

**Greater London Authority (GLA)**  
**Annual Governance Statement, 2023-24**  
**Draft, June 2024**

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## 1. The GLA's governance responsibilities and framework

- 1.1. The GLA is responsible for: conducting its business in accordance with the law and proper standards; safeguarding and properly accounting for public money; and using resources economically, efficiently and effectively. It must publish an Annual Governance Statement (AGS) – this document – that reflects on how, in the previous financial year, it has discharged these responsibilities.
- 1.2. The GLA's governance framework comprises the systems and processes, culture, and values by which the organisation is directed and controlled; and the activities through which it accounts to, engages with, and leads the community. It ensures that: the GLA directs its resources towards its priorities and in accordance with its policies; there is sound and inclusive decision-making; and there is clear accountability, so as to achieve sustainable outcomes for London and Londoners. The system of internal control is a significant part of that framework, and is designed to manage risk to a reasonable level.
- 1.3. The elements comprising the GLA's governance arrangements reflect the unique nature of the GLA, with a number of agents involved in the delivery of the GLA's objectives. So while this AGS is the GLA's alone – many of the bodies with which the GLA works have their own governance statements – the GLA's work cannot be viewed in isolation. The agents include:
  - the executive Mayor and the Mayor's appointed advisers
  - the London Assembly
  - the GLA's subsidiary companies
  - the officers of the GLA
  - the GLA's functional bodies and their boards (where applicable)
  - London's local authorities
  - the national government
  - partners and stakeholders
  - London Councils and our other London Partnership Board partners.
- 1.4. There is a clear separation of powers within the GLA between the Mayor, who has an executive role and makes decisions on behalf of the GLA, and the London Assembly, which has a scrutiny role and reviews Mayoral policy, decisions and delivery. The Assembly also investigates issues of importance to Londoners, publishing its findings and recommendations, and making proposals to the Mayor. The Assembly has a number of committees, with the GLA Oversight Committee, the Confirmation Hearings Committee, the Audit Panel, and the Budget and Performance Committee having explicit governance roles.
- 1.5. An important aspect of the governance framework within which the GLA operates is the relationship between London government and national government – more specifically the relationship between the GLA and its sponsor department in Whitehall, the Department of Levelling Up, Housing and Communities and Local Government (DLUHC). In October 2012, the MHCLG (as the Department was then known) set out its view of the systems governing that relationship in its 'Accountability System Statement for the Greater London Authority', issued with the GLA's endorsement.

- 1.6. Responsibility for ensuring the GLA maintains a sound system of governance, incorporating the system of control, rests ultimately with the Mayor. The Mayor is supported by the GLA's statutory officers: the Head of Paid Service (HoPS) (a role subsumed into the remit of the GLA's Chief Officer), the Chief Finance Officer and the Monitoring Officer. Each has distinct responsibilities in law. In addition, the Head of Performance and Governance, and their team, have day-to-day responsibilities for designing, implementing and monitoring the GLA's governance arrangements. The GLA takes the view, however, that good governance is everyone's responsibility, from the Mayor, down through the Corporate and Senior Leadership teams, to all staff.

### **This year's Annual Governance Statement**

- 1.7. The GLA's governance framework is consistent with the principles of the 2016 CIPFA/Solace document, 'Delivering Good Governance in Local Government'. This AGS has been prepared with reference to that document. It has been structured around the principles in the 'International Framework: Good Governance in the Public Sector' (CIPFA/IFAC, 2014). Section 2 of this AGS demonstrates how the GLA is meeting the seven principles of the international framework of good governance in the public sector. For each principle, the left hand column sets out the GLA's current arrangements. The right hand column reflects on key actions and developments during the year covered by this AGS. In addition, these sections set out planned activity during 2024-25 which will be monitored and reflected upon in next year's AGS.
- 1.8. This draft AGS draws on a range of input and feedback resources, so as to capture different perspectives, including:
- the statutory officers and a range of other senior officers
  - internal audit
  - external audit
  - the London Assembly.
- 1.9. Although this draft AGS's focus is on 2023-24, it also reflects on relevant developments between the end of that financial year (that is, 31 March 2024) and publication.

## 2. Description of arrangements and review of effectiveness

### 2.1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Our arrangements	Actions and key developments 2023-24
<p>The seven Nolan principles for standards in public life frame the GLA's governance procedures. Those procedures include a Protocol for Mayoral Appointments; Financial Regulations; an Expenses and Benefits Framework; a Contracts and Funding Code; Anti-Fraud and Anti-Money Laundering Frameworks; and a Whistleblowing Policy (including multiple and confidential reporting routes). The officer Governance Steering Group helps ensure these procedures remain up to date and fit for purpose.</p> <p>The Nolan principles are reinforced through a governance e-learning module that is mandatory for all new staff.</p> <p>The Code of Ethics and Standards for Staff incorporates the Nolan principles and promotes high standards of conduct in public service. It features prominently in staff induction.</p> <p>The Monitoring Officer works with Members to promote high standards of conduct and works with Members and Officers to advise on the proper use of the Authority's resources. The Monitoring Officer oversees the registration of interests and of gifts and hospitality; and advises on other governance matters also. They are responsible for reporting legal contraventions to the Mayor and Assembly. Alleged breaches of the Code of Conduct for Elected Members are also reviewed by the Monitoring Officer. Their decisions are published, and an annual report is made to the London Assembly.</p> <p>Our decision-making framework requires and promotes compliance with relevant laws and internal policies and procedures, including ensuring decisions are taken objectively and any potential interests are declared. The framework is clear about the decisions that must by law and policy choice be taken by the Mayor (including any novel, contentious or repercussive proposal), and provides managers with the authority necessary to conduct routine business.</p>	<p>A revised <b>Member Code of Conduct</b> (and related appendices) were agreed by the Mayor and Assembly in February 2024 to take effect in May 2024.</p> <p>The Monitoring Officer investigated 35 alleged <b>breaches of the Code of Conduct</b> during 2023-24 (34 of which related to comments made by the Mayor at People's Question Time in March 2023). Their Annual Report outlining these cases was reported to Audit Panel in February 2024. There were no findings of a breach of the Code.</p> <p>The new <b>Monitoring Officer</b>, a standalone post on a permanent basis, took up post on 1 April 2023. While this is envisaged as a 0.5 full-time equivalent (FTE) post under 'steady state', it is budgeted as a full FTE to allow for peaks in workload. This flexibility was exercised in 2023-24 in light of the GLA elections in 2024.</p> <p>We completed the recruitment of two new <b>Independent Persons</b> appointed under the Localism Act 2011.</p> <p>The <b>follow-up Internal Audit of ethical governance</b> was completed in December 2023. 'Adequate' assurance was given with two recommendations fully implemented and one (relating to induction) partly implemented (see below).</p> <p>We reviewed and updated <b>policy documents relating to ethical governance</b> to respond to the Internal Audit recommendation – specifically Anti-Money Laundering, Anti-Fraud and Corruption Policy and Response Plan, Planning Code of Conduct, and the Code of Ethics and Standards for Staff.</p> <p>We strengthened the process on <b>registering and declaring interests</b> by building into the annual performance review process and providing guidance to staff through the Intranet and 'core brief' weekly email.</p>

The Mayor may delegate powers to or direct GLA functional bodies. The use of the power of direction is kept under ongoing review and a list of all directions is appended to this Statement.

The GLA's legal function is provided through a shared service agreement by Transport for London (TfL) Legal. TfL Legal identifies changes in law and advises on the legal implications of GLA activity.

Similarly, the GLA's procurement function is provided by TfL and facilitates compliance with the law on procurement and relevant standards. The need to declare interests is reinforced through the process. The GLA Group Responsible Procurement Policy, which sets down the GLA's commitment to continuous improvement through procurement, has a strong social and ethical focus. An Implementation Plan is delivered through the Group's procurement activities, which support the delivery of the Mayor's commitments and related strategies. The GLA publishes an annual Modern Slavery Statement.

The GLA has a documented complaints procedure and related response standards. Timeliness of responses is monitored.

#### *Links to further information*

- [Conduct and ethics, including the role of the Monitoring Officer](#)
- [Monitoring Officer decisions](#)
- [Monitoring Officer Annual Report](#)
- [Decision-making](#)
- [Complaints](#)
- [Modern Slavery Statement](#)
- [Responsible procurement](#)

We concluded a review of the mandatory training and induction, both facilitated and **e-learning arrangements, including corporate governance**. Consequently the People Function in 2024-25 will be rolling out a three day induction programme, where new starters will automatically be booked onto the programme, with a view to improving the user experience, increasing completion rates and providing a better induction experience overall. Additionally there will be a facilitated corporate governance session within this to support the e-learning.

There were three complaints through our **whistleblowing** channels in 2023-24. Two of these were from an employee of an organisation the GLA contracts with for skills provision, and the allegations were investigated in line with the Anti-Fraud and Corruption Policy and Response Plan. The other related to unsafe working practices at a TfL contractor and has been forwarded to them.

The **Responsible Procurement (RP) Implementation Plan** sets out the actions that the GLA Group has prioritised to deliver the RP Policy themes by 2024. A report of Responsible Procurement performance and case studies was published in March 2024.

The GLA is part of the **London Anchor Institutions' Network**, through which some of London's biggest organisations are working collaboratively, leveraging their procurement, workforce and estates management capacity to tackle structural inequalities and the growing climate emergency. As part of this, the GLA has pledged to buy a greater share of its goods and services from small and diverse businesses, and we are ensuring our procurement processes encourage small and diverse businesses to enter our supply chain.

We received 26 **complaints** in 2023-24. Of these, 17 (65 per cent) were responded to within the timescales in the Complaints Policy. We audited our safeguarding processes as part of a wider **GLA safeguarding audit**, and will take forward its recommendations to further strengthen our commitment to safeguarding.

The **Vulnerable Adults Safeguarding Policy** was further updated.

An independent consultancy conducted a review into existing **equality diversity and inclusion (EDI) learning arrangements**. An EDI curriculum task and finish group was established to formulate a proposal for a new curriculum. The implementation of this curriculum will be phased, with Phase 1 scheduled to be implemented by March 2025.

A series of **People Function policy reviews** were initiated in September 2023 to be an ongoing programme for the next two years. The Employee Relations group of policies was completed and the review of the group of family friendly policies is in progress.

An Internal Audit of **People Function Policies and Procedures** covering the application, accountability, roles and responsibilities relating to staff following policies and procedures was concluded and provided substantial assurance.

Fieldwork began on an Internal Audit review of processes in place to ensure **grants and contract management** complies with the GLA Contracts and Funding Code.

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## 2024-25 Improvement Initiatives

- Implement new **Member Code of Conduct** from May 2024, with Monitoring Officer to offer 1-2-1's for newly elected Members on the Code of Conduct and the Register of Interests.
- Scheduled reviews of the **Gifts and Hospitality Policy** and **Registering Interests** guidance.
- Roll out new **corporate induction** arrangements from 2024.
- Implement Phase 1 of the new **Equality, Diversity and Inclusion learning curriculum** by 2025.
- Take forward recommendations from the **Safeguarding policy review**.
- Continue the **People Function Policy reviews**.
- Complete the Internal Audit review of processes in place to ensure **grants and contract management** complies with the GLA Contracts and Funding Code.
- An Internal Audit review of procedures in place for the approval and recording and monitoring of **Gifts and Hospitality**.



## 2.2. Ensuring openness and comprehensive stakeholder engagement

Our arrangements	Actions and key developments 2023-24
<p>We have well-developed mechanisms to encourage individuals and groups from all sections of the community to engage with and participate in the GLA’s work, including: People’s Question Time; the State of London Debate; and our online community, ‘Talk London’.</p>	<p>The <b>Engaging Londoners Programme</b> has continued to invest in the capacity, skills and relationships needed to embed participation across London’s institutions. It saw the growth and expansion of the London Engagement Collaborative, the launch of the fourth round of the Civic Futures Fellowship including the development of a network for alumni of the programme and the delivery of a suite of resources to support GLA policy officers to improve their community and stakeholder engagement practice. The team also delivered a city-wide festival, Future of Participation, focused on embedding participatory practice in decision-making attended by hundreds of policy makers, civil society groups, funders and other partners.</p>
<p>We consult widely when developing the Mayor’s strategies and budget. We publicise such opportunities through various channels and hold consultation meetings with stakeholders. Consultation exercises are designed to ensure maximum reach, targeting individuals and communities whose voices are otherwise seldom heard.</p>	<p>The <b>Civil Society Roots</b> programme invested in place-based equity led organisations across 10 London boroughs, aiming to address civic ‘cold spots’ where groups had been historically underfunded. A place based, evidence led programme, Civil Society Roots focuses on relationship building, networking and the development of collective voice and advocacy for the organisations it supports. Round 2 of the Civic Data Innovation Challenge was launched to encourage civil society organisations to propose and develop solutions to data gaps in our understanding of civic strength.</p>
<p>We communicate through traditional and digital channels, including social media, ensuring a broad reach. We have well-developed arrangements and standards for responding to Mayoral correspondence.</p>	<p>We progressed <b>Grants Management across the GLA Group</b> – a grants team was established and is delivering a live service to the organisation through the GLA-OPS system, and scoping delivery of the Centre of Excellence. Transformation work is on track and reporting to the GLA Group Collaboration Board.</p>
<p>The Assembly consults and engages with Londoners to help decide which issues it should investigate. Answers to Assembly Members’ written questions to the Mayor are published on our website.</p>	<p>Our <b>regular polling</b> has included monitoring the impact of the cost-of-living crisis on Londoners, evidencing the continued need for programmes such as the free holiday meal schemes and housing interventions (on rent and mortgages). Analysis of polling on Londoners’ experiences of adapting to climate change contributed to the London Climate Resilience Review evidence base.</p>
<p>We routinely poll a representative sample of Londoners to provide insights into public opinion and behaviours, which support effective policymaking.</p>	
<p>The GLA’s most important partnerships are within the GLA Group. There are a series of arrangements in place for GLA Group bodies, mainly defined by legislation and differing slightly according to each organisation, governing the GLA’s relationship with TfL, the Mayor’s Office for Policing and Crime (MOPAC), the London Fire Commissioner (LFC), and the Mayoral Development Corporations (MDCs): the London Legacy Development Corporation (LLDC) and the Old Oak and Park Royal Development Corporation (OPDC).</p>	
<p>A Group Corporate Governance Framework Agreement sets out the core governance requirements each body must adhere to, and</p>	

requires each to codify its governance arrangements and report on its decisions. It represents a firm commitment by all parties to be open, transparent and accountable, and to adhere to Mayoral and London Assembly expectations for the Group to interact in a way that enhances accountability and services for Londoners.

The London Partnership Board, owned by London's leaders, comes together to address London's challenges, providing strategic advice to policy and decision makers across the capital and beyond. It is co-chaired by the Mayor and the Chair of London Councils. The Board is also London's Local Partnership Group for the UK Shared Prosperity Fund.

The other partnerships in place (those with boroughs, voluntary organisations, businesses and others) vary tremendously in remit, size and resourcing. Oversight of these partnerships is at team level. The GLA maintains corporate partnership guidance to promote effective oversight of significant partnerships.

We have a dedicated space on [london.gov.uk](https://london.gov.uk) for civil society groups, including insights into the number of projects the GLA is working on with civil society; funding opportunities; available resources; and links to information on training, volunteering and data.

#### *Links to further information*

- Information about opportunities to get involved with or have a say about City Hall's work
- Talk London
- Partnerships, including with GLA's functional bodies
- Civil Society
- Group Corporate Governance Framework Agreement

We have also conducted **bespoke surveys** to inform the delivery of our priorities. For example:

- A survey with parents of children in school years 3 to 6 was undertaken and analysed to monitor the implementation and impact of the universal free school meals programme and inform programme development. This was complemented by qualitative research with parents and school leaders to provide a fuller evidence base of the initial impact on schools and families.
- Another survey, in conjunction with TfL and the economics team, informed part of the London at Night evidence base for a 24 hour City, exploring how Londoners experience travel at night.

## 2024-25 Improvement Initiatives

- Through the **Engaging Londoners Programme**, deliver the fourth and fifth rounds of the Civic Futures Fellowship and the third year of the London Engagement Collaborative.
- Bring **Civil Society Roots** to an end with a sector-wide conversation that will celebrate the impact of the programme and highlight the structural barriers that still exist for equity led infrastructure organisations. The data from Civic Data Innovation Challenge will contribute to our understanding of civic strength and inform further work in this area.
- **Progress GLA Group Grants Management Programme** through the following- Grants team to scale service offering to the GLA group, conduct technical discovery to scope requirements for new technology to support business requirements and replace GLA OPS.
- Establish task and finish group to develop **strategic approach to relationship management**, consistent with GLA's digital transformation and Group Collaboration agendas.
- Review the **Corporate Governance Framework Agreement** with the Mayor and all functional bodies.
- An Internal Audit review of the management of the External Relations Unit in carrying out **the GLA marketing and communications strategy and the delivery of GLA events**.

### 2.3. Defining outcomes in terms of economic, social and environmental benefits

Our arrangements	Actions and key developments 2023-24
<p>The Mayor identifies and communicates his vision and intended outcomes for Londoners and service users through thematic statutory and non-statutory strategies. Each strategy is supported by a thorough evidence base, which, where gaps were identified, draws on research by or commissioned with the GLA's City Intelligence Unit. Integrated Impact Assessments make clear and support understanding of how equalities, health, sustainability, climate change and community safety will be affected by the policies in question. The strategies must demonstrate how they will ameliorate any likely negative impacts on different Londoners and/or different geographical areas.</p>	<p>There were no major updates to the <b>Mayor's strategies</b> during the course of the year; they remain fit for purpose.</p>
<p>The Mayor publishes each of his statutory strategies which are updated as required, alongside important non-statutory Mayoral strategies such as the Equality, Diversity and Inclusion Strategy, and the Social Integration Strategy.</p>	<p>We continued work on the <b>Planning for London</b> programme, which is gathering evidence to support the preparation of the next London Plan. Extensive engagement was undertaken with Londoners and other stakeholders, and we have reached over 6,700 individuals this year. This consisted of 61 events across 10 programmes spanning conferences, workshops and co-designed events. It also includes outreach and engagement work with schools (as part of Design Future London).</p>
<p>The Mayor's Mayoral Policy and Delivery Unit (MPDU) brings together the Senior Advisors to the Deputy Mayors to oversee and drive delivery of the Mayor's priorities across portfolios. It also works to ensure policy development is joined-up and coordinated across the GLA family, provides steers on cross-cutting policy and delivery work, and leads the clearance of policy reports and documents.</p>	<p>We continued to support <b>policy making and delivery capacity</b> across the GLA through a policy conference (June 2023) and series of masterclasses on key aspects.</p>
<p>The London Partnership Board, co-chaired by the Mayor and the Chair of London Councils, comes together to address London's complex and cross-cutting challenges – providing a forum for strategic discussions to support policy and decision makers in the capital and beyond. It builds on the experience of responding to the COVID-19 pandemic, convening London's leaders to help co-ordinate London's response to these challenges, fostering collaboration between the city's partners at local, sub regional and city level to achieve shared goals, and achieve economic, social and environmental benefits. It advocates for London with government, acting as the key space for government to engage with the whole London ecosystem.</p>	

*Links to further information*

- [Mayoral strategies](#)
  - [The work of the City Intelligence Unit](#)
  - [London Partnership Board](#)
  - [Mayor's Annual Report](#)
  - [Planning for London Programme](#)
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**2024-25 Improvement Initiatives**

- Agree a new suite of **missions** with the **London Partnership Board**.
- Implement new **portfolio management and governance arrangements, using best practice governance methodology** to support the delivery and monitoring of the key outcomes for Londoners and hold those responsible for delivery to account.
- Publish the write up of the '**Planning for London**' programme.
- Review and refresh the Mayor's **Equality, Diversity and Inclusion Strategy**.
- Consider the need for further refreshed **mayoral strategies** as appropriate.

## 2.4. Determining the interventions necessary to optimise the achievement of the intended outcomes

Our arrangements	Actions and key developments 2023-24
<p>The GLA Group-wide budget-setting and capital spending plan processes, which are subject to scrutiny by the Assembly as well as consultation with stakeholders, ensure, as far as practical, that there are sound medium and longer-term financial plans within which Mayoral priorities and objectives are adequately funded – while recognising inevitable areas of risk and uncertainty. They direct resources to Mayoral objectives, including to support London’s recovery, entrepreneurial spirit, extraordinary diversity, creativity and tolerance. The budget sets out the funding source of those resources, including from the council tax precept.</p> <p>We communicate with staff about the budget, and the budget-setting process so that they understand the process and their role in it.</p> <p>All significant decisions are subject to a rigorous process with the facts and advice supporting each decision set out in detail through decision forms. The forms ensure legal and financial advice are included; and also that delivery mechanisms, equalities implications, risks, and links to the Mayor’s vision, strategies and priorities are all explicitly set out.</p> <p>The GLA uses survey evidence as appropriate to support Mayoral priorities, and ensure that policy and programmes have maximum impact.</p> <p>The Corporate Investment Board (CIB) – an informal advisory group chaired by the Chief of Staff and attended by the Mayor’s Appointees and Executive Directors – ensures there is appropriate review before decisions are taken and executed.</p> <p>Arrangements for working with partners on London-level outcomes are overseen by a London Partnership Board, co-chaired by the Mayor and the Chair of London Councils</p>	<p>We published an updated version of the <b>State of London</b> report in time for the June 2023 State of London debate and another in January 2024. The Mayor issued <b>Budget Guidance</b> to the GLA Group to frame budget planning for 2024-25 and beyond, responding to the changed financial landscape and current Mayoral priorities.</p> <p>The <b>2024-25 GLA: Mayor budget</b> was organised around eight themes.</p> <p>A follow-up <b>Internal Audit of Adult Education Budget (AEB) arrangements</b> to review updated processes for subcontracting arrangements was issued and stated that the control framework has improved since the original audit with all five agreed actions being partly implemented. A dedicated audit and assurance team has been developed with ongoing recruitment to have a full team complement.</p> <p>An Internal Audit review of the team which aims to improve support to Londoners at risk of experiencing <b>financial hardship</b> provided adequate assurance.</p> <p>We piloted and updated in response to feedback the assessment tool developed with the help of the Tyndall Centre for Climate Change Research at the University of Manchester that helps <b>identify climate change</b> and wider environmental impacts of work, as well as possible mitigation measures and <b>assessments of equalities considerations</b>, including the use of Equalities Impact Assessments (EQIAs). The tool is now being rolled out for use across the GLA and guidance has been issued.</p>
<p><i>Links to further information</i></p> <ul style="list-style-type: none"><li>• <a href="#">The Mayor’s budget and the budget setting process including budget guidance for GLA Group for 2024-25</a></li><li>• <a href="#">Decision-making at the GLA</a></li></ul>	

- Equalities, diversity and inclusion measures
  - Social integration measures
  - London Resilience Dashboard
  - London Partnership Board
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## 2024-25 Improvement Initiatives

- Implement new **portfolio management and governance arrangements, using best practice governance methodology** to support the delivery and monitoring of the key outcomes for Londoners and hold those responsible for delivery to account.
- Complete recruitment into the newly formed Audit and Assurance function within the Adult Education Budget team and implement **AEB audit and assurance programme**.
- A joint Internal Audit Review with MOPAC of the processes in place for the delivery through the **Domestic Abuse Safe Accommodation Partnership** of the Mayor's duties under Part 4 of the Domestic Abuse Act 2021 to support survivors of domestic abuse and their children in safe accommodation.
- An Internal Audit review of the **Civil Society and Sport Unit** including the management of Sport, Social Action, and Volunteering programmes and partnerships.
- An Internal Audit review of the **Adult Education Budget** (*scope to be confirmed at time of writing*).
- An Internal Audit review of the processes in place for the management of **New Deal For Young People** projects including governance arrangements, roles and responsibilities, monitoring and reporting.
- An Internal Audit review of the programme management and reporting arrangements for the **Creative Industries Growth Portfolio** programme.
- An Internal Audit review of the governance processes in place for the implementation and management of the **UK Shared Prosperity Fund**.
- Continue to evolve and roll out the tool for considering **climate and equalities implications in decision making** across the organisation including how the outputs of tool are reflected in decision forms.

2.5. **Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

Our arrangements	Actions and key developments 2023-24
<p>The Chief Officer is the organisation’s most senior official and leads the Corporate Management Team. As well as providing corporate leadership, the Chief Officer holds statutory staffing responsibilities (as HoPS). She provides regular updates on staffing and workforce matters to the Assembly’s GLA Oversight Committee; and consults the Committee, and the Chief of Staff on behalf of the Mayor, on proposed staffing changes.</p> <p>We have robust establishment control processes for the approval of staffing changes.</p> <p>We have robust processes for appraising and developing our staff (with completion of annual performance reviews monitored corporately), backed by a competency framework and a learning and development programme, including a strategy for management and leadership development.</p> <p>Ensuring a diverse workforce that is representative of London is a priority for the Mayor and the Chief Officer. The Diversity and Inclusion Management Board provides challenge, advice and input into our Equality, Diversity and Inclusion (EDI) improvement work, with the Inclusion Programme Steering Group driving implementation of the EDI Strategy/action plan, with Corporate Management Team setting the direction.</p> <p>We publish gender and ethnicity pay gap analyses and action plans. Executive Directors oversee delivery of directorate-level action plans to support the continued development of an inclusive GLA culture.</p>	<p>We continue to drive forward the <b>GLA Group Collaboration</b> portfolio, seeking new ways of working across the Group that drive economy, effectiveness, efficiency or contribute to a Mayoral priority.</p> <p>A new <b>Group wide mentoring platform</b> has been launched to enable matching of mentees and mentors across the GLA Group.</p> <p>The transfer of GLA’s <b>transactional HR services</b> to TfL’s Business Services Function has completed. It was a significant change programme which, once fully embedded, is expected to realise process improvements, enhanced user experience and standardisation of process.</p> <p><b>GLA Planning and Regeneration and TfL Spatial Planning teams have been brought together</b> to optimise use of collective and complementary skills and resources to better deliver planning services.</p> <p>An Internal Audit review of <b>the public health shared service</b> framework provided substantial assurance.</p> <p>The GLA’s <b>Workforce EDI Strategy 2022-25</b>, ‘We Belong Here’ highlights three strategic objectives, including one focused on a workforce that reflects the diversity of London. During year-two activity, a range of initiatives have been completed against the three strategic priorities. This includes a) expanding the EDI objectives and Essentials, which focused on developing directorate accountability, b) creating safe spaces where staff are support to air concerns/reflections directly with leadership, c) EDI oversight of recruitment processes introduced such as diverse panels and training, and d) talent pipelines developed to support staff career progression.</p> <p>The delivery of the strategic aims is overseen by a bi-weekly steering group which ensures targets are met.</p>
<p><b>Improvement and Change Portfolio</b></p> <p>As part of our corporate improvement and change agenda, we are committed to investing in our people, our culture and the technology we need to do our jobs. We want to make working for the GLA a great experience so that our people are enabled and empowered to do their best work in service of Londoners, and to support the move</p>	



towards greater efficiency and alignment across the GLA Group. The portfolio includes:

- projects specific to the GLA, such as Job Families
- GLA Group Collaboration Projects to increase the GLA's effectiveness and efficiency, such as IT Shared Services, and estates management
- post-transition improvement projects which update and shared services such as modernising our HR and finance systems.

An Improvement and Change Board (ICB), chaired by one of the Executive Directors, brings CMT together with some of our key corporate specialist leads, from areas such as People, Digital, Communications and GLA Group Collaboration to oversee our portfolio of change programmes, making sure that they are well-planned and coordinated and support us to be a modern, efficient, and effective organisation. The monthly Board looks at the big picture across all the improvement and change that is happening or planned.

A GLA Group Collaboration Board promotes and oversees collaboration across the GLA Group – making efficiencies and enhancing capacity in areas such as IT; estates and facilities management; procurement; finance and professional services; and housing.

The London Assembly has its own component budget, distinct in law from the Mayoral component, and is supported by the Assembly Secretariat, including research and external relations support. Assembly Members receive a budget to fund support staff, organised in party groups.

Mayoral nominees for eight offices are subject to non-binding confirmation hearings conducted by the London Assembly. The Assembly has the power to veto three further appointments.

The Chief Officer is also the Greater London Returning Officer, with responsibilities in law to deliver efficient and fair elections and encourage the participation not just of voters but of candidates also.

The GLA's Workforce EDI Strategy 2022-25 is accompanied by a **three-year action plan** which consists of 48 actions against three strategic aims. 2023-24 marked year two of delivery against the action plan, where just under 35 per cent of actions are complete and just under 60 per cent are in progress. All staff and managers have **EDI objectives in their performance objectives**, which were refreshed for 2023-24. These objectives make absolutely clear the expectations and responsibilities on everyone in driving forward EDI. The Chief Officer holds Executive Directors to account at challenge sessions for ensuring all their staff are meeting the objectives.

An Internal Audit review of **staff well-being arrangements** provided adequate assurance.

Following a successful pilot, we rolled out within the organisation the use of DocuSign, a fully **digital system for the approval and signature of formal documents** which will be the exclusive platform for this going forwards.

Over the past year, the Improvement and Change Board has continually reviewed the GLA's **portfolio of change programmes** to ensure: a shared vision for the GLA's change agenda; control of programme initiation and scope changes; effective governance of individual programmes; proper consideration of user experience; ongoing review of aggregate impact; benefits realisation has been properly considered in programme development and delivery; and our overall capability and capacity for multiple change initiatives is understood and managed.

We began reviewing our **performance framework and developing a new portfolio management and governance framework**. This new portfolio management framework will improve the way it reports performance both internally and the way it publishes information externally, with a modernised dashboard system and more flexible reporting.

We continued to embed new governance and ways of working for **digital transformation** with the current focus on the transition to the new IT Shared Service (ITSS) with Transport for

*Links to further information*

- [The Mayoral team](#)
- [The Corporate Management Team](#)
- [Gender and ethnicity pay gap reports, action plans and progress reports](#)
- [Information about decision-making thresholds](#)
- [The London Assembly: structure, meetings and reports](#)
- [Chief Officer Forms \(staffing decisions\)](#)
- [Independent review by the Equal Group – progress report to GLA Oversight Committee \(item 9\)](#)

London (TfL). The **rollout** began in February 2024 and will continue until the summer of 2024. The rest of the service will transfer between the third and fourth quarter of 2024-25.

TfL will act as a technology partner for the GLA, supporting future product needs such as CRM systems and data analytics tools, including PowerBI. This partnership necessitates new ways of working across the GLA and TfL, requiring a **redesign of some of the Digital Experience Unit (DEU) engagement models** for business teams with technology and digital needs. Progress in 2023-24 included the appointment of a service architect working with TfL to develop the DEU/TfL Service Model and document the Target Operating Model.

We developed a Working Arrangement Document (WAD) to define **the scope and delivery of IT Shared Services**, detailing service delivery and reporting protocols to meet GLA's business requirements, which is under ongoing review as the IT service transfer continues.

Additionally, we added a role for overseeing commercial and financial aspects of supplier relationships, including contract negotiation, compliance, and risk management, which is crucial for managing the technical aspects of broadcast network contracts following the IT service transition. An internal audit is ongoing to align with the continuing IT transfer process.

An Internal Audit review of **the framework in place to administer the Mayoral and Assembly Elections** ensuring that they conform with the Electoral Registration and Administrative Act 2013 provided substantial assurance.

## 2024-25 Improvement Initiatives

- Implement new **portfolio management and governance arrangements, using best practice governance methodology** to support the delivery and monitoring of the key outcomes for Londoners and hold those responsible for delivery to account.
- Complete the design of a **new performance reporting system** that can best allow the GLA to track progress against priorities.
- An Internal Audit advisory review of the **Performance Management Framework** and the revised processes being developed to enable effective support performance management and review.
- Deliver year three of the **GLA Inclusion Programme**, to deliver the strategic aims of the internal workforce EDI strategy We Belong Here.
- Focus on wider organisation accountability and targeted delivery against the final year of the **Workforce EDI action plan** to inform our new strategic approach beyond 2025.
- Complete the roll out of the transfer of **Information Technology services** to TfL under a Shared Services Agreement and the implementation of the new governance and ways of working for **digital transformation**, specifically defining a new Portfolio, Governance, and Reporting strategy, including standardised reporting procedures across the DEU and the implementation of a unified PowerBI dashboard.
- Completion of the Internal Audit review of the **contract management arrangements** established following the transfer of IT services to TfL.
- An Internal Audit review of the operation of the **Digital Experience Unit** including the management of the GLA's digital estate.
- An Internal Audit review of **Establishment Control Management processes** for the new digital processes for the control and oversight of decisions relating to staffing.
- An Internal Audit review of the application of **Disability Working Practices** policies including the allocation of roles and responsibilities relating to disabled staff to identify and remove barriers and build an inclusive work environment.
- An Internal Audit review of the principles and support that are in place to provide a framework to support the effective operation and management of **hybrid working**.
- An Internal Audit review of the **Estate Management Physical Security** framework for ensuring the health and safety of GLA employees and visitors to City Hall and other GLA sites.

## 2.6. Managing risks and performance through robust internal control and strong public financial management

Our arrangements	Actions and key developments 2023-24
<p>The Mayor’s annual Budget Guidance identifies financial pressures and includes scenario analysis, from which prudent control totals and savings targets are set, including for the GLA. These are then worked within and developed through an annual budget-setting process that involves a thorough review across programme and corporate spend.</p> <p>The GLA’s Risk Management Framework is regularly reviewed and most recently received a ‘substantial’ internal audit rating (the highest). Risk registers are maintained at project and programme levels as appropriate. The GLA’s most serious risks are captured in a corporate risk register that is refreshed every six months. The register is reported to the Corporate Management Team, the Chief of Staff and the Audit Panel and ensures all corporate risks are current and relevant with robust risk mitigations and controls. Risk is also reported through performance reports. Each Executive Director provides an annual assurance statement that risk management is operating effectively – and in line with the corporate approach – within their area. The Governance Steering Group also reviews corporate fraud and other governance risks on a regular basis.</p> <p>The GLA funds, and is the funder of last resort for, both MDCs (LLDC and OPDC). Regular liaison meetings – chaired by the Mayor’s Chief of Staff and involving the Mayor’s team and senior officials – help maintain a shared understanding of risks and challenges. Governance Directions for both organisations explain and set the parameters for the interaction of decision-making between each body and the Mayoralty. The Deputy Mayor for Planning, Regeneration and the Fire Service is a member of both Boards.</p> <p>We manage our risks in relation to cybersecurity and make sure everyone in the GLA understands their obligations in relation to this, by requiring mandatory training.</p>	<p>The <b>highest residual severity risks that we are seeking to mitigate were</b> identified on the corporate risk register (at February 2024) as follows, together with information on how they are being mitigated through controls:</p> <ul style="list-style-type: none"><li>• The impact of current/future high levels of inflation and related interest rates on GLA and Mayoral Development Corporations business plans leading to material unexpected requirement for investment/subsidy and/or loss of income and capital receipts – in turn affecting the overall solvency and financial capacity of the GLA.</li><li>• We do not have the capability or robust and well-implemented practices to control and safeguard our finances or to achieve value for money, leading to inappropriate or ineffective use of GLA resources.</li><li>• Our business continuity arrangements are inadequate in scope, focus or design, or are not well-understood or resourced, such that in the event of an emergency or disruption we fail to maintain or quickly recover our critical systems, functions, services and programmes to the extent practicable.</li></ul> <p>Following the departure of the Executive Director of Resources during the year, interim arrangements were put in place including <b>the appointment by the Mayor and Assembly of an interim Chief Finance Officer</b> to act as the Section 127 Officer. Subsequently, a restructure of senior management created two permanent posts, a Chief Finance Officer and an Executive Director of Corporate Resources and Business Improvement, both of which were in the process of being recruited to.</p> <p>We continue to focus on robust governance and assurance of <b>GLA procurement activity</b>, helping to ensure value for money is achieved for Londoners, particularly through the utilisation of ‘Commercial Assurance Meetings’, during which appropriate GLA procurement activity is panel-assured and endorsement provided. With the support of TfL Procurement &amp; Commercial, our management information and reporting requirements are being strengthened, (particularly in respect of ‘single source requests’ and retrospective transactions),</p>

The Financial Risk Oversight Board meets quarterly and manages the Authority's financial exposure to loans made.

Quarterly financial and performance reporting is well embedded, tracking spend against budget (actual and forecast), performance indicators and other deliverables. Reports are interrogated and quality assured at quarterly performance meetings, involving senior responsible officers and Mayoral Advisers. These meetings include a focus on value for money, supporting this by bringing together an assessment of performance and finance. Quarterly reports are also considered by the Corporate Investment Board and by the Assembly's Budget and Performance Committee.

The Chief Finance Officer's role complies with the five principles set out in CIPFA's Statement on the Role of the Chief Financial Officer.

We place a high priority on anti-fraud work, working with internal audit to identify areas that have the highest potential for fraud. We regularly review and seek expert input into our Anti-Fraud Framework, which is complemented by Whistleblowing and Anti-Money Laundering policies.

An officer-level Governance Steering Group, chaired by the Chief Finance Officer and meeting twice a year, gives strategic oversight and direction to the GLA's governance activity.

The roles and responsibilities of an Audit Committee are discharged by the Mayor. He is supplemented in this regard by the Assembly's Audit Panel. The Audit Panel has well-established terms of reference. It provides challenge; raises the profile of internal control, risk and financial reporting; provides a forum for the discussion of issues raised by internal and external auditors; and bolsters transparency. The Panel also monitors the development of risk management, whistleblowing, and anti-fraud and corruption practices.

The 25 Members of the London Assembly provide the GLA's scrutiny function. It

further helping to ensure good governance of our third party spend.

Through the GLA Business Partner and Programme Management Team, GLA officers are encouraged to attend a regularly delivered procurement briefing session, which provides an overview of the GLA Contracts & Funding Code, sets out the correct and compliant ways of working in respect of procurement activity (both at lower value – undertaken locally by GLA officers, and higher value – undertaken by TfL Procurement & Commercial), and the requirement to ensure future procurement activity is correctly submitted to the pipeline.

We implemented the recommendations from TfL's Independent Investment Programme Advisory Group (IIPAG) review to reduce the **risk of challenges to procurements**. All of the recommendations on TfL procurement process were implemented (other than those that will be superseded once the new Procurement Act comes into force), and we continue the process of culture change through briefings, awareness raising, the introduction of the service specification and ways of working document, and the client charter and customer satisfaction surveys.

Our shared Internal Audit Service continued its **counter-fraud audit work to investigate and detect possible instances of fraud and corruption against the GLA**.

The following were the main significant fraud allegations that were investigated during the year:

Some allegations were made by a whistleblower in terms of a provider on the GLA's 'Skills Bootcamps' programme in June 2023 (with a further report in August 2023), which reflected concerns already raised internally. A sample of learners took place to triangulate information which confirmed the company did not deliver the project objectives, milestones or outputs, and a decision made to withhold further payments and to not proceed with contracting for the next wave of provision.

A further possible instance of fraud regarding a claim from that company to have merged with another company was also under investigation.

There was also a £140K loss resulting from a cyber-attack, from funding provided for Domestic Abuse Safe Accommodation (DASA), to a consortium of

publishes an annual report detailing its activity during the year.

Mayoral Decision-Making in the GLA (our scheme of delegation) is clear about, and sets strict boundaries for, the value and types of decisions to be taken at different levels – by the Mayor, an Executive Director, an Assistant Director or a manager (defined as one who reports to an Assistant Director or Head or has an equivalent level of seniority) – as well as the authorisation given to all staff to develop and implement decisions. Decision Forms require the ‘value for money’ case for all proposals to be made.

TfL Procurement and Commercial (P&C) lead on providing the governance and assurance processes for individual GLA procurement activity, in support of ensuring value for money and effectively managing commercial risks. There is a dedicated GLA Business Partner within that team. The Chief Finance Officer has oversight of these processes. For significant procurements, and those with a higher estimated contract value, assurance is conducted via a forum known as the ‘GLA Assurance Meeting (GLAAM)’, which includes senior representations from TfL P&C, the GLA Business Partner and the appropriate business owner(s) at the GLA.

We have an overarching corporate business continuity plan that outlines the strategic arrangements that are in place to manage situations where a significant part of the organisation or critical function is disrupted for a period long enough to impact the normal operation of the organisation. There are also directorate business continuity plans that identify how they would continue their operations in the event of disruption.

#### *Links to further information*

- [Risk Management and Anti-Fraud frameworks, and other GLA procedures supporting robust internal control](#)
- [The GLA’s Audit Panel, including six-monthly corporate risk register reports,](#)

community-based providers, under the GLA’s specialist housing services.

They were victim of a bank mandate fraud which went undetected by a process of human error. Recommendations were accepted that organisations in receipt of this funding should receive fraud risk training packages, and be required to have insurance against fraud loss. However a decision was made not to seek clawback of funds from the organisation.

Other anti-fraud activity during the year included participation in the National Fraud Initiative data matching exercise, and we also concluded action planning to reduce the risks arising from three frauds identified in the previous year.

We updated our Anti-Fraud and Corruption Policy and Response Plan in March 2024, including a **refreshed list of fraud risks**. Senior risk owners also completed a fresh assessment of those risks and the effectiveness of controls in place.

An Internal Audit review of the **adequacy and effectiveness of the GLA’s Business Continuity and disaster recovery arrangements** took place in March 2024.

The **corporate business continuity plan (BCP)** has been reviewed and updated to reflect changes in the way the organisation works and the IT and accommodation strategy.

Follow-up Internal Audits relating to **General Ledger and the Budgetary Control Framework** both provided adequate assurance.

An Internal Audit to ensure that the **payroll system** is operating effectively, leading to robust and accurate payments being made to bona fide employees in a timely manner, provided limited assurance.

An internal audit of the **Closure of European (EU) Funds and the Transition to the UK Shared Prosperity Fund (UKSPF)** provided substantial assurance.

The internal audit of **GLAP Governance including the Management of Land Assets** was completed and provided adequate assurance.

audit reports and progress updates against the Annual Audit Plan

- The Assembly's Budget and Performance Committee, which receives the GLA's quarterly finance and performance pack
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### 2024-25 Improvement Initiatives

- Update the '**Mayoral Decision Making in the GLA**' (scheme of delegation) document.
- Review the arrangements for **Mayoral oversight of audit, risk and governance activities**, and implement changes as required.
- Report and respond to the results of an Internal Audit review of the adequacy and effectiveness of the **GLA's Business Continuity and disaster recovery arrangements**.
- Issue new guidance for **directorates in updating their own Business Continuity Plans (BCPs)** to reflect the Corporate BCP once the final recommendations from the internal audit are received.
- Continue to investigate current and future **fraud cases**.
- An Internal Audit review of **governance arrangements for managing the Royal Docks Enterprise Zone**.
- An Internal Audit review to ensure **key controls for material financial systems** are operating effectively, leading to robust and accurate financial management and reporting.
- An Internal Audit review of the **shared service procurement arrangements** in place to ensure effective services are delivered.



## 2.7. Implementing good practices in transparency, reporting and audit, to deliver effective accountability

Our arrangements	Actions and key developments 2023-24
<p>We publish extensive information, including:</p> <ul style="list-style-type: none"> <li>• interests, gifts and hospitality and expenses for the Mayor, Assembly Members, Mayoral Advisers and senior GLA officers</li> <li>• details of Senior Officer responsibilities, salary data and a GLA organogram</li> <li>• all payments over £250</li> <li>• Mayoral, Director and Assistant Director decision forms, setting out clearly the rationale for the GLA’s significant decisions and the resource supporting them</li> <li>• Freedom of Information Act (FOIA) responses</li> <li>• over 100 datasets on the London Datastore, helping people to understand the city and develop solutions to London’s challenges</li> <li>• the results of our monthly poll of 1,000 Londoners (again published on the London Datastore).</li> </ul> <p>The Mayor publishes in an accessible web-based format an Annual Report each year, ahead of the State of London Debate. It provides a data-rich overview of achievements to make it easier for Londoners to identify at a glance performance in the areas they are most interested in.</p> <p>We communicate to staff records management guidance, cybersecurity training and any other related actions as they arise.</p> <p>The Directorate of Audit, Risk and Assurance, as part of MOPAC, provides the internal audit service for the GLA under a shared service agreement. Its Charter is reported annually to the Audit Panel and defines the purpose, authority, responsibility and scope of activity of the internal audit function, and position within the GLA.</p> <p>The internal audit service develops an annual, risk-based plan. . It aims to provide assurance on both the effectiveness of the management of risks to the achievement of agreed objectives and on compliance with GLA policies and procedures and externally arising regulations and</p>	<p>Some 1285 <b>Freedom of Information or Environmental Information Regulations requests</b> were received in 2023-24, an increase of a third over the previous year. We responded to 1088 (84.7 per cent) within deadline.</p> <p>There were 13 <b>data breaches</b> reported during the financial year, which is fewer than our annual target figure of 15. None of these required reporting to the Information Commissioner’s Office.</p> <p>We undertook a first review of the <b>GLA-wide register of our business information assets</b> which included records of personal data processing activities with input from all business units.</p> <p>An annual update is now provided to Corporate Management Team on <b>records management process</b>. A review of all assets by business units was set in train for completion by May/June 2024.</p> <p>Data issues were agreed as part of the proposed <b>TfL IT Shared Service</b> The GLA as the data controller will rely on its own data retention schedule for its data held on TFL’s network for ITSS. The GLA will maintain its existing retention schedule except where data is not captured on the schedule, data will then be held indefinitely pending the implementation of a solution to automate data retention policies (DPIA).</p> <p>Work progressed on the development of a new <b>data sharing platform</b> that will supersede the London Datastore, and underpin our data sharing activities to support the delivery of GLA priorities. Some issues emerged with suppliers and quality of product and rectification planning is actively underway.</p> <p>During 2023-24, £24,896 in <b>taxable benefits</b>, £432 <b>expenses</b> incurred by the Mayor and Assembly Members, £17,722 expenses incurred by Senior Members of Staff and 57 instances of Gifts and/or Hospitality received by the Mayor and Assembly members were reported to the</p>



## Our arrangements

the law. Progress against the plan is reported to each Audit Panel meeting.

Management responds to the internal audit service's recommendations for each audit, with an action plan that is reported to the Audit Panel. The internal audit service then checks progress through a follow-up review.

The external auditor produces an annual Audit Results Report, providing its judgement on whether the GLA's financial statements gave a true and fair view of its financial position; and whether the GLA had in place proper arrangements to secure value for money in its use of resources. Robust processes exist to address any issues arising.

### *Links to further information*

- [Transparency portal making readily accessible a host of governance and other information](#)
- [FOIA disclosure log](#)
- [The Mayor's Annual Report](#)
- [Internal Audit Charter](#)
- [GLA Statement of Compliance with the UK Statistics Authority's Code of Practice for Statistics](#)
- [London Datastore](#)
- [Audit Panel which receives reports on expenses at each meeting](#)

## Actions and key developments 2023-24

Audit Panel for information (please note these figures cover up to the end February 2024).

The Head of Internal Audit reported in the 2023-2024 Annual Report that 'the GLA has an **adequate internal control environment** which is generally operating effectively'.

The **Annual Audit Plan** was delivered. Of the 10 risk assurance audits undertaken and reported on in 2023-24, one (10 per cent) received a 'substantial' assurance rating; eight (80 per cent) received an 'adequate' rating; and one (10 per cent) received a 'limited' rating. Of the 26 recommendations made in respect of the 2023-24 audits, 25 were accepted by management.

There were seven follow-up reviews in 2023-24; of these three (43 per cent) received a 'substantial' rating and four (57 per cent) an 'adequate' rating. Of the 18 recommendations, 12 had been fully implemented, five partly implemented and one not implemented.

We agreed that the requirement on all GLA Group bodies to comply with the **UK Statistics Authority's Code of Practice for Statistics** be added to the Corporate Governance Framework Agreement when next updated.

The Mayor's Office for Policing and Crime (MOPAC) identified an issue with the **permissions on two webforms on the London.gov.uk website, hosted by the GLA**. A manual error meant permissions on the two webforms on the website made it possible for visitors to a particular part of the website to access the content submitted on those forms for a limited time. The Information Commissioner's Office (ICO) was notified within 72 hours of the issue being identified. Immediate steps were taken to correct the error. MOPAC and the GLA also launched a full and thorough investigation into the circumstances and impact of the issue.

On 13 March 2024, the Commissioner issued a reprimand to MOPAC in accordance with Article 58(2)(b) of the UK General Data Protection Regulation (UK GDPR) in respect of certain alleged infringements of the UK GDPR. The GLA as the data processor is required to comply with the recommendations made by the Commissioner within the reprimand. The recommendations have been added to the

2024-25 initiatives outlined within this document.

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### 2024-25 Improvement Initiatives

- Undertake works to complete the **new data sharing platform during 2024-25**.
- Complete the **GLA-wide review of our personal data assets**.
- Continue to review and where required update the **Data Protection Impact Assessment** for IT Shared Service including any changes to data retention periods.
- An Internal Audit review of the processes in place to ensure compliance with the requirements of the **Freedom of Information Act**.
- Ensure that the set of **online forms and other public facing documentation or information** is routinely audited to ensure that it is working as expected and in line with data protection legislation.
- Continue to ensure regular completion of **data protection and information governance training**.

### **3. London Assembly scrutiny of governance issues**

- 3.1. The London Assembly has a key role to play in holding the Mayor to account and scrutinising GLA governance, services and functions.
- 3.2. The Assembly provides regular challenge of the GLA's governance arrangements in a number of ways:
  - Mayor's Question Time, where the Mayor is required to attend 10 meetings of the Assembly per year to answer Assembly Members' questions
  - responses to statutory consultations, principally relating to Mayoral strategies and the Mayor's budget, and formal consideration of the Mayor's draft budget and draft strategies
  - holding confirmation hearings for key appointments
  - the work of scrutiny committees
  - other work on internal corporate governance.
- 3.3. Mayoral nominees for eight offices are subject to non-binding confirmation hearings conducted by the London Assembly. The purpose of the confirmation hearing, which is held in public, is to establish whether a candidate has the ability to do the job and is fit for office. The Assembly does not have the power to veto an appointment, and its recommendations are not binding on the Mayor. The eight offices to which non-binding confirmation hearings apply are:
  - Chair and Deputy Chair of Transport for London (TfL)
  - Chair of the Cultural Leadership Board
  - Chair and Deputy Chair of the London Pensions Fund Authority
  - Chair of the London Waste and Recycling Board (ReLondon)
  - Chair of a Mayoral Development Corporation (of which there are currently two).
- 3.4. In the case of three further appointments – the London Fire Commissioner, the Deputy Mayor for Fire and Resilience, and the Deputy Mayor for Policing and Crime – the relevant Assembly committee has the power to exercise a veto, which is binding. In the case of the Deputy Mayor for Fire and Resilience, and the Deputy Mayor for Policing and Crime, the veto may only be exercised where the candidates are not Assembly Members.
- 3.5. The next section details governance and related issues raised by the Assembly in 2023-24.

#### **2024-25 budget for the GLA Group**

- 3.6. In accordance with the requirements of the GLA Act 1999 (as amended), there is a two-stage budget-setting process. At the draft budget stage (January), the Assembly is able to amend the statutory figures that make up the consolidated budget requirement in the GLA Act by a simple majority. The Mayor is under a duty to respond to any amendments passed when he presents his final budget. At the final draft budget stage (February), the Assembly is able to amend the statutory figures that make up the consolidated budget requirement by a two-thirds majority of Assembly Members present and voting. At this stage, amendments agreed by the requisite majority are binding.

- 3.7. The Budget and Performance Committee undertook a detailed review of the financial situation of the GLA Group in the annual scrutiny process of the Mayor's draft budget proposals.
- 3.8. At its meeting in January 2024, following consideration of the draft budget, the Assembly considered three budget amendments, one of which was passed by the requisite majority. That amendment is appended to the published minutes of the meeting.
- 3.9. At its meeting in February 2024, following consideration of the final draft budget, the Assembly considered four budget amendments, but did not agree the amendments by the requisite majority. The Assembly was therefore deemed by law to have approved, without amendment, the Final Draft Consolidated Budget for 2024-25.
- 3.10. The Budget and Performance Committee has the responsibility of examining the Mayor's draft budget before it is voted on by the full Assembly. It took a revised approach for the 2024-25 budget scrutiny, incorporating new meeting elements and producing a series of letters instead of a single output. Between December 2023 and March 2024, the Committee held meetings and published letters in response to the Mayor's draft consultation budget 2024-25.
- 3.11. These letters collectively made a series of detailed recommendations to the Mayor. The Committee called on the Mayor to:
- confirm his intention for the future of the Free School Meals programme as early as possible.
  - include an annual target range for Affordable Homes Programme starts in 2024-25 (or alternative proposed measure) in his Budget, and set out the amount expected to be dedicated to Council Homes Acquisition Programme purchases.
  - provide an estimate of the direct costs for the London Fire Brigade in 2024-25 of delivering the recommendations of the 2022 Independent Culture Review.
  - provide further detail about the costs and timelines of delivering the full Connect IT project for the Met Police.
  - establish a set of performance metrics for his Green Finance Fund.
  - set out the financial impact of higher than assumed staff pay levels in the 2024-25 Budget, and how this would be funded.

### **Strategies and plans**

- 3.12. The Mayor is statutorily required to consult the Assembly on certain strategies. Assembly committees usually respond to such consultations on the Assembly's behalf and the consultation responses are published on london.gov.uk, prior to the final version of the strategy being submitted to the full Assembly.
- 3.13. In addition, the Mayor must lay before the London Assembly the final versions of those strategies prior to their publication. Under the provisions of section 42 of the GLA Act 1999 (as amended), the Assembly has the power to consider and potentially reject draft strategies within 21 days of their submission, including the date the draft strategy is laid before the Assembly. No draft Mayoral strategies were considered in 2023-24.
- 3.14. The Assembly must also be consulted by the Mayor on the National Framework Documents for the London Fire Brigade under section 327I of the GLA Act 1999 (as amended). At the Fire,

Resilience and Emergency Planning Committee meeting on 31 January 2024, the Assembly was consulted upon the Statement of Assurance 2022-23, as well as the Reserves Strategy and Medium-term Financial Strategy for 2024-25.

### **Mayor's Question Time meetings**

- 3.15. The London Assembly held ten Mayor's Question Time meetings over the course of the year. Assembly Members submitted 4506 questions which related to the full breadth of the Mayor's responsibilities.

### **Exercise of Summoning Powers**

- 3.16. The London Assembly exercised a power of summons, in accordance with sections 61 and 62 of the GLA Act 1999, on one occasion during the year.

### **Confirmation hearings**

- 3.17. During 2023-24 there was one Mayoral appointment which was subject to the London Assembly's confirmation hearings process.
- 3.18. On 27 November 2023, the Mayor wrote to the Chair of the London Assembly to propose that John Preston be reappointed Chair of the London Pensions Fund Authority. On 8 December 2023, the Chair wrote to the Mayor to confirm that there was no need, on that occasion, to hold a confirmation hearing in respect of John Preston's reappointment.

### **Governance in the Mayoral Development Corporations**

- 3.19. The two Mayoral development corporations – the OPDC and the LLDC – are kept under review by the Assembly via its Plenary meetings and two Assembly committees: the Planning and Regeneration Committee, and the Budget and Performance Committee. The Budget and Performance Committee receives a quarterly monitoring report from the LLDC and the OPDC on spending and (where appropriate) capital performance. In March 2024 the Assembly held Plenary question and answer sessions with the LLDC and OPDC regarding their remit and activities.

#### 4. Conclusion and disclosure

- 4.1. The GLA had sound arrangements in place for corporate governance during 2023-24. This statement reflects explicitly on the arrangements that were in place and developments that occurred from April 2023 to March 2024. Monitoring of the GLA's arrangements is, however, ongoing. By virtue of their signatures below, the Mayor and the Chief Officer confirm also that no other developments or events have occurred from April up to the date of publication of this draft AGS that bear materially on the soundness of the GLA's governance arrangements.

(Final signatures to be added to the final version)

**Sadiq Khan**  
Mayor of London

**Mary Harpley**  
Chief Officer (and Head of Paid Service)

Date: June 2024

Date: June 2024

## Appendix: Mayoral directions issued to the GLA’s functional bodies in 2023-24

The Mayor is careful to issue directions only when it is appropriate to do so. Directions are published on the GLA website as part of the routine publication of all Mayoral decision forms and also reported to the Assembly. In 2023-24 five directions were issued as below (‘MD’ refers to Mayoral Decision reference number). This compares with seven directions issued in 2022-23.

MD	Body	Title	Date	Decision
3142	TfL	Withdrawal of Day Travelcards on TfL Network	11/07/23	<p>The Mayor:</p> <ul style="list-style-type: none"> <li>a) directs TfL, under section 155 (1)(c) of the Greater London Authority Act 1999, to give notice to terminate the relevant provisions of the Travelcard Agreement, so that from a date in January 2024 before 21 January 2024, Day Travelcards will not be sold or accepted by TfL for travel on the TfL network, by approving and signing the attached Direction at Appendix A</li> <li>b) acknowledges that the Direction to TfL at Appendix A does not prevent TfL, prior to the expiry of the written notice given further to the Direction, from negotiating with the Rail Delivery Group (RDG) and/or Government as appropriate an alternative option that would enable TfL to keep selling and accepting Day Travelcards that is financially acceptable to TfL</li> <li>c) agrees that, should TfL within that timeframe negotiate such an acceptable alternative option, the Direction issued by the Mayor under this Mayoral Decision (MD3142) shall automatically be revoked upon that option being agreed by TfL (after consulting with the Mayor) and the RDG and/or Government as appropriate on legally binding terms under which TfL would keep selling and accepting Day Travelcards, in which circumstances TfL shall be at liberty to withdraw the written notice given pursuant to the Direction to TfL at Appendix A.</li> </ul>
3173	TfL	18-25 Care Leavers’ Discounted Travel Concession Scheme	06/10/23	<p>That the Mayor:</p> <ul style="list-style-type: none"> <li>a) approves the introduction and implementation of the 18-25 Care Leavers’ Discounted Travel</li> </ul>

				<p>Concession Scheme for those meeting the eligibility criteria contained in the 18-25 Care Leavers' Concession Scheme Delegation and Direction 2023 (the Direction) (see below)</p> <p>b) directs Transport for London (TfL), under sections 155(1) and 174(1) of the Greater London Authority Act 1999 (GLA Act), to implement and operate the travel concession as soon as practicable before the end of February 2024 by approving and signing the Direction at Appendix A</p> <p>c) under section 38 of the GLA Act, delegates to TfL power and authority to exercise the GLA's powers under sections 30(1) and (2) and 34 of that Act in accordance with the Direction.</p>
3221	TfL	Fares 2024 changes	18/01/24	<p>The Mayor:</p> <p>a) approves the proposed revisions to fares to be implemented on 3 March 2024, as set out in the decision</p> <p>b) signs the attached Direction to TfL, issued pursuant to the power in section 155 (1)(c) of the Greater London Authority Act 1999, to implement these fares on 3 March 2024.</p>
3247	TfL	Off-peak Friday travel	29/02/24	<p>The Mayor:</p> <p>a) approves the payment of £24m from the TSFR to TfL towards its revenue expenditure in connection with the delivery of the Friday fares trial by means of revenue grants of £6m in 2023-24 and £18m in 2024-25 from the GLA to TfL made under section 121 of the Greater London Authority Act 1999 (GLA Act)</p> <p>b) approves the proposed revisions to fares on TfL services, as set out in this Decision form, to come into effect on 8 March 2024 until 31 May 2024 on a trial basis</p> <p>c) signs the attached Direction to TfL, issued pursuant to the power in section 155 (1)(c) of the GLA Act, to implement these fares changes with effect from 8 March 2024.</p>



3245	TfL	Update to London Vehicle Scrappage Scheme Delegation	04/03/24	That the Mayor approves the amendments set out in Appendix 1 to the London Cleaner Vehicle Support and Scrappage Delegation and Direction 2020.
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