

**A report by the Budget and Performance
Committee on the GLA group environment spend
2009/10**



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Greater London Authority

June 2009

Published by

Greater London Authority

City Hall

The Queen's Walk

More London

London SE1 2AA

www.london.gov.uk

enquiries 020 7983 4100

minicom 020 7983 4458

ISBN 978-1-84781-266-7

This publication is printed on recycled paper

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Foreword



The role of the Budget and Performance Committee is to oversee the prioritisation, allocation and use of resources by the Mayor and the Greater London Authority family he leads. We do this by following and anticipating the annual budget-making process, by scrutinising during the year the performance of the GLA against the targets and budgets it has set, and by examining areas of topical or strategic interest. This report examines an increasingly important strategic area of work – the use of City Hall’s leadership and cash to tackle the environmental challenges facing our city.

Environmental sustainability and meeting the challenge of climate change are Government priorities, and City Hall has a duty to prioritise them too. The Environment label is, of course, a broad one and the environmental programmes supported by the Mayor and GLA fall into three discrete areas:

- Programmes to tackle climate change, on which London supports a range of work, recognising that highly urbanised world cities have a critical role in this area. About a third of environment spend fits this definition;
- Waste programmes, including projects supported by the London Waste and Recycling Board. About four per cent of environment spend fits this definition;
- More general ‘environmental’ works, such as to improve parks and open spaces, to plant trees, or for sustainable transport including cycling and walking. About two thirds of environment spend fits this definition.

Any Mayor will agree that the stewardship of our City’s environment is a priority but of course different Mayors will support different priorities and our job was to understand how our new Mayor is setting his priorities and driving towards his targets.

We find that there is much desirable work happening but that there is a shortage of strategic leadership. By this we mean that although the GLA is corporately committed to long-term targets, particularly of CO₂ emission reductions but also, for example, for air quality, the selection and prioritisation and monitoring of projects does not appear to be driven from City Hall towards the achievement of those targets. Each functional body seems driven by its own priorities and without a consistent method of measurement or set of priorities.

As an example, the bicycle hire project, which accounts for about a quarter of proposed environment spend, and over 80 per cent of the increase in budget for this year, appears

as yet to offer no targets and fit no strategic plan towards environmental mitigation or improvement. It is clearly in some sense an environmental project but it appears not to have been selected or prioritised or designed against environmental targets. As another example, were it not for an additional allocation of funds since January this year by the London Development Agency, there would have been a cut in programmes to tackle climate change. This seems odd given the declared priority of such works. And we question whether proposed staffing cuts, in the environment team, will further reduce City Hall's ability to lead on and coordinate in this area.

We would like to see more rigorous leadership and prioritisation of resources and we make a number of recommendations to enable this to happen, and to happen in a way that can be monitored and easily understood. Can I thank, on behalf of the Committee, the helpful and cooperative involvement of GLA staff in supporting our work.

A handwritten signature in black ink, appearing to read 'John Biggs', with a stylized flourish at the end.

John Biggs AM
Chairman, Budget and Performance Committee

Conclusions

The Budget and Performance Committee recognises the important work the GLA group is carrying out on the environment and welcomes the 'GLA group environment Spend 2009/10' document. However, the purpose of scrutiny is to focus on areas where improvement can be made and this report looks to make recommendations on these areas.

Summary of conclusions

1. The GLA group environment spend for 2009/10 has increased by £64 million compared to 2008/09 but programmes designed to combat climate change have increased by less than £1 million. Of the £64 million increase, £52 million will be spent on start up costs for the new cycle hire scheme.
2. The majority of the GLA group environment budget for 2009/10 will not be spent on combating climate change but on other 'environment' programmes, the expected environmental outcomes of which are not clear.
3. It is unclear how the GLA group is deciding which programmes to classify as environment programmes. A programme must have environmental outcomes to be an environment programme. However, for many programmes within the environment budget, the environmental outcomes are not clearly stated or are still being worked out.
4. The GLA group has not set targets for 2009/10 for all its environment programmes. This will make it difficult to measure performance and monitor how the group is progressing towards its long-term targets.
5. Progress towards the 2025 CO₂ emission reduction target is not expected to occur in a linear fashion with equal CO₂ emission reductions each year. Consequently, medium-term monitoring and targets for each functional body are essential if the Mayor is to demonstrate that he is helping London make progress towards the 2025 target.
6. The 2009/10 GLA group environment programme may not have enough capacity to make full use of its budget. The situation should be monitored and reported regularly to ensure that there is sufficient programming within functional bodies to take full advantage of budgets.
7. Staff reductions within the GLA environment team may affect its ability to provide central leadership to the functional bodies and ensure the group's programmes are integrated, well managed and running at full capacity.
8. The 'GLA group environment spend 2009/10' document provided essential information to help with the understanding and monitoring of the group's environment budgets and performance. The document should be produced annually as part of the budget setting process. This will increase transparency and allow delivery and performance of the Mayor's environmental priorities to be monitored. By headlining progress, the information should help drive the GLA group towards its long-term goals.

Introduction

Improving London's environment is a mayoral priority. As part of Boris Johnson's election pledge he stated that he "will improve our local environment by providing £6 million to make our open spaces cleaner and safer" and "will also take action to make London the greenest city in the world".¹ He committed himself to work towards the previous Mayor's target of reducing London's carbon emissions by 60 per cent from their 1990 levels by 2025.²

The Budget and Performance Committee wanted to understand how the Mayor is leading the GLA group on the delivery of this priority, and how the Mayor plans to meet his environmental objectives and demonstrate he has done so. The Committee decided to examine how resources have been allocated to environment programmes across the GLA group in 2009/10. In doing so it examined the claim that the GLA group environment programme budget was increasing in 2009/10 from its 2008/09 level.³

The 'GLA group environment spend 2009/10' document was produced at the request of the Budget and Performance Committee after the Mayor attended a Committee meeting on 16 December 2008. The document is a comprehensive summary of the work going on across the GLA group. It is an essential source of information that allows scrutiny of the functional bodies' budgets against the group wide environment objectives set by the Mayor.

A central conclusion from our investigation is that the document is produced on an annual basis to enable the GLA group's progress towards its long-term environmental objectives to be monitored. This will allow the Mayor to demonstrate leadership and oversight and to show how the various functional body programmes are contributing to the Mayor's cross-cutting environmental priorities.

This report outlines the Budget and Performance Committee's key findings and recommendations on the GLA group environment budget and performance. We do not examine in detail the merits of the Mayor's environment programme. That is rightly the role of the Environment Committee. Our interest is in the allocation of resources and the extent to which they are appropriate to deliver the Mayor's objectives, and ensuring that progress towards these objectives can be demonstrated.

The Budget and Performance Committee's focus on the GLA group environment spend is on:

- The allocation of GLA group budgets to environment programmes and assessing if budgets have been applied in the best way to achieve the Mayor's environmental priorities and long-term commitments.
- Performance measurement through the appropriate setting of targets for all environment programmes and the regular comparison of actual performance to these targets. This will ensure progress towards long-term environment targets is monitored and value for money assessed.

¹ Our Local Environment, A Cleaner Greener London, Boris Johnson

² The Mayor's priorities, <http://www.london.gov.uk/mayor/priorities/environment.jsp#emissions>

³ Sir Simon Milton speaking at the Budget and Performance Committee meeting on 16 December 2008

1 – Categorising environment spend

- 1.1 The GLA group environment budget for 2009/10 has increased by 42 per cent compared to 2008/09 but spend on programmes designed to combat climate change has only increased by 1 per cent. The 'GLA group environment spend 2009/10 (January 2009)' document shows that the budget for 'combating climate change' has fallen by 11 per cent in 2009/10 compared to 2008/09. However, since January the LDA has allocated additional funding to its climate change programmes. This means that the 2009/10 'combating climate change' budget is now set to increase by 1 per cent compared to 2008/09.

The table below shows the split of environment spend between 'combating climate change', 'waste' and other 'environment' programmes as taken from the 'GLA group environment spend 2009/10' document:

GLA group environment budget year-on-year analysis⁴				
	Environment budget 2008/09	Environment budget 2009/10	Difference	
	£000's	£000's	£000's	%
Combating climate change				
LDA	9,733	10,000	267	3%
TfL	50,500	41,700	-8,800	-17%
MPA/MPS	3,295	5,284	1,989	60%
LFEPA	1,900	1,475	-425	-22%
Total at Jan 2009	65,428	58,459	-6,969	-11%
LDA additional ⁵		7,800		
	65,428	66,259	831	1%
Waste				
LDA	3,850	8,000	4,150	108%
	3,850	8,000	4,150	108%
Environment				
GLA	2,738	4,682	1,944	71%
LDA	4,750		-4,750	-100%
TfL	75,500	137,900	62,400	83%
MPA/MPS	668	487	-181	-27%
LFEPA	283	336	53	19%
	83,939	143,405	59,466	71%
TOTAL	153,217	217,664	64,447	42%

- 1.2 'Combating climate change' programmes account for 30 per cent of the total GLA group environment budget. The outcome of these programmes contribute to the Mayor's first of

⁴ GLA group environment spend 2009/10 (January 2009)

⁵ Since January 2009, the LDA has allocated a further £7.8 million towards its climate change programme taking it to a total budget of £25.8 million. LDA board meeting 20 May 2009, Public item 2.1

three environmental aims, 'to support his pledge to cut carbon emissions by 60 per cent by 2025'.⁶

- 1.3 The LDA 'waste' programme contributes £8 million to the London Waste and Recycling Board with the expected outcome of reducing waste production in London. This programme contributes to the Mayor's second environmental aim, 'to create a step change in turning London's waste into an economic resource'.⁷
- 1.4 £59 million of the £64 million increase in the total GLA group environment spend for 2009/10 compared to 2008/09 is in other 'environment' programmes. These programmes will contribute to the Mayor's third environmental aim, 'to make London a greener and more pleasant city'. Unlike 'combating climate change' programmes or 'waste' programmes it is unclear what environmental outcomes are expected from these programmes.
- 1.5 An example of one of these environment programmes is the TfL cycling programme. It has a budget of £111 million for 2009/10 and makes up over 50 per cent of the total GLA group environment budget. Within this programme, £52 million is for the Mayor's new cycle hire scheme. Despite TfL's current plan to launch the scheme in less than a year, it is still working on the programme's expected environmental outcomes.⁸
- 1.6 Boris Johnson said in his transport manifesto that the cycle hire scheme would provide 'a genuinely sustainable alternative to the car and encourage more Londoners to cycle'.⁹ Market research for TfL suggests that less than 7 per cent of cycle hire scheme users will come from people who previously would have used a car. The research indicates that 39 per cent of cycle hire scheme users are likely to be people who previously walked, 30 per cent from underground users and 24 per cent from bus users.¹⁰ These figures indicate that the scheme is only likely to have a minimal effect on car usage and as a result CO₂ emission and air pollution levels.
- 1.7 The GLA group will have many programmes with primary outcomes that are not environmental, but secondary outcomes that are environmental. The TfL cycle hire scheme may fit within this category of programmes. Its primary outcomes may be transport outcomes such as reducing congestion on buses and the underground. However, the scheme may also have secondary outcomes that relate to the environment such as reducing CO₂ emissions and air pollution. These programmes should be seen as contributing parts of the GLA group environment programme, but a clear distinction needs to be made between them and programmes with primary environmental outcomes. This can be done by clearly stating all the outcomes that are

⁶ GLA group environment spend 2009/10 (January 2009)

⁷ GLA group environment spend 2009/10 (January 2009)

⁸ Isabel Dedring speaking at the Budget and Performance Committee meeting on 27 April 2009

⁹ Getting London moving http://image.guardian.co.uk/sys-files/Guardian/documents/2009/04/22/transport_manifesto.pdf

¹⁰ Gary McGowan of TfL reporting on the status of the London Cycle Hire Scheme at a meeting of LCC borough coordinators on 23 April 2009. TfL technical manager reporting on the status of the London Cycle Hire Scheme at a meeting of LCC borough coordinators on 23 April 2009. www.camdencyclists.org.uk/info/tforum/LCHS.pdf

expected from each environment programme. It will allow for a better understanding of how environment programmes have been chosen, and more effective scrutiny as the budget and performance can be compared between programmes with the same primary outcomes.

- 1.8 A consistent approach is not currently being taken across the group on the investment criteria used for choosing environment programmes. A lack of defined outcomes and investment criteria in TfL can be contrasted with the investment model developed by the new management at the LDA. The Committee welcomes the LDA's more focused approach, which concentrates on delivering outputs and value for money when choosing programmes. An example is the use of 'cost per tonne of CO₂ saved' as a value for money indicator to compare the performance of different climate change programmes.
- 1.9 **The GLA group environment spend for 2009/10 has increased by £64 million compared to 2008/09 but programmes designed to combat climate change have increased by less than £1 million. Of the £64 million increase, £52 million will be spent on start up costs for the new cycle hire scheme.**
- 1.10 **The majority of the GLA group environment budget for 2009/10 will not be spent on combating climate change but on other 'environment' programmes, the expected environmental outcomes of which are not clear.**
- 1.11 **It is unclear how the GLA group is deciding which programmes to classify as environment programmes. A programme must have environmental outcomes to be an environment programme. However, for many programmes within the environment budget, the environmental outcomes are not clearly stated or are still being worked out.**

Recommendations

As part of the GLA group environment spend document for 2010/11:

For all programmes, details of the environmental outcomes that are expected to come from them should be included, and the budgets that will be required to achieve these outcomes.

Outcomes should be measurable and have explicit timeframes for their achievement.

Programmes should be categorised into those with primary environmental outcomes and those with secondary environmental outcomes.

All programmes across the group with the same outcome should be associated with a value for money measure allowing for comparison of programmes across the group. For example, where CO₂ emission reduction is the key outcome the value for money indicator could be cost per tonne of CO₂ saved.

2 – Annual targets

- 2.1 The GLA group has not yet provided targets for the majority of its environment programmes included in the 2009/10 budget. The LDA is the only body that has produced environmental targets for 2009/10 and at the end of April 2009 had produced targets for approximately 80 per cent of its programmes. Without targets it will not be possible to measure the performance of individual programmes or begin to assess the progress of the GLA group towards its long-term environmental goals.
- 2.2 Isabel Dedring told the Committee that environment targets would be included in the various strategies as they come out. She explained how the climate change mitigation and energy strategy, which is due in September, would contain programme specific targets and the draft transport strategy would show the CO₂ impacts of all of TfL's policy interventions. The 'Mayor's transport strategy – statement of intent' has since been published but does not include specific climate change targets for policy interventions. The document outlines the environment policy measures that the Mayor is considering with regard to tackling climate change but gives no detail on the expected CO₂ impacts from each intervention. We therefore expect this detail to be included in the next stage of the consultation on the Transport Strategy in the autumn.
- 2.3 There have been significant changes in the GLA since May 2008 with a new Mayor and the complete restructuring of the LDA. Isabel Dedring explained that after six months of significant reorganisation within the GLA environmental teams they are only now finalising the 2009/10 budget.¹¹ The change in mayoralty may explain why targets are not in place, but systems should be put in place to ensure that targets are set in a timely manner for 2010/11.
- 2.4 **The GLA group has not set targets for 2009/10 for all its environment programmes. This will make it difficult to measure performance and monitor how the group is progressing towards its long-term targets.**

Recommendations

As part of the GLA group environment spend document for 2010/11:

All programmes should include annual measurable targets.

Where a programme existed in the prior year, the prior year target and actual achievement should be included for comparison.

¹¹ Isabel Dedring speaking at the Budget and Performance Committee meeting on 27 April 2009

3 – Medium term milestones

- 3.1 Currently it is unclear how the GLA proposes to achieve its 2025 CO₂ emission reduction target and how functional bodies are expected to contribute to this target. All functional bodies are carrying out climate change programmes that contribute to the 2025 target, but it is not possible to map the performance of functional bodies and their programmes to this target. As part of the detailed planning required to ensure long-term targets are reached, a 2025 target should be set for each functional body. This would clearly define the responsibilities of each body, and allow functional body management, the Mayor's team and the Committee to monitor the performance of functional bodies independently and in terms of their 2025 target.
- 3.2 The GLA's CO₂ emission reduction target will require continual progress to be made between now and 2025 if the long-term target is to be achieved. Annual targets are key to understanding the short-term performance of all programmes, but will give little insight into whether the GLA is on track to reach its 2025 target. It is therefore important that medium term milestones are set in order to understand the link between annual targets and performance, and the 2025 target.
- 3.3 If the 2025 functional body targets were split into a series of medium-term milestones (for example for 2013, 2017 and 2021), annual targets could be understood in terms of their contribution to medium-term targets, which in turn could be seen in terms of functional bodies' 2025 targets. A chart could be produced showing how the GLA group intends to achieve its long-term goal against which progress could easily be measured. (See Appendix 2 for an example of how this chart might look)
- 3.4 The LDA has set annual targets for the next four years for the majority of its climate change programmes and we welcome this as a start to introducing medium-term milestones for all their programmes.
- 3.5 **Progress towards the 2025 CO₂ emission reduction target is not expected to occur in a linear fashion with equal CO₂ emission reductions each year. Consequently, medium-term monitoring and targets for each functional body are essential if the Mayor is to demonstrate that he is helping London make progress towards the 2025 target.**

Recommendations

As part of the GLA group environment spend document for 2010/11:

2025 CO₂ emission reduction targets should be set for each functional body

Targets should be set for CO₂ emission reductions expected by the end of 2012/13, 2016/17 and 2020/21 for each functional body and the GLA group as a whole.

4 – Capacity of programmes

- 4.1 The GLA environment programme budget has increased from £2.7 million in 2008/09 to £4.7 million in 2009/10. The LDA environment programme has been increased by 43 per cent to approximately £26 million. However, both organisations have seen or are expected to see reductions in staff to deliver these programmes. This fact and the historic underspend at the LDA raise questions about the capacity of the GLA and LDA and their ability to deliver their environment programmes.
- 4.2 The LDA spent approximately £5 million of its £18 million environment budget for 2008/09 yet is looking to make use of a potential environment budget of £26 million in 2009/10. The LDA 2009/10 budget includes £18 million of committed funds and potentially a further £8 million when budgets are finalised. The Committee is concerned that, with a track record of underspending, the LDA may not be able to find the required capacity to make full use of its 2009/10 budget.
- 4.3 LDA officers explained to the Committee that in 2008/09, although there was a budget for £18 million, only £7 million was actually committed to programmes, as there had been ‘a lack of realism’ by the previous management about their ability to spend. 2008/09 was a transitional year for the LDA with the organisation being restructured and a new Mayor taking office. LDA officers explained that the 2009/10 environment programmes have been built around a more robust delivery mechanism and staffing structure that will mean that the required capacity should be deliverable. The Committee welcomes the news that the LDA has already allocated nearly all of its original £18 million budget for 2009/10 to specific programmes and has included some programming beyond the budget (over-programming) on top of this.¹²
- 4.4 The GLA is being restructured and its reorganisation programme is currently in the consultation phase. The current proposal is that the environment team merges with the transport team. It is proposed that there will be a net reduction of around 30 posts in the environment team. If staff numbers are reduced this may affect the GLA’s ability to ensure that the environment programme runs at full capacity and that the GLA group makes full use of its environment budget. Isabel Dedring told the Committee that the restructuring would result in fewer but higher graded staff working within the environment team. She made the case that having more senior staff should make the team more effective externally, and increase its quantitative expertise so that programmes can be structured more around targets.
- 4.5 **The 2009/10 GLA group environment programme may not have enough capacity to make full use of its budget. The situation should be monitored and reported regularly to ensure that there is sufficient programming within functional bodies to take full advantage of budgets.**

¹² Martin Powell, Director of Projects, LDA, speaking at the Budget and Performance Committee meeting on 27 April 2009

4.6 Staff reductions within the GLA environment team may affect its ability to provide central leadership to the functional bodies and ensure the group's programmes are integrated, well managed and running at full capacity.

Recommendations

The capacity of the LDA environment programme should be monitored to ensure the LDA is making use of its environment budgets going forward.

The GLA should ensure that reductions in staff numbers do not affect its ability to provide central leadership to the functional bodies and ensure programmes are integrated, well managed and running at full capacity.

As part of the GLA group environment spend document for 2010/11, all underspends from 2009/10 should be explained in terms of savings achieved, programme slippage and lack of programming.

The report should also include a breakdown of the 2010/11 budget showing how much of the budget has already been programmed in and committed to projects, how much has been committed to over-programming and how much programming still needs to be found.

5 – The GLA group environment spend document

- 5.1 The Mayor has committed himself to work towards the previous Mayor's target of reducing London's carbon emissions by 60 per cent from their 1990 levels by 2025.¹³ His carbon mitigation programme has set the target of achieving a 30 per cent reduction by 2025¹⁴ and looks to the GLA group functional bodies to include programmes within their budgets to ensure this target is reached.
- 5.2 The environment spend is split across the GLA functional bodies and officers within each body manage their body's programmes. However, it is the responsibility of the Mayor's office to oversee the overall group programme and ensure all functional bodies are working together towards the group's long-term targets. To ensure a consistent approach is taken across the group, the various functional body programmes must be seen as being part of one GLA group environment programme with leadership and oversight coming from the Mayor's office to ensure an effective and efficient approach is taken.
- 5.3 In order to hold the Mayor and the functional bodies to account on behalf of Londoners for their environment spend and progress towards long-term targets, the Committee requires detailed information that cuts across all functional bodies and looks specifically at the environment programme's budgets and performances. An annual report focusing on environment spend and performance would do this, as well as provide opportunity for the Mayor's office to show how they are providing leadership and driving the GLA group towards its long-term environment targets.
- 5.4 **The 'GLA group environment spend 2009/10' document provided essential information to help with the understanding and monitoring of the group's environment budgets and performance. The document should be produced annually as part of the budget setting process. This will increase transparency and allow delivery and performance of the Mayor's environmental priorities to be monitored. By headlining progress, the information should help drive the GLA group towards its long-term goals.**

Recommendations

As part of the annual budget setting process starting from 2010/11 a GLA group environment spend document should be produced.

It should provide detailed information on the environment budget and performance of the GLA group. Performance and budgets should be presented at individual programme level, functional body level and at group level. This will allow progress towards long-term group targets to be easily understood in terms of the current performance and the expected contribution of each individual programme. A summary of the information that should be included in the 2010/11 document can be seen in Appendix 1.

¹³ The Mayor's priorities, <http://www.london.gov.uk/mayor/priorities/environment.jsp#emissions>

¹⁴ Prospectus for London the low carbon capital, executive summary, page 10

Appendix 1 - Proposed GLA group environment spend 2010/11 document

The GLA group environment spend 2010/11 document should include:

1. Group, functional body and programme budgets

A breakdown of total GLA group environment budget for 2009/10 and 2010/11 by functional body, programme type (for example, climate change) and individual programme

2. Expected outcomes

Details of expected outcomes for each individual programme and the total budgets expected to achieve them. Environment programmes should be separated into those with primary environmental outcomes and those with secondary environmental outcomes. All outcomes should be measurable and have timeframes for their achievement. All programmes across the group with the same outcome should be associated with a value for money measure allowing for comparison of programmes across the group.

3. Annual targets

Annual measurable targets for all programmes and where a programme existed in the prior year, the prior year target and actual achievement should be included for comparison.

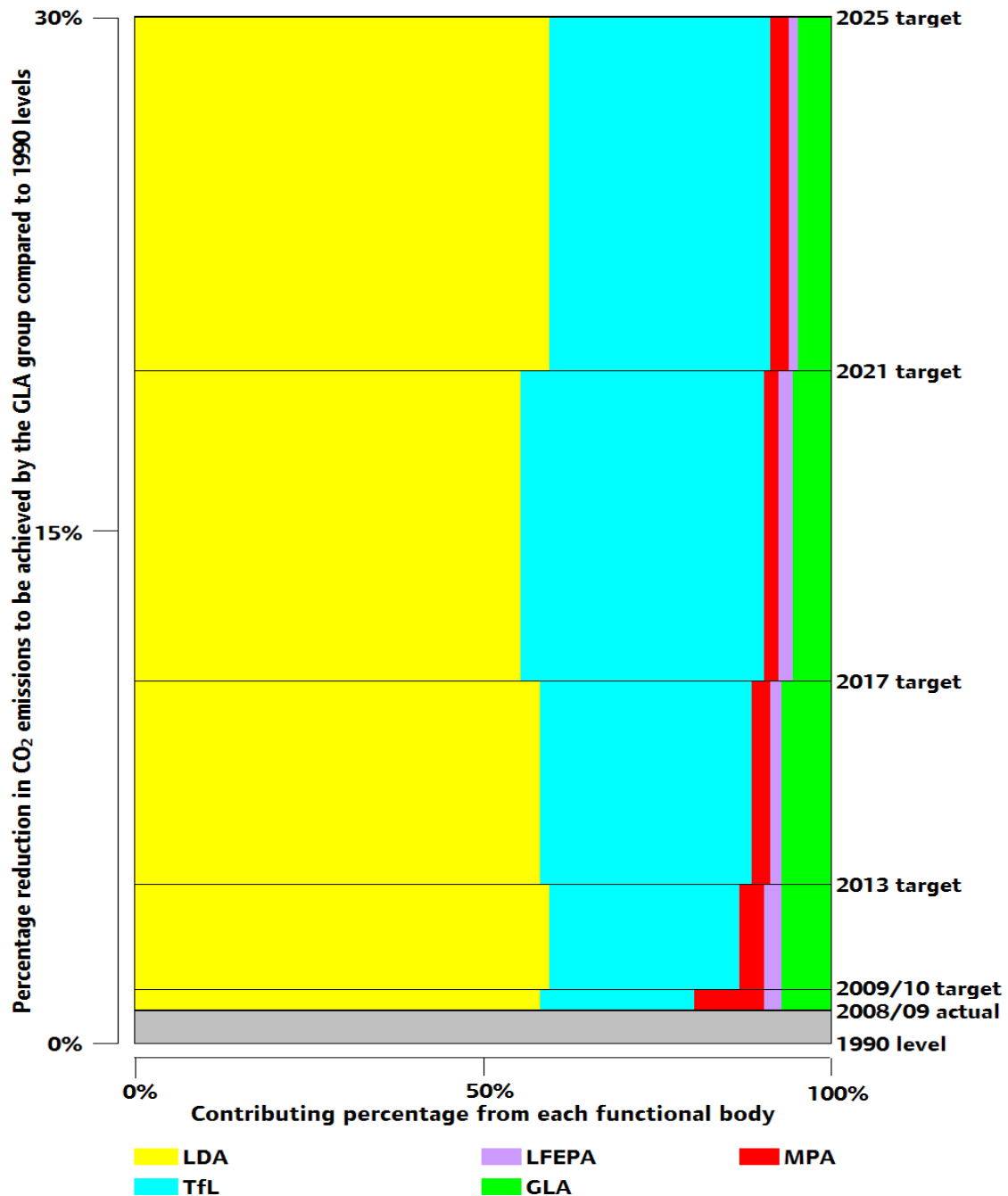
4. Medium term targets for all CO₂ emission reduction programmes

Targets for CO₂ emission reductions levels to be achieved by end of 2012/13, 2016/17 and 2020/21, for all climate change programmes. Targets should be provided at programme, functional body and GLA group level.

5. 2025 CO₂ emission reduction target split by functional body

A breakdown of the 2025 CO₂ emission reduction target by functional body

Appendix 2 - A chart illustrating how the GLA might show its progress towards its 2025 CO₂ emission reduction target



The values used in this (Marimekko¹⁵) chart are not based on actual functional body targets.

¹⁵ A chart used for strategic planning and decision making in business – <http://www.mekkgraphics.com/product.html>

Appendix 3 - Orders and translations

How to order

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Chinese

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Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Turkish

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Hindi

यदि आपको इस दस्तावेज का सारांश अपनी भाषा में चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये गये डाक पते या ई मेल पते पर हम से संपर्क करें।

Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফোন করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا مذکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

Arabic

الوصول على ملخص لهذا المستند بلغة،
فارجاء الاتصال برقم الهاتف أو الاتصال على
العنوان البريدي العادي أو عنوان البريدي
الإلكتروني أعلاه.

Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જોઈતો હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઈ-મેઈલ સરનામા પર અમારો સંપર્ક કરો.

Appendix 4 - Principles of scrutiny page

An aim for action

An Assembly scrutiny is not an end in itself. It aims for action to achieve improvement.

Independence

An Assembly scrutiny is conducted with objectivity; nothing should be done that could impair the independence of the process.

Holding the Mayor to account

The Assembly rigorously examines all aspects of the Mayor's strategies.

Inclusiveness

An Assembly scrutiny consults widely, having regard to issues of timeliness and cost.

Constructiveness

The Assembly conducts its scrutinies and investigations in a positive manner, recognising the need to work with stakeholders and the Mayor to achieve improvement.

Value for money

When conducting a scrutiny the Assembly is conscious of the need to spend public money effectively.

Greater London Authority

City Hall

The Queen's Walk

More London

London SE1 2AA

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