

REQUEST FOR MAYORAL DECISION – MD1371

Title: Shared Committee Services – GLA and TfL

Executive Summary:

Since April 2013, five members of TfL's Secretariat staff, including the Head of Secretariat, have been co-located at City Hall in order to assess potential benefits of progressing to a shared committee services arrangement between the two organisations. As a result of the successful trial period, it is now proposed that the relevant TfL Secretariat functions be formally transferred to the GLA. The Executive Director of Resources will finalise the arrangements and related documentation under delegated powers.

Decision:

The Mayor approves the GLA entering into an arrangement with Transport for London for the GLA's discharge of the relevant Transport for London secretariat services functions, as set out in paragraph 1.4 below, under section 401A(3) of the Greater London Authority Act 1999

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision, and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:

Date: 21 July 2014

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

- 1.1 The purpose of this report is to seek Mayoral approval of the entry into an arrangement for the GLA's discharge of the relevant secretariat functions for TfL.
- 1.2 An overriding principle in the development of the project is the need to ensure that both the GLA and TfL receive quality clerking/democratic services in a cost effective way. It is likely that there will be neither significant costs nor significant savings arising for either organisation from the proposed arrangements. The purpose of entering into the arrangement is that it would lead to the creation of a single team of professional and skilled officers who would provide consistent and high-quality level of service on meeting management, Member support and related governance across the GLA Group (excluding MOPAC and the London Legacy Development Corporation (LLDC)). In addition to the benefits to the GLA and TfL that should be derived from a shared services arrangement for the Secretariat functions in terms of coordination and alignment of best practice, it is intended that the arrangement will lead to the delivery of a further shared services arrangement between the GLA and the LLDC in respect of Secretariat services, which will deliver yet further benefits to the GLA Group. The agreement between the GLA and LLDC is due to be concluded in August 2014.
- 1.3 In June 2014, and following an initial view from the Mayor that he was minded to support the proposed shared services arrangement, the London Assembly (through its GLA Oversight Committee) was consulted on the proposal. The Committee endorsed the proposal. The report to the Committee, including the business case for the proposal and its response, is attached at **Appendix 1**.
- 1.4 Under the proposal, the GLA (through the Head of Committee and Member Services and Committee Services team) will become responsible for the provision of the following TfL services:
- Management and co-ordination of all aspects of the administrative functions of TfL relating to TfL's Member-level decision-making structure and related governance arrangements, supporting the TfL Board processes by facilitating the decision-making arrangements to ensure compliance with statutory requirements and the administration of TfL's formal affairs;
 - Servicing meetings of the TfL Board and its subordinate bodies, the London Transport Museum Board and its subordinate bodies and other Member-level or senior officer bodies as required by TfL's General Counsel, including oversight of the preparation and production of the agendas, reports, decision/instruction sheets and minutes and to oversee such other actions which arise as a result of these meetings; interpretation and recording of proceedings and decisions at such meetings having regard to statutory requirements and TfL's Standing Orders and other related governance codes, rules and policies;
 - Provision of general procedural and administrative support to TfL's General Counsel as the TfL Board Secretary;
 - Provision of procedural and general advice in matters affecting TfL's business and/or affecting TfL Members and chief officers of TfL;

- Preparing reports for the TfL Board and any other subordinate bodies as required; preparing correspondence, notes of meetings and any other task (including updating the forward plan and undertaking any research required) related to TfL's decision-making processes;
- Maintenance and revision as appropriate of TfL's Standing Orders (including the Scheme of Delegation of Functions to Officers and procedures related to meetings and Board governance matters), the development of an annual programme of Board and subordinate bodies meetings, undertaking the annual review of the effectiveness of the Board and information published on tfl.gov.uk in relation to its Members and meetings;
- Maintenance of TfL Members' registers of interests and gifts and hospitality and administration of the procedures and processes related to the compilation and updating of those registers; periodic review of the Members' allowances and expenses scheme and liaison with TfL payroll on all matters relating to Members pay;
- Provision of key support in relation to the membership of TfL, ensuring that all new Members complete the required documentation, undertake an induction programme and that Members' development and training needs are assessed and addressed;
- Dealing with correspondence regarding TfL meetings and Members and organising site visits and briefings for Members as required;
- Development and maintenance of contacts with relevant external organisations and liaison with them as appropriate on the responsibilities of the TfL Board and to represent TfL at both internal and external meetings as required; and
- Undertaking any other such function or duty for TfL as may be provided for in the Arrangements for Discharging Functions which will be entered between the GLA and TfL.

1.5 Under the arrangement, it is anticipated that costs of providing the services (equivalent to five FTE posts and IT/FM charges – all costs to be charged on a cost recovery basis only) would be paid by TfL to the GLA on an annual basis (and subject to the formal three month review process). TfL will then recharge the GLA for the provision of the seconded employees. All costs and savings figures will be included in the report for consideration as part of the formal, final agreement between the organisations.

1.6 In developing the project there has been consultation with staff from both the GLA and TfL.

1.7 Following approval of the project, it is proposed that the arrangements for the transfer will be agreed by 31 July 2014 with the GLA's discharge of the functions commencing as of 1 August 2014. To achieve this, the next steps include:

- Approval from the GLA's Head of Paid Service in relation to the proposed restructuring of the GLA's Committee Services, adding the necessary 5.0 FTE posts to the staffing establishment of that team in order to support the new functions and potential secondment of staff from TfL;
- Implementation of the practicalities of the arrangement (as set out in the appended outline business case); and
- Development and execution of the documentation necessary to put the section 401A(3) arrangement into effect.

2. Objectives and expected outcomes

The objectives and expected outcomes of these proposals are (a) the effective delivery of relevant services to TfL on a cost-effective basis for both organisations, and (b) the delivery of wider efficiencies and service improvements to the GLA Group in relation to formal meetings.

3. Equality comments

The Head of Committee and Members Services has identified no adverse impacts on Equalities. TfL staff are currently co-locating at City Hall and there will be no changes to staffing numbers or the employees terms and conditions. Under these proposals, the employees will remain employed by TfL and will be seconded to the GLA.

4. Other considerations

a) Risk and issues

TfL's General Counsel and the GLA's Head of Committee and Member Services are responsible for managing the risks arising from the project. The risks have been regularly reviewed at project meetings.

b) Links to strategies and Strategic Plan

The proposal will support the more efficient delivery of clerking services within the GLA Group, which is to be used as the basis for potentially further expanding the scope of operations of the GLA's Committee Services team in order to seek further efficiencies and service improvements within the GLA Group in relation to the clerking support provided to the various boards and bodies within the Group.

c) Impact assessments and Consultation

The project is being developed in compliance with equalities legislation and impact assessments will be carried out where appropriate. Consultation with staff has been carried out, as it is essential for the successful delivery of the project that staff are engaged in a timely and effective way.

As noted at section 1.3 above the London Assembly has been consulted (through its GLA Oversight Committee) in accordance with section 401A(6) Greater London Authority Act 1999 (as amended).

5. Financial comments

Costing has been prepared on the assumption that services will be provided by the GLA on a cost-recovery basis. It is planned that the arrangements will be cost-neutral for the GLA and will result in a net overall saving for TfL of over £50,000pa.

The detailed costs are subject to formal discussion and agreement between the two organisations and will be reflected in revised budgets for the 2014-15 year. No member of staff will be made redundant as a result of this proposal nor are any formal TUPE transfers of staff envisaged.

6 Legal comments

- 6.1 Under section 401A(3) of the GLA Act 1999 the Mayor may, after consultation with the Assembly, authorise the GLA to enter into arrangements for the discharge by it on behalf of a functional body

of any functions which are of an administrative, professional or technical nature. “Administrative, professional or technical” functions are not defined by the Act would include democratic or committee clerk services and procedural advice. The effect of section 401A(3) is for the GLA to discharge the democratic services functions itemised at paragraph 1.4 on behalf of TfL.

- 6.2 The role of the London Assembly as consultee on matters under section 401A of the Act has been delegated to its GLA Oversight Committee. This is permitted under section 54(1) of the Act and section 1.3 above indicates that the appropriate consultation has been undertaken.
- 6.3 The relevant TfL staff would not be transferred to the GLA under TUPE legislation as exemptions apply where administrative reorganisations of public bodies are concerned.
- 6.4 It is proposed that the finalisation of the terms of the proposed s 401A(3) arrangements with TfL, and execution of the necessary documentation, will be undertaken by the GLA’s Executive Director of Resources under the General Delegation given him under the Mayoral Scheme of Delegation.
- 6.5 The proposed arrangement is consistent with the GLA’s public procurement obligations under EU procurement directives. The European Court of Justice has ruled that public bodies such as the GLA and TfL can enter into co-operative arrangements in the public interest where one provides services to the other. In such instances EU public procurement rules are not triggered. It is considered that the proposed arrangement with TfL under s 401A of the GLA Act 1999 is consistent with European procurement law.
- 6.6 Under Sections 38(1) and (2) of the GLA Act the Mayor may delegate the exercise of any function exercisable on behalf of the Authority by the Mayor to any member of staff of the Authority.

6. Investment & Performance Board

There are no costs to the GLA from this proposal, and it does not require IPB approval. The Board receives strategic updates on the implementation of shared services across the group.

7. Planned delivery approach and next steps

Activity	Timeline
Approval from Assembly (via GLA Oversight)	25 June 2014
Approval from the Mayor	30 June 2014
Arrangement for transfers agreed	30 July 2014
LA’s Discharge of the functions commencing/staff transferring	1 August 2014

Appendices and supporting papers:

Outline Shared Committee Services Business Case & Report to GLA Oversight Committee, 25 June 2014 - Appendix A

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Ed Williams has drafted this report in accordance with GLA procedures and confirms the following have been consulted on the final decision.

✓

Assistant Director/Head of Service:

Ed Williams has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Sponsoring Director:

Mark Roberts has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

Sir Edward Lister has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

Date 17 July 2014

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature

Date 17 July 2014

Subject: Consultation on Shared Committee Services with Transport for London

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat and Executive Director of Resources

Date: 25 June 2014

report will be considered in public

1. Summary

- 1.1 The report represents consultation by the Mayor with the London Assembly, as required in law, in relation to a proposed shared services arrangement between the Greater London Authority (GLA) and Transport for London (TfL) in respect of the committee services / secretariat functions.

2. Recommendation

- 2.1 **That, prior to any decision by the Mayor under section 401A of the Greater London Authority Act 1999 (as amended), the Committee notes the proposed establishment of administrative arrangements for the discharge by the GLA of the relevant parts of TfL's committee services/secretariat function and gives any comments on those proposals as it deems necessary.**

3. Background

- 3.1 As a result of initial discussions on the possibility of a shared committee services arrangement between the two organisations and to review how such an arrangement might work in practice, 5 members of staff from TfL's Secretariat team have been based at City Hall since April 2013 in a co-location arrangement. During this time, they have continued to provide their normal range of services to TfL (in respect of its Board and committee meetings, and wider governance support for Board Members and senior officers). Some of these TfL officers have also played an important part in the GLA's delivery of committee services support to the London Legacy Development Corporation (for which formal proposals are due to be presented shortly).
- 3.2 Senior GLA and TfL managers have undertaken a review and concluded that the co-location arrangements have worked well, with no discernible drop in the level of service to TfL and the additional benefits to the GLA Group being derived from (a) the provision of services to the LLDC by the combined GLA and TfL teams and (b) the enhanced coordination of procedural advice and delivery of services through closer working. The review concluded that a formal transfer of relevant functions should be undertaken.

Appendix A

- 3.3 The Mayor is therefore minded to give approval under the powers given to him in relation to shared services within the GLA Group by s401A of the GLA Act 1999 (as amended). As part of that decision making process, the Mayor is seeking the views of the London Assembly (via this Committee). A decision to transfer the function will also need to be taken by TfL. The project sponsors for the proposal are Mark Robert, Executive Director of Secretariat at the GLA and Howard Carter, General Counsel, TfL.

4. Issues for Consideration

- 4.1 The proposal is to establish administrative arrangements between the GLA and TfL for the discharge by the GLA of the relevant TfL functions under section 401A of the Greater London Authority Act 1999 (as amended). Section 401A(3) of the Act allows GLA Group constituent bodies to establish such arrangements for the discharge by any one or more constituent bodies on behalf of any other constituent body of any functions of that other which are of an administrative, professional or technical nature. If the proposal is agreed, then the GLA will create 5 additional posts within its Committee Services team's staffing establishment, which will be fully funded by income from TfL. It is expected that the 5 posts will be filled by employees seconded from TfL. These proposals are dealt with in a separate report on the agenda for this meeting.
- 4.2 If the proposal, as set out in the attached outline business case, is approved by the Mayor following consultation with the Assembly, the GLA and TfL will then enter into a detailed, formal agreement. It is proposed that, subject to consultations and final approvals, the arrangement would come into effect on a date in July 2014.

5. Legal Implications

- 5.1 Under section 401A of the Greater London Authority Act 1999 ("the Act"), the Mayor may, after consultation with the Assembly, authorise the GLA and any functional body to enter into arrangements for the discharge by the GLA or any functional body on behalf of one or more of the other, of any function of that other which are of an administrative, technical or professional nature.
- 5.2 The power of the Assembly to consult on these matters under section 401A of the Act has been delegated to the GLA Oversight Committee. This is permitted under section 54(1) of the Act.

6. Financial Implications

- 6.1 The shared services arrangement will operate on a cost-recovery basis, and will therefore not have any negative impact on the GLA's finances. The detailed costs are subject to formal discussion and agreement between the two organisations and will be reflected in revised budgets for the 2014-15 year.

List of appendices to this report:

Appendix 1 – Outline Business Case for Shared Committee/Secretariat Services with TfL

Local Government (Access to Information) Act 1985
--

Background Papers: None

Contact Officer:	Ed Williams, Head of Committee & Member Services, GLA
Telephone:	020 7983 4207
Email:	ed.williams@london.gov.uk

Outline Business Case for a Shared Committee / Secretariat Services Arrangement between the GLA and TfL

Background

A proposal arose in early 2013 for a shared services arrangement between the GLA and TfL through which TfL's Board and Member support services would be provided by the GLA. This was because of the current policy framework adopted by the Mayor, supported by the London Assembly, which seeks to promote shared services within the GLA Group where possible.

As a result, 5 members of TfL Secretariat staff, including the Head of Secretariat, have been co-located at City Hall since April 2013 in order that the potential benefits of progressing to a shared services arrangement could be reviewed in light of practical experience.

Based on the information available to date (noting the efforts of and impact upon the staff involved, who have continued to deliver an excellent service) and further to initial discussions with the affected members of TfL staff, the GLA's Head of Committee & Member Services and TfL's General Counsel have provisionally agreed:

- (a) that the TfL Secretariat functions that are currently located at City Hall be transferred to the GLA;
- (b) that the relevant TfL staff would not be transferred to the GLA under TUPE legislation (noting the exemptions that apply in that regard – where TUPE Regulation 3(5) states “An administrative reorganisation of public administrative authorities or the transfer of administrative functions between public administrative authorities is not a relevant transfer.”);
- (c) that the GLA would then implement the restructuring of the Committee Services team, including creating 5 additional posts designed to support the functions that will transfer to the GLA under these proposals. The current GLA staff will then, in accordance with proper process, be allocated into relevant posts within the new structure for the team. Once that process has been concluded, the GLA intends to fill the remaining posts through secondment of relevant TfL staff; and
- (d) that, by exception (noting the particular skills and experience of the relevant TfL employees), the GLA would agree to the TfL secondees maintaining their TfL remuneration arrangements in full for the period of the secondments.

As well as the benefits to the GLA and TfL that should be derived from a shared services arrangement for the Secretariat functions in terms of coordination and alignment of best practice, it is intended that the arrangement will lead to the delivery of a further shared services arrangement between the GLA and the London Legacy Development Corporation in respect of Secretariat services, which will deliver yet further benefits to the GLA Group.

Process

Following informal agreement between the GLA (represented by the Executive Director of Secretariat) and TfL (represented by its General Counsel for these purposes), the Mayor would, subject to formal consultation with the London Assembly, be asked take a decision to exercise the powers conferred on the GLA under s401A of the GLA Act 1999 (as amended) to enter into the proposed shared services arrangement and to discharge the relevant functions on behalf of TfL.

The GLA's Head of Paid Service would take a formal decision to vary the establishment of the GLA's Committee Services team in order to create the necessary posts to provide this service (as set out in the first part of this paper). The GLA would then seek to fill those posts in line with points (a) – (d) above.

Appendix A

The proposed commencement date of the new arrangements is July 2014.

Standards

The functions listed below will be delivered:

- To the highest quality standards (ensuring that all functions abide by the standards set out in the Democratic Services Quality Manual and that ISO 9001:2008 accreditation is achieved for the function) and in accordance with all relevant timescales and deadlines (as required by the TfL Board, its Members and/or senior officers); and
- In accordance with TfL's rules and procedures regarding confidentiality and information security, being mindful of the requirements of the Freedom of Information Act and the Data Protection Act and other statutory requirements in relation to the publication and handling of information;
- In accordance with the arrangements that will be set out in the Arrangements for Discharging Functions documentation that will be entered into between the GLA and TfL.

Current TfL Member-level decision making structure

TfL's current Member-level decision making structure, to be serviced by the GLA's Committee Services team under this arrangement, is as follows:

Meeting	Meetings per year
TfL Board	6
Finance and Policy Committee (FPC)	6 (scheduled) plus additional meetings
Audit and Assurance Committee	4
Remuneration Committee	4
Rail and Underground Panel	4
Safety, Accessibility and Sustainability Panel (SASP)	4
Surface Transport Panel	4
London Transport Museum Board, Trading Board and Audit Committee	15
FPC, SASP and other Chairman's call-over meetings	10
FPC delegated authority to officers in consultation with Members calls	2-3

Functions

Under the proposal, the GLA will become responsible for the provision of the following TfL services:

1. Management and co-ordination of all aspects of the administrative functions of TfL relating to TfL's Member-level decision-making structure and related governance arrangements, supporting the TfL Board processes by facilitating the decision-making arrangements to ensure compliance with statutory requirements and the administration of TfL's formal affairs.
2. Servicing meetings of the TfL Board and its subordinate bodies, the London Transport Museum Board and its subordinate bodies and other Member-level or senior officer bodies as required by TfL's General Counsel, including oversight of the preparation and production of the agendas, reports, decision/instruction sheets and minutes and to oversee such other actions which arise as a result of these meetings; interpretation and recording of proceedings and decisions at such meetings having regard to statutory requirements and TfL's Standing Orders and other related governance codes, rules and policies.
3. Provision of general procedural and administrative support to TfL's General Counsel as the TfL Board Secretary.

Appendix A

4. Provision of procedural and general advice in matters affecting TfL's business and/or affecting TfL Members and chief officers of TfL.
5. Preparing reports for the TfL Board and any other subordinate bodies as required; preparing correspondence, notes of meetings and any other task (including updating the forward plan and undertaking any research required) related to TfL's decision-making processes.
6. Maintenance and revision as appropriate of TfL's Standing Orders (including the Scheme of Delegation of Functions to Officers and procedures related to meetings and Board governance matters), the development of an annual programme of Board and subordinate bodies meetings, undertaking the annual review of the effectiveness of the Board and information published on tfl.gov.uk in relation to its Members and meetings.
7. Maintenance of TfL Members' registers of interests and gifts and hospitality and administration of the procedures and processes related to the compilation and updating of those registers; periodic review of the Members' allowances and expenses scheme and liaison with TfL payroll on all matters relating to Members pay.
8. Provision of key support in relation to the membership of TfL, ensuring that all new Members complete the required documentation, undertake an induction programme and that Members' development and training needs are assessed and addressed.
9. Dealing with correspondence regarding TfL meetings and Members and organising site visits and briefings for Members as required.
10. Development and maintenance of contacts with relevant external organisations and liaison with them as appropriate on the responsibilities of the TfL Board and to represent TfL at both internal and external meetings as required.
11. Undertaking any other such function or duty for TfL as may be provided for in the Arrangements for Discharging Functions which will be entered between the GLA and TfL.

Review

Following commencement of the proposed arrangements, the provision of service to TfL will be monitored by TfL's General Counsel. There would be informal review meetings on a quarterly basis with the GLA's Head of Committee and Member Services in order to provide feedback and resolve any issues arising in relation to service delivery.

There will be formal review meetings between the General Counsel and the GLA's Executive Director of Secretariat where revisions to the formal requirements under the shared services arrangement will be discussed and agreed as necessary, including in relation to costs, charges and resources (including staff). Chief Officers of both authorities will be informed in advance of any proposed significant revision to the arrangements, with reports for formal decision prepared as necessary. Regular update reports on the operation of all shared services arrangements within the GLA Group are presented to the Mayor and London Assembly by the GLA's Executive Director of Resources

Related functions and services to be retained and discharged by TfL

- All matters relating to TfL's pensions authority;
- Processing and payment of Members' allowances and expenses;
- All matters relating to TfL's subsidiary companies*;
- All matters relating to senior officers' interests*;
- Execution of documents including affixing of TfL's official seal and completion of the Seal register*.

Appendix A

*although discharged by TfL, these functions and services will be managed by the person performing the functions of TfL's Head of Secretariat post until such time as TfL's General Counsel decides otherwise.

Staffing matters

In order to maintain the present quality service, which is recognised to include the need to ensure continual communications with TfL Members and officers and the need to be able to respond quickly to events and requests, the GLA would commit to:

- ensuring that relevant members of Committee Services staff and GLA managers would be present at TfL offices and meeting venues for all relevant meetings and in advance of those meetings at important points in the business cycle, as well as being continually available for contact during normal working hours;
- ensuring that any future recruitment to any GLA management position that would be involved in the provision of services to TfL would, as a minimum, include the participation of TfL's General Counsel or his/her representative as they deemed necessary.

The GLA's Committee Services team will require the ability to access the necessary TfL IT systems and databases.

The GLA also provides committee services support to a range of Mayoral boards (the GLA's Investment & Performance Board, the Housing Investment Group and the Homes for London Board), the London Enterprise Panel (LEP) and the London Legacy Development Corporation (LLDC). It is proposed that (a) the posts created by the GLA to support the provision of committee and member services to TfL will sit within the part of the overall team's structure that also provides services to the Mayoral boards, the LEP and the LLDC and (b) the job descriptions for all of the posts within that part of the overall team structure will include reference to the provision of services to TfL, the Mayoral boards, the LEP and the LLDC.

Costs and benefits

Under the arrangement, it is anticipated that costs of providing the services (equivalent to 5 FTE posts, management costs and IT/FM charges – all costs to be charged on a cost recovery basis only) would be paid by TfL to the GLA on an annual basis (and subject to the formal three month review process).

All costs and savings figures will be included in the report for consideration as part of the formal, final agreement between the organisations.

It is likely that there will neither be significant costs nor significant savings arising for either organisation from the proposed arrangements. The purpose of entering into the arrangement is more in relation to service standards – as it would lead to the creation of a single team of professional and skilled officers who would provide consistent and high-quality level of service on meeting management, Member support and related governance across the GLA Group (excluding MOPAC).

Conflicts of interests

There may be situations where an actual or potential conflict of interest arises between the GLA and TfL and LFEPA in relation to decision-making processes and/or governance issues. TfL's General Counsel and the GLA's Executive Director of Secretariat would be responsible for resolving any actual or potential conflicts of interests that may arise.

The staff in the GLA Committee Services team providing services to TfL will liaise with and seek advice as necessary (legal or otherwise) from TfL officers; the staff providing services to the GLA will liaise with and seek advice as necessary from GLA officers.

Appendix A

Information security

It is acknowledged that the confidentiality of TfL's information must be maintained at all times and that robust arrangements agreed with TfL will be put in place to ensure the confidentiality of such information (which shall include reference to IT security for information held electronically and the location and other duties of staff providing services to TfL within City Hall).

Risk

Risk	Impact	Probability	Mitigation
Staff do not respond well to the changed working arrangements and performance levels drop	High	Low	Performance levels have been maintained during the first 12 months of co-location. Informal consultation with GLA staff on the detailed proposals has not caused issues or objection to arise. Consultation with staff at all key stages in the process; concerns effectively dealt with / changes made to the proposals wherever it is possible and sensible to do so
Conflict of interest may arise in certain circumstances	Medium	Low	Arrangements will be put in place to deal with this. No such conflict has arisen during the co-location period and no such conflict has arisen in respect of the current shared secretariat services arrangements in place between the GLA and LFEPA
The confidentiality of TfL's information is not maintained	High	Low	There has been no evidence of failure to maintain confidentiality during the 12 month co-location trial. Robust arrangements will be agreed with TfL to ensure the confidentiality of its information going forward
The project exceeds the planned costs and becomes unaffordable	High	Low	A structure for reasonable fees and charges will be agreed and then reviewed on a regular basis. A reasonable and collegiate approach is expected to be adopted by both organisations
Lack of clarity of scope leading to service delivery problems	Medium	Low	The Arrangements for Discharge of Functions document, that will form part of the final agreement, will include detailed information in relation to the operation of the specific arrangements. This will be discussed in detail and agreed by both organisations prior to implementation of the arrangements, and thereafter kept under review

The responsibility is clearly upon relevant GLA and TfL officers to ensure that the service is kept under review, that feedback received is acted upon swiftly and that all costs are monitored and discussed throughout the period of the agreement in order to mitigate and/or dispose of risks to the delivery of an excellent service.