39.2bn settlement covers the funding of Crossrail, support for Tube line upgrades and the rest of TfL's operations. By 2012 there will be an increase of over 10 per cent in the capacity of London's public transport network, increasing to almost 30 per cent by 2018. Much of this will be delivered directly by TfL (including Crossrail), with the rest delivered by Network Rail.
- 6.2 The financial settlement covered the following:
- Crossrail is fully funded to £15.9bn including contingency;
 - The assumed cost profile for Tube Lines for the second PPP review period. LUL sought guidance from the PPP Arbiter in April 2008 on the likely costs of delivering these obligations and his initial review suggests a potential gap of over £1bn. TfL have subsequently notified the Government that this outcome represents an "exceptional pressure";
 - An additional £4.8bn of borrowing, including a £2.4bn TfL contribution to Crossrail, compared to £3.3bn included in the previous, 2004, five-year settlement.
- 6.3 As a result of the settlement the remaining grant for TfL is extremely constrained. In particular core operating expenditure growth, excluding PPP, is reduced in real terms. TfL has launched a major efficiency programme to maximise the effectiveness of its expenditure.

Key deliverables

- 6.4 The key deliverables in the Business Plan for the period to 2012 include:
- **London Underground**
 - Services: Significant increase in service frequency, capacity and reliability on Jubilee line (up 33 per cent) with Northern and Victoria line upgrades completed in 2012;
 - New air-conditioned "S stock" trains in service introduced on the Metropolitan line from 2010 and on the Circle, District and Hammersmith and City lines from 2011;
 - King's Cross St. Pancras completed including new "Northern" ticket hall to provide capacity for new domestic high speed service and Olympic "Javelin";
 - 80 further stations modernised/refurbished with new security/CCTV systems and customer information;
 - Step-free access: 25 per cent of LU stations step free by end of 2010, plus meeting Olympics commitments at Green Park, Baker Street (sub-surface) and Southfields;
 - Over 200km of track replaced and renewed.

Section 6 – Transport for London

London Rail

London Overground enhancement works will be completed by the end of 2011-12 including:

- A doubling in operated train kilometres and an improvement in reliability (94 per cent of trains on time compared to 91 per cent in 2007-08);
- Implementation of the East London Line Extension (ELL), north to Dalston Junction and south to Crystal Palace and West Croydon, due for completion in 2010;
- Completion of the North London Railway (NLR) Infrastructure Project in 2011, including the Dalston link to the ELL;
- New trains and refurbished stations for all Overground routes.

The DLR expansion programme will also be completed by 2011-12, significantly increasing capacity and the geographic reach of the network:

- An increase of 36 per cent in operated train kilometres in comparison to 2007-08 with continued high performance in reliability (96 per cent of trains on-time; 98 per cent of train services operated);
- Opening of the Woolwich Arsenal Extension by February 2009;
- Stratford International Extension completed in mid 2010;
- 3-car operation on all DLR routes, including the Beckton branch;
- Croydon Tramlink: programme of improvements including tram and tram-stop refurbishment.

Surface Transport

Roads: Improvements to traffic flow will be introduced including real time traffic management, rephasing of traffic lights where appropriate and other measures. These measures will improve the efficiency of London's road network, increasing capacity and reducing delay.

Major highway capital works to support smoothing traffic flows at:

- Bounds Green: Safety and environmental improvements along the A406, scheduled for completion in 2011;
- Henlys Corner: A406 junction improvement scheme to reduce accidents while maintaining vehicle flow, scheduled for completion by 2011;
- Hanger Lane: Replacement bridges over the Great Western mainline and Underground lines scheduled for completion in 2011;
- A40 Western Avenue: Replacement of road bridges over the Great Western mainline, scheduled for completion in 2010;
- Tottenham Hale: Completion of changes to current gyratory road layout improving Tottenham town centre (subject to Community Infrastructure Fund (CIF) and Growth Area Fund (GAF) grant confirmation);

Section 6 – Transport for London

- Blackwall Tunnel: Refurbishment of the northbound tunnel, scheduled for completion during the Plan period.

Cycling

Implementation of a fundamentally new programme to increase cycling significantly throughout London including:

- Delivery of a central London cycle hire scheme by May 2010;
- New cycle 'highways' schemes;
- Creating cycle hubs across London, which will include a further 66,000 cycle parking spaces.

Walking

- £34m investment between 2009-10 and 2011-12 including pilots for Legible London.

Buses

Over the coming months, an independent review of the key aspects of the bus network will be undertaken. In parallel to this review, a number of improvements will be delivered including:

- Introduction of 21st Century Routemaster prototypes into service in 2011, with plans for a roll out after this date developed;
- Replacement of articulated buses in the most cost efficient way as bus contracts come up for renewal;
- An increase of approximately 4 per cent in the size of the bus network (operated kilometres) from 2006-07 levels (8 per cent over the period to 2017-18);
- Completion of East London (phase 1a and 1b) and Greenwich Waterfront Transit (phase 1) schemes;
- The implementation of the iBus system fleet wide by mid 2009, complemented by an additional 2,000 Countdown signs by 2013;
- 56 trial Hybrid bus vehicles by March 2009 with over 360 by March 2011 plus a trial of Hydrogen buses;
- Road Safety: achieving the target of a 50 per cent reduction in the number of killed and seriously injured by 2010 (compared to 1994 to 1998 levels).

Section 6 – Transport for London

Public Realm

The Plan includes a number of schemes to enhance the public realm including supporting improvements (in conjunction with the Boroughs and third parties) to Brixton Central Square, Gants Hill station environs, Tottenham Hale and Exhibition Road. As part of the delivery of core programmes (such as street maintenance and renewals programme), TfL is supporting improvements that enhance the public realm including improved pavements, crossings and the removal of obsolete street furniture and railings. Proposals are also being developed to improve the public realm where major transport investments are being delivered including the Tube, Overground, Crossrail and Thameslink.

Boroughs

TfL is working on a package of reforms to the Local Implementation Plan (LIP) funding process. In line with the objectives of the City Charter, a working group involving TfL, officers from 7 Boroughs and London Councils has been set up to agree on a number of changes including:

- Fewer programmes by reducing them from the 20+ currently managed to 5;
- Reducing bureaucracy by cancelling the need to provide annual progress reports;
- Greater flexibility through the introduction of £100k per Borough payment for local transport projects of their choice;
- Greater certainty by allocating a greater proportion of the funding for the 2nd and 3rd year of the settlement should be issued – we have also started discussions with the boroughs on how to allocate these funds through a formula. This will provide more certainty and will reduce costs for both TfL and the boroughs.

Corporate

There are a number of key initiatives that will be delivered by 2012:

- Ticket Retailing: The exercise of the break clause in the Prestige contract for the supply of Oyster will generate savings and increased flexibility in delivering future changes in ticket retailing. This will be replaced with a direct contract with Cubic and EDS. TfL is also examining the current bespoke system with contactless bank cards (provided by Visa and MasterCard) and has trialled Oyster on mobile phones;
- Information Management: The costs of providing information technology services across TfL are being reduced by better focusing TfL's spend and investing in infrastructure to deliver operating cost savings;
- Customer Information: TfL is improving the efficiency of its customer information services, making the transport system easier to use and helping London become more liveable. For example, better information is being provided on cycling in London and Journey Planner is being developed to improve the delivery of real-time travel information, including access to licensed mini cab contact details. In addition, TfL plans to make efficiencies across its Customer Service Centres, improving the service delivered to customers while reducing costs.

Section 6 – Transport for London

Budget Requirement

- 6.5 TfL's gross expenditure in 2009-10 is budgeted at **£7.6bn** consisting of expenditure and contribution to Crossrail on its operations, capital projects, debt servicing and contingency, less prudential borrowing. Deducting income of £3.7bn leaves £4.0bn to be met by funding from external sources and reserves. The bulk of the funding is in the form of Transport Grant from Government. TfL will continue to borrow under the Prudential Borrowing regime as agreed with Government. Total outstanding borrowing is expected to reach approximately £5bn by 2011-12.
- 6.6 TfL's budget requirement (which is the amount to be raised from the GLA council tax precept) for 2009-10 is **£12m**, which remains unchanged on 2008-09.

Explanation of budget changes

- 6.7 The key changes in income and expenditure areas between years and that projected for the following two years for each of the main service areas are set out in the table overleaf. The changes in 2009-10 relative to 2008-09 can be summarised as follows:

Changes to the TfL's spending plans	£m
2008-09 budget requirement	12
<i>Changes due to:</i>	
Inflation	204
Existing projects (includes over-programming)	-144
Fees, charges and ticket/trading revenue	-136
New initiatives	84
Services increases	134
Efficiencies, other savings and budget reductions	-207
Debt Servicing, Contingency and other group items	-27
Net Cross Rail Funding Contribution Costs	204
Net Metronet	-91
Funding and working capital	-21
2009-10 budget requirement	12

Section 6 – Transport for London

Service analysis	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Income					
Traffic income	-2,805	-2,832	-3,043	-3,231	-3,441
Congestion charge, LEZ, enforcement income	-423	-365	-374	-373	-370
Other income	-235	-232	-253	-270	-262
	-3,463	-3,429	-3,669	-3,874	-4,073
Operating costs					
London Underground	1,779	1,782	1,805	2,091	2,143
Metronet	518	511	571	580	557
Surface Transport	2,643	2,619	2,686	2,708	2,766
London Rail	295	277	358	359	314
Corporate Directorates	553	505	519	579	627
	5,788	5,692	5,940	6,318	6,406
Capital expenditure					
London Underground	555	539	568	603	584
Metronet	643	652	768	1,021	1,024
Surface Transport	296	236	262	187	153
London Rail	730	553	530	207	33
Corporate Directorates	102	75	64	80	77
Property Sales	-49	-21	-45	-38	-41
Third Party Contributions	-170	-167	-152	-106	-24
Group Level over-programming	-68	-	-51	-50	-50
	2,040	1,867	1,944	1,904	1,756
Other					
Interest income	-85	-109	-64	-31	-16
Assumed Efficiencies (Net)	-	-	48	-61	-230
Debt servicing	190	116	166	207	227
Contingency	88	83	89	77	78
Net services expenditure	4,558	4,220	4,454	4,540	4,148
Movements in working capital	-347	-213	-27	-77	-104
Specific Grants	-3,098	-3,088	-3,036	-3,381	-3,057
Crossrail Contribution	405	405	617	832	788
Crossrail Funding	-	-	-8	-990	-875
Transfer to/from reserves	-657	-462	-805	-186	-
Accelerated/deferred allocation of funding	219	217	-83	-219	-170
Prudential borrowing and other financing	-1,067	-1,067	-1,100	-507	-718
Budget requirement	12	12	12	12	12

Section 6 – Transport for London

- 6.8 The Crossrail contribution included above represents funding that TfL will pass to Crossrail. Part of this is funded by GLA borrowing agreed with Government in the SR2007 settlement. This is shown in the Crossrail funding line. The GLA borrowing will be repaid using a dedicated Business Rate Supplement.
- 6.9 Accelerated/deferred allocation of funding represents timing differences in the use of cash resources where these differ from movements on accounting reserves.
- 6.10 The above table includes estimates of net capital expenditure¹, which include provision for over-programming. The plan to 2011-12 assumes £571m of Over-programming related to the timing of capital projects across TfL, in particular London Underground's £4.8bn investment programme (including Metronet projects). A detailed analysis of the likelihood of the programme slipping due to a number of reasons, such as failure to gain planning approval, has been undertaken. Over-programming is estimated to reverse to nil by end of the TfL Business Plan period in 2017-18. The provision for over-programming is held at group level, and within the two larger modes and Metronet as shown below.

Over-programming	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
London Underground	60	36	50	80	30
Surface Transport	43	31	-	-	-
Metronet	176	180	80	160	20
Group level	68	-	51	50	50
Total over-programming	347	248	181	290	100

Inflation

- 6.11 Inflation is estimated to add £204m to TfL's costs in 2009-10. This is based on assessment of underlying inflation rates for a variety of expenditure types and observed inflation in existing contracts such as those on the bus network. Where appropriate published indices have been used such as EC Harris figures of construction cost inflation.

Fees, charges and ticket/trading revenues

- 6.12 The estimates for traffic income reflect the fares package for 2009 announced by the Mayor in September 2008. This raised fares on average by RPI+1 per cent and the same assumption has been used for succeeding years in the plan period. The actual level of fare increases is decided by the Mayor annually, with a view to keeping fare increases to an absolute minimum while safeguarding investment. The estimates also reflect the Western extension of the Central London Congestion Charge, which was introduced in February 2007. Subsequent to the publication of the TfL Business Plan the Mayor has announced he plans to ask TfL to remove the Western Extension, subject to formal

¹ Net capital expenditure less prudential borrowing is the amount of capital expenditure to be charged to a revenue account in the local authority accounting regime

Section 6 – Transport for London

consultation processes. The financial impact of this will be reflected in next year's budget process, as the earliest date for removal is not until 2010-11.

Increases in service levels and new initiatives

6.13 Planned increases in service levels and new initiatives are detailed in Appendix D.

Savings and efficiencies

6.14 TfL has instigated a future savings plan with a target of £2.4bn new savings by 2017-18, representing 14 per cent of relevant controllable expenditure. The savings include savings from the integration of LU and Metronet, savings from the ticketing system, a strategic approach to IM support and other TfL support activity, including reducing overhead expenditure, strategy development etc.

6.15 Key areas of costs currently under review include:

- Organisational structure;
- Reducing overall levels of cost for Business Support (HR, Procurement, Finance etc), Governance, Marketing and Strategy and Policy;
- Opportunities for better managing external spend and ensuring value for money procurement.

6.16 Additionally the Business Plan assumes a 28 per cent addition in tube capacity with no real increase in staffing costs. An independent review of the bus network has also been commissioned.

Grant funding

6.17 The budget for 2009-10 and subsequent planned funding for 2010-12 is set out in the table below.

Grant funding	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Transport Grant	3,019	3,013	2,897	3,300	3,040
Other grant items	79	75	139	81	17
Specific Grants	3,098	3,088	3,036	3,381	3,057

Section 6 – Transport for London

Reserves

- 6.18 Total reserves are forecast to reduce from the current forecast 2008-09 closing level of £1,141m to £150m by the end of 2011-12, as follows:

TfL reserves	Budget 2008-09 £m	Forecast 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Opening balances	1,603	1,603	1,141	336	150
Transfers to/(from):					
LUL reserves provision	-	-			
Earmarked reserves	-657	-462	-805	-175	-
General reserves	-	-	-	-11	-
Closing balances	947	1,141	336	150	150

Managing risk

- 6.19 To assure delivery of the Business Plan objectives, TfL seeks to understand the possible risks and to ensure that appropriate actions and resources are in place to manage them and mitigate any impact that may occur. Safety risk is dealt with separately as part of the management of the safety case, but strategic and operational risk is dealt with as part of the business planning and ongoing monitoring processes. TfL has in place a strategic risk management policy that has been approved by the Board. Risk management is the responsibility of all managers within TfL. Details of key risks are maintained and updated by all the business units. The top 10-15 significant strategic risks that might prevent TfL achieving the objectives in the Business Plan are captured through a top-down process that involves direct input from all chief officers. The activities underway, or in development, that will mitigate the risks are also documented. In most cases, the resources needed for these activities are already funded in the Business Plan, but a moderate risk contingency is available where additional action is required. Information on the operation of the risk management processes, the risks identified and the mitigations being taken are reported to the TfL Audit Committee. Risk reporting and monitoring is a part of the Business Management Review process and TfL maintains a general fund to cover key strategic risks.
- 6.20 A number of risks have been identified:
- Lower fare income resulting from an economic slowdown or recession;
 - Cost inflation continuing to be above the 2.7 per cent annual inflation level assumed in the financial settlement with the Government;
 - Tube Lines costs resulting from the second periodic review of the Public Private Partnership contract being higher than those assumed in the Plan;
 - Future costs of the bus network, due to the contractor marketplace, changes to vehicle type and inflationary pressures;
 - Timely delivery of the organisational and other changes required to realise the £2.4bn of savings assumed in the Plan;

Section 6 – Transport for London

- Future pension contributions given recent volatility in the financial markets;
- Electricity/fuel costs increasing above current market rates and further above retail price index increases assumed in the Plan;
- Acts of terrorism having an impact larger than the reserves included in the Plan to cover such attacks.

6.21 As time passes, there could be strains on the Plan resulting from these and other risks, particularly from organisational changes or unforeseen events. TfL will manage these by continuously reviewing the assumptions underpinning the Plan and develop risk specific mitigation strategies to lessen any negative impact.

Earmarked reserves

6.22 In order to manage its investment and borrowing programme TfL has created an earmarked capital reserve that will be required to meet its capital commitment over the plan period. The reserve will be fully utilised by March 2011

General reserves

6.23 TfL's general reserves are expected to reduce to £150m during 2010-11. It is considered that this level of reserves is appropriate to meet general requirements.

Section 7 – London Development Agency

- 7.1 This Budget is based on the LDA's draft Investment Strategy and Business Plan which is currently out to public consultation. The Mayor is also developing an Economic Recovery Action Plan to strengthen the London's ability to minimise the negative effects of the current recession. Both these developments are likely to influence the shape of the final Investment Strategy for 2009-10 and with it the budget.
- 7.2 The LDA and the Mayor are responsible for encouraging economic development and regeneration by:
- Driving London's growth and development while supporting a switch to a low carbon London;
 - Ensuring all Londoners are able to access this employment by working with business to tackle barriers to employment and progression;
 - Creating the conditions London needs to facilitate business growth, productivity and employment.
- 7.3 In the Plan period there is a heavy emphasis on the successful delivery of the Olympic Games and in particular ensuring that the unprecedented physical and socio-economic opportunities to the Capital, in terms of regeneration, tourism, health, employment, and business are captured and maximised, to leave a lasting positive difference for London and Londoners.
- 7.4 The Mayor sets the targets for the LDA, part of them reflecting the national target Framework that applies to the other Regional Development Agencies, while some of them, such as Childcare or Affordable Housing, focus on London's specific needs.

Key deliverables and objectives

- 7.5 The LDA has identified the following key deliverables and objectives for the Plan period to 2012:

A. Corporate

Developing an organisation fit for purpose which delivers value for money

- Since the May election the LDA has been re-organised, the staff establishment has been reduced by over 70 posts and the Agency has been re-focused around the investment strands of growth skills and jobs;
- The revised administration budget for 2009-10 is £3.5m below the government target despite additional Palestra costs of nearly £2m.

B. Growth

Encouraging Housing investment

- Co-ordinating housing delivery, funding and strategy with the Housing and Communities Agency;
- Optimising the supply of new homes by working with the supply chain of developers and funders, and with local authorities and their communities.

Section 7 – London Development Agency

Supporting commercial land remediation and site development

- Facilitating the availability of land and premises to meet the needs of London's business community, particularly in areas that will generate high quality and plentiful jobs and skills levels;
- Seeking to unlock sites for commercial development through the facilitation of infrastructure improvements, maximising the use of Brownfield land and remediation of contaminated land;
- Driving forward the development and physical regeneration of the Lower Lea Valley and Thames Gateway Remediate and/or invest in reclaiming and developing brownfield land.

Making town centres better and driving key growth hubs

- Delivering places that are sustainable and that complement or enhance the existing environment and which minimise the effects of climate change;
- Creating public realm as an integral part of regeneration or development schemes;
- Producing public spaces that act as a destination for local communities, tourists, travellers and other visitors, which displace crime and anti-social behaviour and promote community cohesion and a sense of civic pride.

Delivering energy and waste initiatives and projects whose design incorporates adaptation to climate change and whose operations mitigate future climate change

- Contributing towards decarbonising London's energy supply;
- Reducing the demand for energy by improving energy efficiency in the commercial and public sectors;
- Minimising commercial and industrial waste and improving levels of reuse and recycling;
- Creating and improving London's green space.

Driving the Delivery of the Olympic Land assembly and preparations for the physical and socio-economic regeneration of the Olympic Park and the wider Lower Lea Valley

- Assembling and preparing a development platform for a sustainable regeneration legacy that fully integrates with the surrounding areas, based on the successful relocation of occupiers from the Olympic Park;
- Leading the redevelopment and regeneration of the Lower Lea Olympic Park area through transformational physical and socio-economic programmes, creating a vibrant and inclusive urban district underpinned by high quality environments and sustainable communities;
- Providing funding contribution for delivery of Olympic infrastructure and facilities in London;

Section 7 – London Development Agency

- Incorporating low or zero carbon site-wide strategy for both the 2012 Games and its legacy;
- Maximising opportunities for low and zero carbon strategy in the Olympic sites to influence surrounding areas by extending the CCHP networks into areas outside the Olympics area, e.g. High Street.

C. Skills

Pursuing investments in skills that are focussed on outcomes and value for money, which add value and which are demand led. These will centre on:

- Implementing the LSEB delivery plan by working with key partners such as the Learning and Skills Council, Jobcentre Plus, employers and Local Authorities;
- Working with employers to offer better skills and job opportunities to Londoners by supporting Londoners to improve their skills, job and advancement prospects through integrated employment support and training opportunities. Working toward a fully integrated, customer focused skills and employment system;
- Investing in young people to ensure that they are an included part of our community and ensuring that young people gain the skills that they need to access employment;
- Moving some investment to school level intervention, working with business partners and central government to intervene where schools are failing and provide business driven academies;
- Working with borough partners and the voluntary sector to ensure that London has an effective youth programme that creates positive pathways for young people. Participation in sport will be an integrated part of this work;
- Delivering high quality affordable childcare that builds on the already successful childcare programme to ensure that parents can access training and achieve sustained employment;
- Capitalising on the Olympic and Crossrail Investments by ensuring that Londoners are well equipped to access the jobs generated by these massive programmes.

D. Jobs

Creating sustainable employment opportunities for Londoners and ensuring that all entrepreneurs have easy access to high-quality business support by:

- Maintaining London's overall competitiveness and global advantage and ensuring that London remains the best city in which to locate a business. The role of the GLA family lies in the provision of high quality transport and lobbying central government on the issues of taxation and regulation; and for the LDA, the development of the right skills available to the London market;

Section 7 – London Development Agency

- Accessing new markets and growing markets overseas. Working with UK Trade and Industry (UKTI) to simplify and expedite the accessibility of new markets to London businesses;
- Building a better understanding of business by building a strong partnership group with the task of developing a shared investment agenda, underpinned by high quality research;
- Building on and driving forward the simplification agenda coming out of central government, and offering offer bespoke support for SMEs that builds on the success of innovative initiatives like CompeteFor8;
- Capitalising on the Olympic and Crossrail Investments.

Explanation of budget changes

7.6 The key changes in income and expenditure areas between years and that projected for the following two years for each of the main programme areas are set out in the table overleaf. The changes in 2009-10 relative to 2008-09 can be summarised as follows:

Changes on the LDA's spending plans	2009-10
	£m
2008-09 budget requirement	Nil
<i>Changes due to:</i>	
Increases in programme expenditure	13.7
Reductions in Olympic spending	-101.3
Reduction in programme support, contingency etc	-4.0
Increase in Interest	8.5
Reduction in grant funding	4.1
Increase in other income	-54.7
Reduction in prudential borrowing	133.7
2009-10 budget requirement	Nil

7.7 The grant settlements for 2009-10 and 2011-12 make reductions to the LDA's core grant, from £382.6m in 2009-10 to £329.5m in 2009-10 and £378.0m in 2011-12.

7.8 The key changes in income and expenditure areas between years and that projected for the following two years for each of the main service areas are set out in the table overleaf.

Section 7 – London Development Agency

Service analysis	Budget 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Revenue expenditure				
Programme Costs (see below for fuller analysis)	177.6	202.3	186.6	158.1
Olympic costs –financing	17.3	25.8	28.1	32.7
Other Revenue Costs	42.2	39.5	39.9	40.9
Total Revenue Costs	237.1	267.6	254.6	231.7
Capital Costs	96.4	85.4	56.0	74.0
Olympic Costs	213.3	112.0	183.8	177.3
Other	5.3	4.0	-13.7	27.4
Total Capital Costs	315.0	201.4	226.1	278.7
Total Expenditure	552.1	469.0	480.6	510.4
Income				
Core government funding	-386.7	-382.6	-329.5	-378.0
Capital receipts	-14.4	-10.4	-37.2	-17.9
Repayment of grant swap	39.5	-	-	-
Project specific income	-26.5	-21.7	-17.2	-17.1
ESF/ERDF Income	-3.0	-22.5	-22.0	-8.0
Borrowing	-161.1	-27.4	-74.7	-89.4
Underspend b/f	-	-4.5	-	-
Total Income	-552.1	-469.0	-480.6	-510.4
Budget requirement	Nil	Nil	Nil	Nil

7.9 A summary of expenditure by programme is as follows:

Programme Costs	Budget 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Growth Programmes	81.4	77.1	62.1	57.5
Skills Programmes	77.1	99.6	95.4	96.4
Jobs Programmes	115.6	110.9	85.1	78.2
Olympic Park and Lower Lea Valley	207.9	106.6	178.4	171.9
Total Programmes	482.0	394.2	421.0	404.0
Interest – Olympic Financing	17.3	25.8	28.1	32.7
Policy and Programme Support	46.2	41.6	42.4	43.6
Contingency	5.3	4.0	3.0	2.0
Corporate Planning	1.4	3.3	2.9	2.7
Awaiting Board decision	-	-	-16.7	25.4
Total Expenditure	552.1	469.0	480.6	510.5

7.10 Policy and Programme Support covers the Agency's staffing and running costs.

The Greater London Authority's Consolidated Budget and Component Budgets for 2009-10

Section 7 – London Development Agency

7.11 A fuller analysis of budgeted and planned programme costs is as follows:

Programme analysis	Budget 2008-09 £m	Budget 2009-10 £m	Plan 2010-11 £m	Plan 2011-12 £m
Growth Programmes				
Quality Places	53.2	24.7	17.7	19.8
Places for Business	9.8	18.9	16.6	12.9
Quality Public Realm and green space	11.6	15.6	9.8	6.8
Energy and waste	6.7	18.0	18.0	18.0
Total Growth Programmes	81.4	77.1	62.1	57.5
Skills Programmes				
Skills strategy and Innovation	5.6	1.4	0.9	2.5
Employment information and advice	10.3	7.5	4.5	5.2
Youth	9.7	23.0	23.0	27.0
Childcare	14.7	19.5	18.0	18.0
Employability	22.6	32.3	32.3	27.9
Olympic skills	13.1	14.4	15.1	14.5
Sport participation	1.2	1.6	1.6	1.3
Total Skills Programmes	77.1	99.6	95.4	96.4
Jobs Programmes				
Business strategy and partnership	1.2	1.9	1.2	1.2
Integrated Business link	28.1	29.6	28.3	28.0
Finance	6.5	13.2	1.5	1.6
Business growth	29.2	21.0	12.9	8.0
Global Competitiveness	43.9	39.6	36.1	34.6
Olympic business benefits	5.8	4.6	3.0	2.7
Olympics Culture	1.0	1.0	2.1	2.1
Total Jobs Programmes	115.6	110.9	85.1	78.2

7.12 In addition to the above analysis the LDA manages European Social Fund and European Regional Development Funds. These are matched funding programmes, which run for 7 years from 2007, totalling £330m and £120m respectively.

Capital Programme

7.13 The expenditure analysis above includes planned capital expenditure. An analysis of capital expenditure is included in Section 9. Capital spending for 2009-10 is £201.4m including £112m for 2012 Olympic and Paralympic Games capital spending.

Savings and efficiencies

7.14 The Core grant to the LDA has been reduced in 2009-10 (from £386.7m to £382.6m). The grant level is scheduled to be reduced in 2010-11 to £329.5m. This puts an even higher premium than usual on the importance of ensuring that the Agency delivers value for money. Accordingly the LDA have undertaken a wide-ranging re-organisation, which has led to the reduction of approximately 70 staff establishment posts. This has

Section 7 – London Development Agency

saved over £7m from the initial budget. Even allowing for additional, previously unbudgeted Palestra costs of £1.8m and inflation costs of over £1m overall savings against the original 2009-10 administration budget total £4.6m (a 10 per cent saving) and £3.5m more than the Treasury target.

Reserves

- 7.15 The LDA is constrained by the rules attached to its grant on the income streams that can be used to fund reserves. The Department for Business, Enterprise and Regulatory Reform requires the retention of a £2m contingency fund for 2009-10 from within the grant allocation to replace the central contingency that was previously held by the DTI for all RDAs.

Section 8 – Council tax information

Consolidated budget requirement

- 8.1 The budget estimates set out in Sections 2 to 7 provide for a consolidated budget requirement for 2009-10 of £3,201.6m (£3,148.6m in 2008-09).

Budget requirements	2008-09	2009-10
	£m	£m
Greater London Authority	136.5	135.3
Metropolitan Police Authority	2,595.0	2,640.3
London Fire and Emergency Planning Authority	405.1	416.2
Transport for London	12.0	12.0
London Development Agency	-	-
Total	3,148.6	3,203.8

General government funding

- 8.2 This requirement will be met in part by government grants and non-domestic rates.

Government grants	2008-09	2009-10
	£m	£m
Non-Domestic Rates	995.2	936.8
Revenue Support Grant	138.5	216.2
Police Grant	1,053.3	1,083.6
General GLA Grant	48.0	48.1
Total	2,235.0	2,284.7

- 8.3 The difference between the consolidated budget requirement and government funding, after taking account of any surpluses on borough collection funds, represents the amount to be raised from council taxpayers by issuing precepts on the City and the London boroughs.

Council tax for police services

- 8.4 The estimated amount to be raised for police services is as follows:

Council tax for police services	2008-09	2009-10
	£m	£m
MPA budget requirement	2,595.0	2,640.3
General government funding	-1,930.0	-1,978.3
Amount for police services	665.0	662.0

- 8.5 This is equivalent to a band D council tax of **£224** for 2009-10 in the London boroughs (£227 in 2008-09).

Section 8 – Council tax information

Council tax for other services

8.6 The estimated amount to be raised for other services is as follows:

Council tax for other services	2008-09	2009-10
	£m	£m
GLA, LFEPA and TfL budget requirements	553.6	563.5
General government funding	-305.0	-306.4
Share of borough net collection fund surplus	-5.6	-4.4
Amount for other services	243.0	252.7

8.7 This is equivalent to a band D council tax of **£86** for 2009-10 in the City and the London boroughs (£83 in 2008-09).

Funding analysis by body

8.8 There are two sets of council tax calculations because the Metropolitan Police District does not include the City. Although the statutory arrangements only require a distinction to be made between police and other services, a summary of spending, funding and the resultant council tax attributable to each body is provided below.

Budget requirement

	Gross expenditure	Specific grants	Other income	Net expenditure	Reserves	Budget requirement
	£m	£m	£m	£m	£m	£m
Metropolitan Police Authority	3,603.1	-564.6	-398.2	2,640.3	0.0	2,640.3
Greater London Authority	139.9	-	-12.8	127.1	8.2	135.3
London Fire and Emergency Planning Authority	463.4	-10.5	-21.1	431.8	-15.6	416.2
Transport for London	7,594.0	-3,036.0	-3,741.0	817.0	-805.0	12.0
London Development Agency	431.3	-405.1	-26.2	-	-	-
Total Other Services	8,628.6	-3,451.6	-3,801.1	1,375.9	-812.4	563.5
Total GLA Group	12,231.7	-4,016.2	-4,199.3	4,016.2	-812.4	3,203.8

Note: The above table excludes TfL and LDA capital expenditure included within the budget proposals contained in sections 5 and 7 and funded by borrowings.

Section 8 – Council tax information

External financing

	Total to be financed	Police Grant	General GLA Grant	RSG/NDR	Council Tax income	Band D Amount
	£m	£m	£m	£m	£m	£
Metropolitan Police Authority	2,640.3	-1,083.6	-	-894.7	662.0	224.34
Greater London Authority	135.3	-	-48.1	-	87.2	29.50
London Fire and Emergency Planning Authority	416.2	-	-	-258.3	157.9	53.41
Transport for London	12.0	-	-	-	12.0	4.06
London Development Agency	-	-	-	-	-	-
Collection fund surplus	-4.4	-	-	-	-4.4	-1.49
Total Other Services	559.1	-	-48.1	-258.3	252.7	85.48
Total GLA Group	3,199.4	-1,083.6	-48.1	-1,153.0	914.7	309.82

2008-09 band D amount: £309.82

2009-10 GLA council tax levels

- 8.9 There is no overall increase in the GLA council tax precept. The increase attributable to each constituent body is set out below:

Increase in Band D amounts	2009-10	2008-09	Annual increase	Weekly increase
Metropolitan Police Authority	£224.34	£227.02	-£2.68	-5p
Greater London Authority	£29.50	£30.15	-£0.65	-1p
London Fire and Emergency Planning Authority	£53.41	£50.46	£2.95	5p
Transport for London	£4.06	£4.09	-£0.03	-
London Development Agency	-	-	-	-
Collection fund surplus	-£1.49	-£1.90	£0.41	1p
Total Other Services	£85.48	£82.80	£2.68	5p
Total GLA Group	£309.82	£309.82	-	-

- 8.10 The amounts of council tax for different valuation bands are shown below:

For London boroughs (excluding the City of London)

Band	2009-10	2008-09	Annual increase	Weekly increase
Band A	£206.55	£206.55	-	-
Band B	£240.97	£240.97	-	-
Band C	£275.40	£275.40	-	-
Band D	£309.82	£309.82	-	-
Band E	£378.67	£378.67	-	-
Band F	£447.52	£447.52	-	-
Band G	£516.37	£516.37	-	-
Band H	£619.64	£619.64	-	-

Section 8 – Council tax information

For the City of London

Band	2009-10	2008-09	Annual increase	Weekly increase
Band A	£56.99	£55.20	£1.79	3p
Band B	£66.48	£64.40	£2.08	4p
Band C	£75.98	£73.60	£2.38	4p
Band D	£85.48	£82.80	£2.68	5p
Band E	£104.48	£101.20	£3.28	6p
Band F	£123.47	£119.60	£3.87	7p
Band G	£142.47	£138.00	£4.47	9p
Band H	£170.96	£165.60	£5.36	10p

2012 Olympic and Paralympic Games

- 8.11 All of the above figures include the GLA's financial contribution to the Public Sector Funding Agreement and the band D amount remains at £20. There are no net additional amounts in the component budgets requirements from the MPA, LFEPA, TfL or LDA.

Olympics: each council tax band	Annual amount	Weekly amount
Band A	£13.33	26p
Band B	£15.56	30p
Band C	£17.78	34p
Band D	£20.00	38p
Band E	£24.44	47p
Band F	£28.89	56p
Band G	£33.33	64p
Band H	£40.00	77p

- 8.12 The GLA budget does include £0.6m for staff and programmes to ensure that, in preparing for the Games, the Mayor's strategies and priorities are delivered to create lasting legacy benefits for communities and businesses both in east London and right across the capital, and to assist the Mayor in meeting his obligations under the Host City contract. This is a limited sum – equivalent to a band D council tax contribution of less than a halfpenny a week – and covers activities much wider than those covered by the agreement with Government on funding the Games.

Greater London Authority: Mayor of London

Greater London Authority: Mayor of London (“Mayor”) component budget requirement calculations

Line	Sum	Description
(1)	£130,700,000	estimated expenditure of the Mayor for the year calculated in accordance with s85(4)(a) of the Act
(2)	£500,000	estimated allowance for contingencies for the Mayor under s85(4)(b) of the Act
(3)	£10,600,000	estimated reserves to be raised for meeting future expenditure of the Mayor under s85(4)(c) of the Act
(4)	£0	estimate of reserves to meet a revenue account deficit of the Mayor under s85(4)(d) of the Act
(5)	£141,800,000	aggregate of the amounts for the items set out in s85(4) of the Act for the Mayor (lines (1) + (2) + (3) + (4) above)
(6)	-£12,800,000	estimate of the Mayor’s income calculated in accordance with s85(5)(a) of the Act
(7)	-£2,400,000	estimate of Mayor’s reserves to be used in meeting amounts in lines (1) and (2) above under s85(5)(b) of the Act
(8)	-£15,200,000	aggregate of the amounts for the items set out in section 85(5) of the Act for the Mayor (lines (6) + (7))
(9)	£126,600,000	the component budget requirement for the Mayor (being the amount by which the aggregate at (5) above exceeds the aggregate at (8) above calculated in accordance with section 85(6) of the Act)

The component budget requirement for the Mayor for 2009-10 is £126,600,000.

Greater London Authority: London Assembly

Greater London Authority: London Assembly ("Assembly") component budget requirement calculations

Line	Sum	Description
(10)	£8,700,000	estimated expenditure of the Assembly for the year calculated in accordance with s85(4)(a) of the Act
(11)	£0	estimated allowance for contingencies for the Assembly under s85(4)(b) of the Act
(12)	£0	estimated reserves to be raised for meeting future expenditure of the Assembly under s85(4)(c) of the Act
(13)	£0	estimate of reserves to meet a revenue account deficit of the Assembly under s85(4)(d) of the Act
(14)	£8,700,000	aggregate of the amounts for the items set out in s85(4) of the Act for the Assembly (lines (10) + (11) + (12) + (13) above)
(15)	£0	estimate of the Assembly's income calculated in accordance with s85(5)(a) of the Act
(16)	£0	estimate of Assembly's reserves to be used in meeting amounts in lines (10) and (11) above under s85(5)(b) of the Act
(17)	£0	aggregate of the amounts for the items set out in section 85(5) of the Act for the Assembly (lines (15) + (16))
(18)	£8,700,000	the component budget requirement for the Assembly (being the amount by which the aggregate at (14) above exceeds the aggregate at (17) above calculated in accordance with section 85(6) of the Act)

The component budget requirement for the Assembly for 2009-10 is £8,700,000.

Metropolitan Police Authority

Metropolitan Police Authority ("MPA") component budget requirement calculations

Line	Sum	Description
(19)	£3,603,100,000	estimated expenditure of the MPA calculated in accordance with s85(4)(a) of the Act
(20)	£0	estimated allowance for contingencies for the MPA under s85(4)(b) of the Act
(21)	£0	estimated reserves to be raised for meeting future expenditure of the MPA under s85(4)(c) of the Act
(22)	£0	estimate of reserves to meet a revenue account deficit of the MPA under s85(4)(d) of the Act
(23)	£3,603,100,000	aggregate of the amounts for the items set out in s85(4) of the Act for the MPA (lines (19) + (20) + (21) + (22) above)
(24)	-£962,800,000	estimate of MPA's income calculated in accordance with s85(5)(a) of the Act
(25)	£0	estimate of MPA's reserves to be used in meeting amounts in lines (19) and (20) above under s85(5)(b) of the Act
(26)	-£962,800,000	aggregate of the amounts for the items set out in section 85(5) of the Act for the MPA (lines (24) + (25))
(27)	£2,640,300,000	the component budget requirement for MPA (being the amount by which the aggregate at (23) above exceeds the aggregate at (26) above calculated in accordance with section 85(6) of the Act)

The component budget requirement for the MPA for 2009-10 is £2,640,300,000.

London Fire and Emergency Planning Authority

London Fire and Emergency Planning Authority ("LFEPA") component budget requirement calculations

Line	Sum	Description
(28)	£463,400,000	estimated expenditure of LFEPA for the year calculated in accordance with s85(4)(a) of the Act
(29)	£0	Estimated allowance for contingencies for LFEPA under s85(4)(b) of the Act
(30)	£0	estimated reserves to be raised for meeting future expenditure of LFEPA under s85(4)(c) of the Act
(31)	£0	estimate of reserves to meet a revenue account deficit of LFEPA under s85(4)(d) of the Act
(32)	£463,400,000	aggregate of the amounts for the items set out in s85(4) of the Act for LFEPA (lines (28) + (29) + (30) + (31) above)
(33)	-£31,600,000	estimate of LFEPA's income calculated in accordance with s85(5)(a) of the Act
(34)	-£15,600,000	estimate of LFEPA's reserves to be used in meeting amounts in lines (28) and (29) above under s85(5)(b) of the Act
(35)	-£47,200,000	aggregate of the amounts for the items set out in section 85(5) of the Act for LFEPA (lines (33) + (34))
(36)	£416,200,000	the component budget requirement for LFEPA (being the amount by which the aggregate at (32) above exceeds the aggregate at (35) above calculated in accordance with section 85(6) of the Act)

The component budget requirement for LFEPA for 2009-10 is £ 416,200,000.

Transport for London

Transport for London (“TfL”) component budget requirement calculations

Line	Sum	Description
(37)	£7,505,000,000	estimated expenditure of TfL for the year calculated in accordance with s85(4)(a) of the Act
(38)	£89,000,000	estimated allowance for contingencies for TfL under s85(4)(b) of the Act
(39)	£0	estimated reserves to be raised for meeting future expenditure of TfL under s85(4)(c) of the Act
(40)	£0	estimate of reserves to meet a revenue account deficit of TfL under s85(4)(d) of the Act
(41)	£7,594,000,000	aggregate of the amounts for the items set out in s85(4) of the Act for the TfL (lines (37) + (38) + (39) + (40) above)
(42)	-£6,777,000,000	estimate of TfL income calculated in accordance with s85(5)(a) of the Act
(43)	-£805,000,000	estimate of TfL’s reserves to be used in meeting amounts in lines (37) and (38) above under s85(5)(b) of the Act
(44)	-£7,582,000,000	aggregate of the amounts for the items set out in section 85(5) of the Act for TfL (lines (42) + (43))
(45)	£12,000,000	the component budget requirement for TfL (being the amount by which the aggregate at (41) above exceeds the aggregate at (44) above calculated in accordance with section 85(6) of the Act)

The component budget requirement for TfL for 2009-10 is £12,000,000.

London Development Agency

London Development Agency ("LDA") component budget requirement calculations

Line	Sum	Description
(46)	£427,300,000	estimated expenditure of the LDA for the year calculated in accordance with s85(4)(a) of the Act
(47)	£4,000,000	estimated allowance for contingencies for the LDA under s85(4)(b) of the Act
(48)	£0	estimated reserves to be raised for meeting future expenditure of the LDA under s85(4)(c) of the Act
(49)	£0	estimate of reserves to meet a revenue account deficit of the LDA under s85(4)(d) of the Act
(50)	£431,300,000	aggregate of the amounts for the items set out in s85(4) of the Act for the LDA (lines (46) + (47) + (48) + (49) above)
(51)	-£431,300,000	estimate of the LDA income calculated in accordance with s85(5)(a) of the Act
(52)	£0	estimate of the LDA's reserves to be used in meeting amounts in lines (46) and (47) above under s85(5)(b) of the Act
(53)	-£431,300,000	aggregate of the amounts for the items set out in section 85(5) of the Act for the LDA (lines (51) + (52))
(54)	£0	the component budget requirement for the LDA (being the amount by which the aggregate at (50) above exceeds the aggregate at (53) above calculated in accordance with section 85(6) of the Act)

The component budget requirement for the LDA for 2009-10 is £0.

Consolidated budget requirement

Greater London Authority ("GLA") consolidated budget requirement calculation

Line		Description
(55)	£3,203,800,000	the GLA's consolidated budget requirement (the sum of the amounts in lines (9) + (18) + (27) + (36) + (45) + (54)) calculated in accordance with section 85(8) of the Act

The consolidated budget requirement for the GLA for 2009-10 is £3,203,800,000.

Summary

Summary of consolidated budget 2009-10

£	GLA: Mayor	GLA: Assembly	MPA	LFEPa	TfL	LDA	Total
Estimated expenditure	130,700,000	8,700,000	3,603,100,000	463,400,000	7,505,000,000	427,300,000	12,138,200,000
Estimated allowance for contingencies	500,000	-	-	-	89,000,000	4,000,000	93,500,000
Estimated reserves to be raised for meeting future expenditure	10,600,000	-	-	-	-	-	10,600,000
Estimate of reserves to meet a revenue account deficit	-	-	-	-	-	-	-
Estimated total expenditure	141,800,000	8,700,000	3,603,100,000	463,400,000	7,594,000,000	431,300,000	12,242,300,000
Estimate of income	-12,800,000	-	-962,800,000	-31,600,000	-6,777,000,000	-431,300,000	-8,215,500,000
Estimate of reserves to be used	-2,400,000	-	-	-15,600,000	-805,000,000	-	-823,000,000
Estimated total income	-15,200,000	-	-962,800,000	-47,200,000	-7,582,000,000	-431,300,000	-9,038,500,000
Budget requirement	126,600,000	8,700,000	2,640,300,000	416,200,000	12,000,000	-	3,203,800,000

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Chinese

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Vietnamese

Nếu bạn muốn có văn bản tài liệu này bằng ngôn ngữ của mình, hãy liên hệ theo số điện thoại hoặc địa chỉ dưới đây.

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος εγγράφου στη δική σας γλώσσα, παρακαλείστε να επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυδρομικά στην παρακάτω διεύθυνση.

Turkish

Bu belgenin kendi dilinizde hazırlanmış bir nüshasını edinmek için, lütfen aşağıdaki telefon numarasını arayınız veya adrese başvurunuz.

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Hindi

यदि आप इस दस्तावेज की प्रति अपनी भाषा में चाहते हैं, तो कृपया निम्नलिखित नंबर पर फोन करें अथवा नीचे दिये गये पते पर संपर्क करें

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি (কপি) চান, তা হলে নীচের ফোন নম্বরে বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى الاتصال برقم الهاتف أو مراسلة العنوان أدناه

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

