

## Chief Officer's introduction: GLA Q4 2021-22 Performance and Finance Pack

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Members of the Budget & Performance Committee,

I attach our Q4 performance and finance pack, which is organised in the usual way: a series of dashboards in line with our budget structure by missions and foundations (appendix 1) and by core activity (appendix 2); and a finance report, organised primarily by directorate, but also summarising the position by missions and foundations (appendix 3).

While the dashboards tell the story of a strong year of delivery, they also reveal a number of challenges to our work across the board. In our Q4 sessions, we have discussed the linked challenges of inflation, supply-side constraints, a competitive labour market and precipitous increases to Londoners' cost of living. We are keeping a close eye on how we may need to adapt our priorities and programmes, both to continue successful delivery of our current programmes, but also to make changes in order to mitigate the worst of the impacts of the cost of living crisis, particularly on Londoners in acute need. This includes bolstering our work to ensure Londoners can access advice on dealing with problem debt, claiming welfare benefits, and accessing other rights or entitlements.

In terms of our corporate health indicators, our focussed efforts to improve our recruitment practices are now being seen in improvements to the timeliness of our recruitment campaigns. This has become even more critical in light of the very competitive labour market. We are also much more on top of the procurement challenges we saw earlier in the year. Additional resources, dedicated to GLA procurement activity, are in place, alongside a more disciplined approach to forward planning.

Turning to finances, our draft outturn position shows a revenue underspend of £20m (representing 8% of a £243m budget). Challenges in supply chains and labour markets have played a part here. Slippage on the City Hall relocation project delayed some expected spend, and improved recovery of overheads from external funding sources also delivered some unbudgeted income. Overall, I am pleased that the additional rigour we have applied through a new challenge process led by the Corporate Management Team (which I highlighted in my Q3 note to you) has been helpful. We will continue with this additional rigour in 2022-23 – supported by the higher quality reporting now available as an early result of our Finance Improvement Programme.

We will continue to make iterative improvements to this performance and finance pack in 2022-23, feeding in measures to track new and reemphasised priorities, not just to ameliorate the cost of living crisis, but also to accelerate our efforts to be a fully inclusive, equitable and diverse organisation in light of The Equal Group's independent review.

**Mary Harpley**  
Chief Officer