

AGENDA

Meeting GLA Oversight Committee

Date Tuesday 30 June 2015

Time 10.00 am

Place Committee Room 5, City Hall, The Queen's Walk, London, SE1 2AA

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Members of the Committee

Len Duvall AM (Chair)

Tony Arbour AM (Deputy Chairman)

Jennette Arnold OBE AM

Andrew Boff AM

Roger Evans AM

Darren Johnson AM

Joanne McCartney AM

Caroline Pidgeon MBE AM

Navin Shah AM

A meeting of the Committee has been called by the Chair of the Committee to deal with the business listed below.

Mark Roberts, Executive Director of Secretariat
Monday 22 June 2015

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: John Barry, Principal Committee Manager; Telephone: 020 7983 4425; Email: john.barry@london.gov.uk; Minicom: 020 7983 4458

For media enquiries please contact Alison Bell; Telephone: 020 7983 5769; Email: alison.bell@london.gov.uk. If you have any questions about individual items please contact the author whose details are at the end of the report.

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Certificate Number: FS 80233

**Agenda
GLA Oversight Committee
Tuesday 30 June 2015**

1 Apologies for Absence and Chair's Announcements

To receive any apologies for absence and any announcements from the Chair.

2 Declarations of Interests (Pages 1 - 4)

The Committee is recommended to:

- (a) Note the offices held by Assembly Members, as set out in the table at Agenda Item 2, as disclosable pecuniary interests;**
- (b) Note the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s); and**
- (c) Note the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at Agenda Item 2) and to note any necessary action taken by the Member(s) following such declaration(s).**

3 Membership of the Committee

To note the membership and chairing arrangements for the Committee made by the Annual Meeting of the Assembly on 13 May 2015.

Len Duvall AM (Chair)

Tony Arbour AM (Deputy Chairman)

Jennette Arnold OBE AM

Andrew Boff AM

Roger Evans AM

Darren Johnson AM

Joanne McCartney AM

Caroline Pidgeon MBE AM

Navin Shah AM

4 Terms of Reference and Standing Delegations

The Committee is recommended to:

(a) Note the Committee's terms of reference, which are as follows:

A. Staffing

1. To respond on behalf of the London Assembly to formal consultation from the Head of Paid Service (HoPS) concerning staff appointments and terms and conditions for section 67 (2) employees under the GLA Acts 1999 and 2007.
2. To receive reports from the Head of Paid Service.
3. Noting that it is a joint decision with the Mayor, to make recommendations to the London Assembly on appointments to the posts of the three statutory officers (Head of Paid Service, Monitoring Officer and the Chief Finance Officer) and on the terms and conditions of employment for those posts.
4. Noting that it is a joint decision with the Mayor, to make recommendations to the London Assembly relating to any required disciplinary procedures against the Authority's statutory officers in accordance with relevant procedures.
5. In accordance with agreed protocols and at the request of the Head of Paid Service, to appoint as necessary Members to attend appointment panels as non-voting members for relevant staff posts.
6. To make recommendations to the London Assembly on any other matter requiring a joint decision with the Mayor.

B. Scrutiny

1. To approve all scrutiny-related Assembly expenditure and proposals for use of *rapporteurs*, in conformity with the Assembly's decision making framework procedure.
2. To scrutinise issues relating to civil contingency arrangements in London.
3. To scrutinise issues relating to the provision of services to the public (other than those falling within the remit of other committees of the Assembly) and the performance of utilities in London.
4. To scrutinise any actions or decisions taken by the Mayor on matters relating to education.

C. General

1. To oversee the programming of the Assembly's business.
2. To provide a response from the Assembly on consultation in respect of electoral issues, arrangements for major events such as People's Question Time and the State of London debate, consultation on their behalf concerning Parliamentary bills and all forms of secondary legislation or guidance and any other issue not falling within another committee or sub-committee's subject area and terms of reference.
3. To deal with and determine any question, issue or other matter not falling within the approved subject area and terms of reference of any other committee.
4. To vary the approved subject area and terms of reference of the Assembly's other committees and sub-committees, so as to include for the future an issue or other matter not otherwise provided for, in order to facilitate the efficient and effective discharge of the Assembly's business.
5. To have due regard to the decisions of the other Committees of the Assembly.
6. To consider and approve a programme of Assembly receptions and events.

D. Budget

1. To recommend to the Mayor a budget proposal for the London Assembly for the following financial year.
2. To allocate the Assembly's budget and to monitor expenditure on scrutiny throughout the year.
3. To approve, in accordance with GLA policy, all proposed Assembly-related budget virements in excess of £25,000 (noting that virements in excess of £50,000 will be notified to the Mayor once a decision is taken) and to approve all proposed virements between staff and non-staff budgets within the overall Secretariat budget (in consultation with the Mayor for relevant proposed virements in excess of £50,000).

(b) Note the following delegations to the Chair of the GLA Oversight Committee:

- (i) The Assembly, on 21 July 2004, resolved:

- That the Chair of the BMAC^{1[1]}, in consultation with the Deputy Chair and Group Leaders, be given delegated authority to approve the calling of additional meetings of Committees outside the agreed timetable of meetings.”
- (ii) The Business Management and Administration Committee agreed the following delegations on 13 December 2007 to the Chair, in consultation with the Deputy Chair and party Group spokespeople:
- To respond on behalf of the London Assembly to formal consultation from the Head of Paid Service (HoPS) concerning staff terms and conditions and changes to the establishment where there is not sufficient time to do so at a full Committee meeting.
 - With the Mayor and on behalf of the London Assembly, to agree arrangements for any required disciplinary procedures against the Authority’s statutory officers in accordance with relevant procedures where there is not sufficient time to do so at a full Committee meeting.
 - In accordance with agreed protocols and at the request of the Head of Paid Service appoint as necessary Members to attend appointment panels as non-voting members for relevant staff posts where there is not sufficient time to do so at a full Committee meeting.
 - In accordance with agreed protocols and to appoint as necessary Members to attend appointment panels as voting members for the three statutory officers where there is not sufficient time to do so at a full Committee meeting.
- (iii) The Business Management and Administration Committee agreed the following delegations to the Chair of the Assembly on 23 September 2010:
- That authority be delegated to the Chair of the Assembly to hold one event of their choice each year, having regard to the event selection criteria, as part of the Assembly’s events programme.

^{1[1]} The GLA Oversight Committee formerly was known as the Business Management and Administration Committee (BMAC).

5 **Re-Establishment of Working Groups and Panels** (Pages 5 - 10)

Report of the Executive Director of Secretariat

Contact: John Barry; john.barry@london.gov.uk; 020 7983 4425

The Committee is recommended to:

- (a) Consider whether to re-establish the Education Panel as a working group with the term of reference, size, membership and chairing arrangements, as set out in the report;**
- (b) Consider whether to re-establish the Head of Paid Service Performance Review Panel as a working group, with the term of reference, size, membership and chairing arrangements, as set out in the report;**
- (c) Consider whether to re-establish the Standing Orders Working Group, with the term of reference, size, membership and chairing arrangements, as set out in the report; and**
- (d) Consider whether to re-establish the Devolution Working Group with the terms of reference, size, membership and chairing arrangements, as set out in the report.**

6 **Minutes** (Pages 11 - 68)

The Committee is recommended to confirm the minutes of the meeting of the GLA Oversight Committee held on 24 March 2015 to be signed by the Chair as a correct record.

The appendices to the minutes, set out on pages 17 to 68, are attached for Members and officers only but are available from the following area of the GLA's website:

<http://www.london.gov.uk/mayor-assembly/london-assembly/oversight>

7 **Summary List of Actions** (Pages 69 - 114)

Report of the Executive Director of Secretariat

Contact: John Barry; john.barry@london.gov.uk; 020 7983 4425

The Committee is recommended to note the completed and outstanding actions arising from previous meetings of the GLA Oversight Committee.

The appendices to the report, set out on pages 75 to 114, are attached for Members and officers only but are available from the following area of the GLA's website:

<http://www.london.gov.uk/mayor-assembly/london-assembly/oversight>

8 Action Taken Under Delegated Authority (Pages 115 - 140)

Report of the Executive Director of Secretariat

Contact: John Barry; john.barry@london.gov.uk; 020 7983 4425

The Committee is recommended to note the action taken by the Chair of the Committee under delegated authority.

The appendices to the report, set out on pages 117 to 140, are attached for Members and officers only but are available from the following area of the GLA's website:

<http://www.london.gov.uk/mayor-assembly/london-assembly/oversight>

9 Head of Paid Service Oral Update

The Head of Paid Service to provide any service updates not covered in the rest of the agenda.

10 Annual Governance Statement 2014-15 (Pages 141 - 174)

Report of the Head of Paid Service and Executive Director of Resources

Contact: Tom Middleton; tom.middleton@london.gov.uk; 020 7983 4257

The Committee is recommended to comment on the draft GLA Annual Governance Statement for 2014-15.

The appendix to the report, set out on pages 143 to 174, is attached for Members and officers only but is available from the following area of the GLA's website:

<http://www.london.gov.uk/mayor-assembly/london-assembly/oversight>

11 Shared Services: Consultation on Shared Insurance Functions (Pages 175 - 180)

Report of the Executive Director of Resources

Contact: Martin Boyle; martin.boyle@london.gov.uk; 020 7983 4144

The Committee, prior to the Mayor's Decision under section 401A of the Greater London Authority Act, is recommended to comment on the proposal for a shared service arrangement for TfL to undertake GLA's insurance arrangements, as described in the report, as soon as mutually practicable.

12 Survey of National Rail Passengers (Pages 181 - 184)

Report of the Executive Director of Secretariat

Contact: Richard Berry, richard.berry@london.gov.uk, 020 7983 4199

The Committee is recommended to:

- (a) Agree that expenditure of up to £5,000 be authorised for the Transport Committee to commission an external contractor to conduct a survey of London residents on attitudes to National Rail services; and**
- (b) Note that the Executive Director of Secretariat, in consultation with the Chair of the Transport Committee, will commission the external contractor to carry out the rail survey, subject to the Committee approving the recommendation.**

13 Research to Support the Health Committee's Investigation into Tuberculosis in London (Pages 185 - 188)

Report of the Executive Director of Secretariat

Contact: Katie Smith; katie.smith@london.gov.uk; 020 7983 4423

The Committee is recommended to:

- (a) Approve expenditure up to a maximum of £5,000 from the 2015/16 scrutiny programme budget, to commission external contractors to undertake survey work to support the Health Committee's investigation into tuberculosis in London; and**
- (b) Note that the Executive Director of the Secretariat, in consultation with the Chair of the Health Committee, will commission the external contractors, subject to the Committee approving this expenditure.**

14 Secretariat Quarterly Review, Quarter 4, 2014-15 (Pages 189 - 198)

Report of the Executive Director of Secretariat

Contact: Katie Smith; katie.smith@london.gov.uk; 020 7983 4423

The Committee is recommended to note the core Secretariat quarterly monitoring report for the fourth quarter of 2014-15 (January-March 2015).

15 GLA Annual Equalities Report - Assembly Contribution (Pages 199 - 206)

Report of the Executive Director of Secretariat

Contact: Katie Smith; katie.smith@london.gov.uk; 020 7983 4423

The Committee is recommended to agree the Assembly's contribution to the GLA's Annual Equalities Report 2014/15 in advance of its consideration of the full report at its meeting in October 2015.

16 Work Programme for the GLA Oversight Committee (Pages 207 - 212)

Report of the Executive Director of Secretariat

Contact: John Barry; john.barry@london.gov.uk; 020 7983 4425

The Committee is recommended to:

- (a) Agree its work programme for 2015/16, as set out in this report and identify any additional issues it wishes to consider at future meetings; and**
- (b) Having previously agreed to appoint John Biggs AM as rapporteur to carry out a follow-up investigation into transparency in the GLA Group and wider GLA family, agree the terms of reference of the investigation as set out in the report.**

17 Date of Next Meeting

The next meeting of the Committee is scheduled to be held on Thursday 9 July 2015 at 2.00pm in Committee Room 4.

18 Any Other Business the Chair Considers Urgent

Subject: Declarations of Interests

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 30 June 2015

This report will be considered in public

1. Summary

- 1.1 This report sets out details of offices held by Assembly Members for noting as disclosable pecuniary interests and requires additional relevant declarations relating to disclosable pecuniary interests, and gifts and hospitality to be made.

2. Recommendations

- 2.1 **That the list of offices held by Assembly Members, as set out in the table below, be noted as disclosable pecuniary interests¹;**
- 2.2 **That the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s) be noted; and**
- 2.3 **That the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at below) and any necessary action taken by the Member(s) following such declaration(s) be noted.**

3. Issues for Consideration

- 3.1 Relevant offices held by Assembly Members are listed in the table overleaf:

¹ The Monitoring Officer advises that: Paragraph 10 of the Code of Conduct will only preclude a Member from participating in any matter to be considered or being considered at, for example, a meeting of the Assembly, where the Member has a direct Disclosable Pecuniary Interest in that particular matter. The effect of this is that the 'matter to be considered, or being considered' must be about the Member's interest. So, by way of example, if an Assembly Member is also a councillor of London Borough X, that Assembly Member will be precluded from participating in an Assembly meeting where the Assembly is to consider a matter about the Member's role / employment as a councillor of London Borough X; the Member will not be precluded from participating in a meeting where the Assembly is to consider a matter about an activity or decision of London Borough X.

Member	Interest
Tony Arbour AM	Member, LFEPA; Member, LB Richmond
Jennette Arnold OBE AM	Committee of the Regions
Gareth Bacon AM	Chairman of LFEPA; Chairman of the London Local Resilience Forum; Member, LB Bexley
John Biggs AM	Mayor of Tower Hamlets (LB)
Andrew Boff AM	Member, LFEPA; Congress of Local and Regional Authorities (Council of Europe)
Victoria Borwick AM MP	Member of Parliament; Member, Royal Borough of Kensington & Chelsea
James Cleverly AM MP	Member of Parliament
Tom Copley AM	Member, LFEPA
Andrew Dismore AM	Member, LFEPA
Len Duvall AM	
Roger Evans AM	Deputy Mayor; Committee of the Regions; Trust for London (Trustee)
Nicky Gavron AM	
Darren Johnson AM	Member, LFEPA
Jenny Jones AM	Member, House of Lords
Stephen Knight AM	Member, LFEPA; Member, LB Richmond
Kit Malthouse AM MP	Member of Parliament
Joanne McCartney AM	
Steve O'Connell AM	Member, LB Croydon; MOPAC Non-Executive Adviser for Neighbourhoods
Caroline Pidgeon MBE AM	
Murad Qureshi AM	Congress of Local and Regional Authorities (Council of Europe)
Dr Onkar Sahota AM	
Navin Shah AM	
Valerie Shawcross CBE AM	
Richard Tracey AM	Chairman of the London Waste and Recycling Board; Mayor's Ambassador for River Transport
Fiona Twycross AM	Member, LFEPA

[Note: LB - London Borough; LFEPA - London Fire and Emergency Planning Authority; MOPAC – Mayor's Office for Policing and Crime]

3.2 Paragraph 10 of the GLA's Code of Conduct, which reflects the relevant provisions of the Localism Act 2011, provides that:

- where an Assembly Member has a Disclosable Pecuniary Interest in any matter to be considered or being considered or at
 - (i) a meeting of the Assembly and any of its committees or sub-committees; or
 - (ii) any formal meeting held by the Mayor in connection with the exercise of the Authority's functions
- they must disclose that interest to the meeting (or, if it is a sensitive interest, disclose the fact that they have a sensitive interest to the meeting); and
- must not (i) participate, or participate any further, in any discussion of the matter at the meeting; or (ii) participate in any vote, or further vote, taken on the matter at the meeting

UNLESS

- they have obtained a dispensation from the GLA's Monitoring Officer (in accordance with section 2 of the Procedure for registration and declarations of interests, gifts and hospitality – Appendix 5 to the Code).

- 3.3 Failure to comply with the above requirements, without reasonable excuse, is a criminal offence; as is knowingly or recklessly providing information about your interests that is false or misleading.
- 3.4 In addition, the Monitoring Officer has advised Assembly Members to continue to apply the test that was previously applied to help determine whether a pecuniary / prejudicial interest was arising - namely, that Members rely on a reasonable estimation of whether a member of the public, with knowledge of the relevant facts, could, with justification, regard the matter as so significant that it would be likely to prejudice the Member's judgement of the public interest.
- 3.5 Members should then exercise their judgement as to whether or not, in view of their interests and the interests of others close to them, they should participate in any given discussions and/or decisions business of within and by the GLA. It remains the responsibility of individual Members to make further declarations about their actual or apparent interests at formal meetings noting also that a Member's failure to disclose relevant interest(s) has become a potential criminal offence.
- 3.6 Members are also required, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £25 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.
- 3.7 The obligation to declare any gift or hospitality at a meeting is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The on-line database may be viewed here:
<http://www.london.gov.uk/mayor-assembly/gifts-and-hospitality>.
- 3.8 If any gift or hospitality received by a Member is not set out on the on-line database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £25, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.
- 3.9 It is for Members to decide, in light of the particular circumstances, whether their receipt of a gift or hospitality, could, on a reasonable estimation of a member of the public with knowledge of the relevant facts, with justification, be regarded as so significant that it would be likely to prejudice the Member's judgement of the public interest. Where receipt of a gift or hospitality could be so regarded, the Member must exercise their judgement as to whether or not, they should participate in any given discussions and/or decisions business of within and by the GLA.

4. Legal Implications

- 4.1 The legal implications are as set out in the body of this report.

5. Financial Implications

- 5.1 There are no financial implications arising directly from this report.

Local Government (Access to Information) Act 1985
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List of Background Papers: None

Contact Officer: John Barry, Principal Committee Manager
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Subject: Re-Establishment of Working Groups and Panels

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 30 June 2015

This report will be considered in public

1. Summary

- 1.1 This report requests the GLA Oversight Committee to consider re-establishing the Standing Orders Working Group, the Head of Paid Service Performance Review Panel, the Education Panel and the Devolution Working Group.

2. Recommendations

- 2.1 **That the Committee considers whether to re-establish the Education Panel as a working group with the term of reference, size, membership and chairing arrangements, as set out in the report;**
- 2.2 **That the Committee considers whether to re-establish the Head of Paid Service Performance Review Panel as a working group, with the term of reference, size, membership and chairing arrangements, as set out in the report;**
- 2.3 **That the Committee considers whether to re-establish the Standing Orders Working Group, with the term of reference, size, membership and chairing arrangements, as set out in the report;**
- 2.4 **That the Committee considers whether to re-establish the Devolution Working Group with the terms of reference, size, membership and chairing arrangements, as set out in the report.**

3. Background

- 3.1 The Annual Meeting of the Assembly on 13 May 2015 established the GLA Oversight Committee as an ordinary committee for the period until the Annual Meeting of the Assembly in May 2016.

4. Issues for Consideration

Education Panel

- 4.1 As agreed at the Annual Meeting of 1 May 2013, the GLA Oversight Committee has the responsibility of scrutinising the Mayor's activities in respect of education matters within London. It was agreed at the GLA Oversight Committee meeting that to assist in the undertaking of this work a working group be established for the 2013-14 Assembly year with the following term of reference:

To keep under review and investigate as appropriate the development and delivery of the Mayor's policies and strategies in relation to education and to report back to the GLA Oversight Committee as necessary.

- 4.2 The Panel held three meetings to discuss the following three topics; the provision of school places, the implementation of the recommendation of the Mayor's Education Inquiry and the role of the Mayor in supporting Academies and Free Schools.
- 4.3 Given the Mayor's continued commitment to play a role in education the need for the Education Panel remains and it is proposed that it be re-established with the same term of reference. The Panel will discuss its work programme at its first meeting but possible topics for consideration include an update on the provision of school places, the role of the Mayor in supporting young people in the transition from school to work and university and progress with his commitment to improve the outcomes for young people studying at Pupil Referral Units. Panel Members have also been asked to review access across London to quality mainstream education for children with special education needs and those with physical or mobility impairments.
- 4.4 If it is agreed to re-establish the Education Panel as a working group, it is proposed that the Committee agrees the size, appoints Members to the Panel and appoints the Chair of the Panel, as detailed in **Appendix 1**.

Head of Paid Service Performance Review Panel

- 4.5 The Head of Paid Service Performance Review Panel was established by the GLA Oversight Committee as a working group in May 2012 with the following term of reference:
- To conduct, in conjunction with the Mayor, the performance review process for the Authority's Head of Paid Service, reporting relevant matters requiring formal decision and/or for consideration as necessary to the GLA Oversight Committee.*
- 4.6 If it is agreed to re-establish the Head of Paid Service Performance Review Panel as a working group, it is proposed that the Panel comprise one GLA Conservative Assembly Member, one Green Assembly Member, one Labour Assembly Member and one Liberal Democrat Assembly Member; and that the Committee appoints Members; and appoints the Chair of the Panel, as detailed in Appendix 1.

Standing Orders Working Group

- 4.7 At its meeting on 25 May 2011, the Committee (formerly known as the Business Management and Administration Committee) agreed to establish a Standing Orders Working Group, which would only meet when necessary. As from time to time it is necessary to consider revisions to Standing Orders where Assembly Members and the Mayor consider that changes to procedure would make meetings more effective, the Committee is requested to consider re-establishing the Standing Orders Working Group for the 2014-15 Assembly year with the term of reference, as set out below:

To consider changes to the GLA's Standing Orders as required and to make recommendations to the GLA Oversight Committee.

- 4.8 If the Committee agrees to re-establish the Standing Orders Working Group, it is requested to agree the size, appoint Members and the Chair of the Working Group as detailed in Appendix 1.

Devolution Working Group

- 4.9 The Fiscal Devolution Working Group was established by the GLA Oversight Committee in December 2013, and subsequently amended by the Committee at its November 2014 to become the Devolution Working Group with the following terms of reference:

To consider London's case for further devolved services and taxes in the context of developments including the Scottish referendum and the devolved model of service provision announced for Manchester;

To progress the case for further devolution to London by developing practical solutions to unanswered questions including how additional powers and yield from any localised taxes could work in terms of the roles and responsibilities of GLA and London Boroughs; and

To develop draft position statements for the Assembly's consideration on issues related to the potential further devolution of powers to London Government and any potential changes to governance arrangements within London Government and to take the lead in promoting the Assembly's agreed views on these matters.

- 4.10 If it is agreed to re-establish the Devolution Working Group, it is proposed that the Committee agrees the size, appoints Members to the Panel and appoints the Chair of the Panel, as detailed in Appendix 1.

5. Legal Implications

- 5.1 Section 55(4) of the GLA Act provides the Assembly may: "appoint one or more committees ("advisory committees") to advise it on any matter relating to the discharge of its functions". The Assembly may delegate its functions (except powers that are exercised jointly with the Mayor) to a committee, sub-committee or individual Member of the Assembly (sections 54(1) and 55(1)), but not to an advisory committee, which may only advise in accordance with section 55(4).

- 5.2 The political balance requirements of the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990 apply to any committees and sub committees established by the Assembly. This means that the allocation of seats on committees must be proportionate to the number of Members each party Group has on the Assembly as a whole.
- 5.3 Political proportionality must be applied to every ordinary and advisory committee or sub-committee established by the Assembly, with the exception of the Standards Committee. The political balance requirements do not apply to the Standing Orders Working Group, the Head of Paid Service Performance Review Panel, the Education Panel and the Fiscal Devolution Working Group since it is not proposed that they are established as ordinary sub-committees, but as working groups under SO 8.5, and in accordance with the principles established by R v Warwickshire District Council ex parte Bailey [1999] COD 184.
- 5.4 As it is proposed that the Standing Orders Working Group, the Head of Paid Service Performance Review Panel, the Education Panel and the Fiscal Devolution Working Group are established as working groups they are not subject to access to information rules.
- 5.5 A working group or panel established under Standing Order 8.5 cannot exercise any function of the Assembly or determine any matter, other than to make a recommendation. Standing Order 8.5 also stipulates that a member of a working group or panel unable to attend a meeting may request any Assembly or co-opted member to attend in their stead.

6. Financial Implications

- 6.1 There are no financial implications arising from the report.

List of appendices to this report:

Appendix 1 - Membership and Chairing Arrangements for Working Groups and Panels

<p>Local Government (Access to Information) Act 1985</p> <p>List of Background Papers:</p> <p>None</p>
<p>Contact Officer: John Barry, Senior Committee Officer</p> <p>Telephone: 020 7983 4425</p> <p>E-mail: john.barry@london.gov.uk</p>

Membership and Chairing Arrangements

Education Panel		
Total number of seats: 6	Membership	
<i>Allocation</i>	<i>Name</i>	
2 Labour	Jennette Arnold OBE AM (Chair) Andrew Dismore AM	
2 Conservative	Tony Arbour AM Andrew Boff AM	
1 Green Party	Darren Johnson AM	
1 Liberal Democrat	Caroline Pidgeon MBE AM	

Head of Paid Service Performance Review Panel		
Total number of seats: 4	Membership	
<i>Allocation</i>	<i>Name</i>	
1 Labour	Valerie Shawcross CBE AM (Chair)	
1 Conservative	Andrew Boff AM	
1 Green Party	Jenny Jones AM	
1 Liberal Democrat	Caroline Pidgeon MBE AM	

Standing Orders Working Group		
Total number of seats: 3	Membership	
<i>Allocation</i>	<i>Name</i>	
1 Green Party	Darren Johnson AM	
1 Conservative	Steve O'Connell AM	
1 Labour	John Biggs AM	

Devolution Working Group		
Total number of seats: 4	Membership	
<i>Allocation</i>	<i>Name</i>	
1 Labour	Len Duvall AM (Deputy Chair)	
1 Conservative	Andrew Boff AM	
1 Green Party	Darren Johnson AM (Chair)	
1 Liberal Democrat	Caroline Pidgeon MBE AM	

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MINUTES

Meeting: GLA Oversight Committee
Date: Tuesday 24 March 2015
Time: 10.00 am
Place: Committee Room 5, City Hall, The Queen's Walk, London, SE1 2AA

Copies of the minutes may be found at <http://www.london.gov.uk/mayor-assembly/london-assembly/oversight>

Present:

Len Duvall AM (Chair)
Tony Arbour AM (Deputy Chairman)
Jennette Arnold OBE AM
Roger Evans AM
Jenny Jones AM
Joanne McCartney AM
Caroline Pidgeon MBE AM
Valerie Shawcross CBE AM
Nicky Gavron AM
Murad Qureshi AM

1 Apologies for Absence and Chair's Announcements (Item 1)

- 1.1 Apologies for absence were received from Darren Johnson AM, for whom Jenny Jones AM was in attendance as a substitute member, and Andrew Boff AM.
- 1.2 Nicky Gavron AM and Murad Qureshi AM attended as observers for Item 12 of the agenda, Royal Albert Dock, and, in accordance with Standing Order 8.2 and with the permission of the Chair, took part in the discussion.

2 Declarations of Interests (Item 2)

2.1 The Committee received the report of the Executive Director of Secretariat.

2.2 Resolved:

That the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, be noted as disclosable pecuniary interests.

3 Minutes (Item 3)

3.1 Resolved:

That the minutes of the meeting of the GLA Oversight Committee held on 24 February 2015, the minutes of the meetings of the Devolution Working Group held on 12 and 26 February 2015, the minutes of the meeting of the Head of Paid Service Performance Review Panel held on 16 December 2014, and the minutes of the meeting of the Education Panel held on 25 February 2015, be signed by the Chair as correct records.

4 Summary List of Actions (Item 4)

4.1 The Committee received the report of the Executive Director of Secretariat.

4.2 Resolved:

That the completed and outstanding actions arising from previous meetings of the GLA Oversight Committee be noted.

5 Action Taken Under Delegated Authority (Item 5)

5.1 The Committee received the report of the Executive Director of Secretariat setting out recent correspondence issued by the Chair of the GLA Oversight Committee under delegated authority.

5.2 Resolved:

That the recent action taken by the Chair of the Committee under delegated authority be noted.

6 Head of Paid Service Oral Update (Item 6)

- 6.1 The Head of Paid Service informed the Committee that the Mayor's Chief of Staff had written to the Chairman of the Assembly on 16 March 2015 to advise how, subsequent to Kit Malthouse AM relinquishing his role as Deputy Mayor for Business and Enterprise in order to concentrate on the forthcoming general election, the various responsibilities associated with that role would be distributed amongst a number of existing Mayoral Advisers.

7 The Mayor's Senior Adviser for Team London, Volunteering, Charities and Sponsorship (Item 7)

- 7.1 The Committee received the report of the Executive Director of Secretariat.
- 7.2 In attendance for this item were:
- Veronica Wadley, Senior Adviser - Team London, Volunteering, Charities & Sponsorship, Greater London Authority (GLA); and
 - Natalie Cramp, Programme Director, GLA.
- 7.3 In discussion, the Committee queried the criteria that had been used for calculating the rate of informal volunteering in London; consequently, the Senior Adviser, Team London, Volunteering, Charities & Sponsorship, undertook to provide clarification.
- 7.4 A transcript of the discussion is attached as **Appendix 1**.
- 7.5 **Resolved:**

That the report and discussion be noted.

8 Allocation of Assembly Budget (Item 8)

- 8.1 The Committee received the report of the Executive Director of Secretariat.
- 8.2 **Resolved:**
- (a) **That the overall proposed allocation of the Assembly budget for 2015-16 as set out in the report, be agreed.**
 - (b) **That authority be delegated to the Chairman of the Assembly to approve, in consultation with the Deputy Chair and Group Leaders, the detailed arrangements for Assembly events/receptions and lunchtime briefings.**

9 London Survey (Item 9)

- 9.1 The Committee received the report of the Executive Director of Communities and Intelligence.
- 9.2 In response to Joanne McCartney AM's question on how the Survey could better reflect the diversity of London, the Assistant Director of Intelligence advised that, whilst any survey is to some extent self-selecting, work would continue on finding better ways of engaging with different communities and that officers had been proactively working with the GLA's Public Liaison Unit and the Diversity Unit to improve this element of the Survey. He also pointed to the lesbian, gay, bisexual, and transgender representation on the Survey as an example of where outreach work had clearly been effective.
- 9.3 Roger Evans AM suggested that recent work undertaken by the Police and Crime Committee on experiences of online crime illustrated that it was a growing trend and might therefore merit inclusion in the next Survey. He also advised that other Assembly Members might have suggestions of similar measures arising from their scrutiny work and therefore should also be consulted. The Assistant Director of Intelligence confirmed that he would welcome proposals from Assembly Members and added that officers were currently in discussion with GLA teams and functional bodies for further suggestions.

9.4 **Resolved:**

That the report be noted.

10 Proposed Changes to the GLA Establishment (Item 10)

- 10.1 The Committee received the report of the Head of Paid Service that set out proposed staffing changes to the Regeneration, Environment and Economic and Business Policy units, the Committee Services Unit and the Programme, Policy and Services unit.

10.2 **Resolved:**

That the proposed changes to the establishment in the Greater London Authority, as set out in the report, be noted.

11 Work Programme for the GLA Oversight Committee (Item 11)

11.1 The Committee received the report of the Executive Director of Secretariat.

11.2 **Resolved:**

- (a) That the GLA Oversight Committee's work programme for 2015/16, as set out in the report, be agreed;**
- (b) That authority be delegated to the Chair, in consultation with the Deputy Chairman and party Group Leaders, to agree and vary the detailed arrangements of the Committee's work programme as necessary; and**
- (c) That John Biggs AM be appointed as rapporteur to carry out a follow-up investigation into transparency in the GLA Group and wider GLA family.**

11.3 At 10.50am the meeting was adjourned for 5 minutes to allow the invited guests time to arrive for the next item. The meeting resumed at 10.55am.

12 Royal Albert Dock (Item 12)

12.1 The Committee received the report of the Executive Director of Secretariat.

12.2 In attendance for this item were:

- David Lunts, Executive Director Housing and Land, GLA;
- Simon Powell, Assistant Director - Strategic Projects and Property, GLA;
- Doug Wilson, Head of Financial Services, GLA;
- Sir Edward Lister, Board Chairman, London & Partners;
- Gordon Innes, Chief Executive, London & Partners; and
- Andrew Cooke, Chief Operating Officer and Deputy Chief Executive, London & Partners.

12.3 In discussion the Board Chairman, London & Partners, undertook to provide the Committee with the following additional information:

- Subject to legal clearance, the documentation, including relevant email exchanges, in relation to the Royal Albert Dock development that had been made available to Moore Stephens as background to their audit inspection;
- Further comment on the London & Partners press release of 31 May 2013 on London & Partners' relationship with Advanced Business Parks (ABP);

- Confirmation of the date on which Mr Tongbo Liu left the employ of London & Partners;
- Clarification on the extent to which the GLA has the ability to audit London & Partners, and further details of current and future grant agreements and the associated auditing requirements;
- Confirmation of when and which London & Partners and GLA staff met with Ms Xuelin Black, particularly in her role as adviser to ABP; and
- Clarification on whether there are records of ABP meeting with any predecessor organisations prior to discussions with London & Partners in relation to the Royal Albert Dock development.

12.4 A transcript of the discussion is attached as **Appendix 2**.

12.5 **Resolved:**

(a) That the report and discussion with invited guests be noted.

(b) That it be noted that the discussion discharged the actions required by the Assembly motion on the matter agreed at Mayor's Question Time on 19 November 2014.

13 Date of Next Meeting (Item 13)

13.1 Subject to confirmation at the London Assembly's Annual Meeting on 13 May 2015, the next meeting of the Committee was scheduled for Tuesday 30 June 2015 at 10.00am in Committee Room 5, City Hall.

14 Any Other Business the Chair Considers Urgent (Item 14)

14.1 There were no items of urgent business.

15 Close of Meeting

15.1 The meeting finished at 1.10pm.

Chair

Date

Contact Officer: John Barry, Principal Committee Manager; Telephone: 020 7983 4425; Email: john.barry@london.gov.uk; Minicom: 020 7983 4458

GLA Oversight Committee, 24 March 2015**Transcript of Item 7: The Mayor's Senior Adviser for Team London, Volunteering, Charities and Sponsorship**

Len Duvall AM (Chair): How successful have you been in improving the profile of volunteering since the Olympics?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Team London has a very good story to tell, actually. As you know, we set out to try to make volunteering easier, to improve its profile, to maintain the momentum from the London Olympic Games, to bring in a new generation of volunteers and also to do a lot to support the very good existing volunteering organisations that were already in London.

There are statistics that we have that show how much work we have done. I can just give you some of the headline figures, which are very interesting. We have over 80,000 registered volunteers now on the Team London website, which is a considerable achievement. Over 1,000 - 1,202 - organisations registered posting their volunteering opportunities and so we are bringing those local communities and local charities into the Team London network. We have over 60,000 active volunteers, those people who are volunteering at the moment, involved in different activities.

We have also had great success with our young people and student programmes. We have delivered social action programmes with our partner, Free the Children, to over 850 London schools. We have a target to reach 1,000 schools by the end of the year and 2,000 schools by the end of next year. We have also launched a major campaign with students in London. This has been one of our big success stories, starting with an advertising campaign that was on the London Underground between October and December 2014. We now have 45,000 students on our student database. That is just the start of the story but I can give you a lot more detail.

Len Duvall AM (Chair): Would you say that you think we have reached a steady state in terms of the number of volunteers and volunteering opportunities?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): No, we can continue to grow, having established those areas and having put in structures to make sure we can build. We have brought in a lot of funding from outside bodies, from the Big Lottery Fund, from the Technology Strategy Board, from the European Social Fund (ESF) and also from corporates and private funding. That has enabled us to do even more than we had originally planned to do. For example, the HeadStart programme, which was mentioned by Joanne [McCartney AM], is funded by corporates to help get young people to volunteer and to see it as a pathway into work. We work with 16-year-olds and 18-year olds across London.

Jenny Jones AM: It has been three years since the Olympics. Are you planning any sort of re-launch?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): We are not planning a re-launch; what we are planning to do is to continue to build. In the next stage, having done our major programme with young people in schools and students in universities - volunteering as a route to

work is our theme of trying to engage young people - we are now working on a further plan to engage corporates more, to really embed volunteering in companies - large, medium and small companies - and for them to see the value of volunteering. We are doing a press release and a launch tomorrow for one of our programmes, Speed Volunteering, to make it easier to volunteer.

We also have, for example, a further launch of our Corporate Commitment, which has three key elements to it. It is very easy and we want to get as many companies as possible to sign up to it. Anyone you know who would like to do so, please do tell us about them.

Basically, what we are asking them to do is to value volunteering by giving one day's paid leave for all staff; to recognise the value of volunteering for employees within a company because it improves relationships within the company and it improves the skills of the employees; and thirdly to recognise the value of young people who are trying to get jobs and have done volunteering that has given them skills. As I am sure you know, 76% of employers say they would rather employ somebody who has volunteered. If we can instil that idea both with the young people who want the jobs and are starting their careers, and with the companies, then we have a good story to tell. That is part of bringing together those two major strands.

Jenny Jones AM: You mentioned getting to an extra 1,000 schools in the next year.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Yes.

Jenny Jones AM: That would push it up to 2,000. In three years you have 1,000 but in --

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): We launched the programme just over a year ago. We obviously had to set it up and we had to get the money in. That was absolutely critical. We brought in funding from Unilever and from the Big Lottery Fund. Once we had that, having done a pilot, which was two years ago, we could then launch the programme and be confident that we could do it. We are actually in 870 schools and it is only March. We do have until the end of 2015 to go over - we hope - 1,000 and the next 1,000 we will recruit thereafter.

Jenny Jones AM: When you are talking about years, you are talking about the election year, are you?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): No. It is the academic year we work to.

Jenny Jones AM: OK, because of course we are moving into our final year of our term of office. Are you feeling any temptation to let things die down?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Absolutely not.

Jenny Jones AM: You are going to keep going?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): We have our foot on the accelerator, Jenny, I can assure you. We are very ambitious for it, actually, because we are beginning to see that the message is getting across to all these different sections that I have referred to, different groups of people, and it is a great success story.

Jenny Jones AM: On corporate stuff, what do you feel the firms themselves get out of giving people paid leave and that sort of thing? A lot of companies would be resistant to that, would they not?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): An awful lot of the big companies already do a lot, actually, and we want to recognise those that are doing a lot; but we obviously want to increase the numbers as much as possible, so we will continue with that. What they get out of it they recognise and they do talk about it. A lot of them have very well developed corporate social responsibility (CSR) programmes. They feel that their own employees gain skills by volunteering as part of corporate unity, corporate development and individual development. They learn skills that they perhaps did not know they had by volunteering. It is highly valued.

Jenny Jones AM: You have also said that there are 16,000 active volunteers out of 80,000 --

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): No, 60,000. It is actually 61,000 active volunteers.

Jenny Jones AM: That is very impressive. I heard 16,000.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): No, 61,877 currently. That number is probably slightly higher because, as a result of our schools programme, which is the Young Ambassador in Schools, we obviously have engaged teachers as well. With the teachers who are involved across the London schools that we work in, we have probably over 75,000 active volunteers.

Jennette Arnold OBE AM: I just wanted to come back to you, Veronica, if we could be just a little bit more granular about the numbers and then maybe look forward in the next year to doing something more specific. If the partners that you are working with were to be asked, how would they disaggregate these numbers that you are quoting us? For instance, on volunteers, there will be some schools that already have their own volunteering programme that you are working with and you might be counting their numbers. Is it possible to disaggregate your figures?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Let me give you the breakdown of the Young Ambassadors in-school programme, which is developing social action programmes for schools across London, primary and secondary schools. We go into schools where they do not have existing programmes. That is the purpose of the Free the Children programme. We are now in over 870 schools.

Jennette Arnold OBE AM: The answer to my question is all the figures that you have quoted are pure to you?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Pure. Those are our figures.

Jennette Arnold OBE AM: These are not figures that could be deemed as being double-counted?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): No. They are schools which Free the Children have gone into on our behalf, yes.

Jennette Arnold OBE AM: OK. That is what I wanted.

Natalie Cramp (Programme Director): The surveys that the data comes from for Free the Children say, “As a result of this programme, how many young people are now volunteering in your schools?” It is very clear that it is as a result of the programme that we are measuring.

Jennette Arnold OBE AM: This is what I wanted on record: that your figures are clear and distinct to this programme.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Yes. Thank you.

Joanne McCartney AM: You said you have 45,000 students on the database now. Are they students that have just registered or are they actively volunteering?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Obviously, they have registered and many of them are volunteering. Some volunteer immediately as a result of having seen the student campaign. As you know, we had a big campaign on the London Underground about volunteering as a route to work. They would not necessarily all be volunteering at the same time, but they are young people who have expressed an interest in volunteering and we track as far as we can those who are volunteering at any moment.

For example, a lot of young people now have joined our programme for events and Visitor Welcome. In all our different programmes we do ask for information about ethnicity, age, employment status and so on. There is a way of analysing the figures based on samples for each of the programmes.

Joanne McCartney AM: Then the website itself is an umbrella website?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Yes.

Joanne McCartney AM: Charitable organisations can put opportunities on that. This is about how we can get some certainty about the value that you have added to the figures. Presumably, many charities will not use your website but many will.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Yes.

Joanne McCartney AM: It is whether you actually created extra or whether those opportunities were there already.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Yes. Obviously, the charities provide the opportunities. On the whole, that is where they come from, apart from our own Visitor Welcome programme, which is a very particular programme that we wanted to continue as a result of the 2012 Olympics and part of the legacy. Absolutely, the charities post their opportunities but all charities say they need more volunteers. We have 1,200 charities posting their opportunities and they would not be posting their opportunities if they were not happy with the result. I cannot give you the exact number of volunteers that each charity has acquired.

We do also have specific programmes where we give small grants to charities; you will find that in the notes. We give £10,000 grants - we have done it three times now - to ten charities a year to help them grow their

capacity. If you actually look at the figures, you will see that the number of people engaged on those small grants programmes is usually twice what we expect. We have had some very good results from that.

Additionally, there is, for example, our Speed Volunteering programme. This is one of the things which we are working on now - we had a soft launch at the beginning of the year and we are launching tomorrow - which is to get more young people to volunteer on a one-off basis. If you have a busy life you maybe want to give an hour at lunch time or if you have a free Saturday afternoon. "Shall I go and dig a tree? Shall I go and read to an old people's group?" These are different things that you can do just as one-off opportunities. We have given grants to 20 charities across London - one of them in your area, Joanne - where they get £10,000 to develop the concept of speed volunteering to attract more volunteers. We are all the time in different ways trying to build those volunteer numbers to integrate into the communities.

Joanne McCartney AM: The reason I asked the question is because I am not certain yet from the figures that you have quoted whether they are volunteer opportunities that have been created by virtue of the website and the work that has been done here or whether they were already there and the charities asking them --

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): No, these are all new numbers as a result of Team London, the numbers we are quoting, for both the number of volunteers through the Team London website, through the schools, through the students and through the corporates. They are additional volunteering numbers.

Joanne McCartney AM: They are additional but I do not know whether, without you, they would have still been there. Charities would have advertised, perhaps locally, but those volunteers would still have come forward. I am just trying to --

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): The big problem, as you know, for anything is that it is very hard to get results unless you have money. The point where we have succeeded is we have brought new funding into volunteering and as soon as you bring funding in, you can build volunteering numbers. In your area, Haringey, for example, we are doing work with Haringey Mencap. We have given them a small grant to help them build their volunteers through speed volunteering. There may be young people who can give some time but have not perhaps thought of it previously.

Valerie Shawcross CBE AM: In terms of the diversity of the volunteers, I can see that you have certainly hit your targets on the number of unemployed involved and under-35s are very largely represented. That is very good, but clearly there are some issues in the make-up of the volunteers at the moment that you might want to be looking at.

For example, in the current make-up of the volunteers, there has been some demographic shifting, has there not? We seem to have 67% female at the moment and 33% male and so the proportion of men involved has gone down relative to women. The proportion of white volunteers has gone up compared to people from ethnic minorities, particularly the category that is down here as 'Chinese and other'. Is there anything you are doing to think about and try to broaden the demographic involvement or the diversity of the volunteer pool?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): We have worked very hard at making sure that we have continued the diversity. At the moment 42.9% of those who come through our website are from black and minority ethnic (BAME) communities and 5% are disabled, but where we get some very interesting figures are in some of the areas where we have done the new work. There, we have a very good story to tell.

For example, our Borough Ambassadors are ambassadors that we recruit - we now have 54 - to work across all the London boroughs to support the Free the Children social action programmes in schools. From those numbers, we currently have 67% from BAME communities. We have particularly wanted to go out to recruit Borough Ambassadors that reflect their communities and so that is a good story.

Interestingly, in our HeadStart programme, which is targeting 16 to 18-year olds to introduce the idea of volunteering as a route to work, 82% are from BAME communities. In our schools, 57% are BAME. Possibly volunteering in the old days was seen as maybe a slightly older, more female and more of a traditional white activity and what we are showing now is that among our new recruits we are getting a very good response from BAME communities.

Valerie Shawcross CBE AM: There has been a bit of a dip. The figures that we are looking at are slightly different from what you are quoting there. The proportion of white volunteers has gone up from 46% to 52%. What you are saying is the work you are doing now is going to shift the balance back to better reflecting the make-up of particularly our younger communities?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Yes. That is absolutely right, yes.

Valerie Shawcross CBE AM: OK. I just was having a quick look at the list of the boroughs represented in the charities that you are working with and I am not surprised to see that my boroughs, which have a very rich civic life --

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Fantastic.

Valerie Shawcross CBE AM: Southwark and Lambeth have a fantastic number of charities involved with you but there are some boroughs where they have less than ten organisations in partnership with you: Bexley have six, Havering - six, Hillingdon - six and Sutton - six.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Yes.

Valerie Shawcross CBE AM: Is there a problem there?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): I do not think there is a problem. As you say, in Lambeth 72 organisations are represented and in Southwark, 95. They vary from borough to borough. The point is that a lot of charities work across all London boroughs. It may be that we can come back to you with some further figures but maybe in Bexley there are a large number of charities that work across all London boroughs. We would not have included them in the statistics.

Valerie Shawcross CBE AM: It might be something to look at, though, why those boroughs seem relatively disengaged.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Yes, that is an interesting question.

Valerie Shawcross CBE AM: Last thing, then: you did mention there, Veronica, the percentage of disabled people who are engaged in volunteering opportunities. Tell us about what progress you are making on this.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): We are making good progress. We are currently at 5% across our brokerage service of disabled volunteers but we are doing more work in that area. I will tell you what we are doing: we are working with Greater London Volunteering to see what more we can do. They, as you know, represent all of the volunteering centres across the London boroughs and we are working with them to see if we can increase those numbers. During the Olympics the figure was 6% and we are now at 5% and so we think we are doing quite well.

Actually in our schools programme - again, very interesting - 17% of the HeadStart participants require additional support. We have identified them as those with medical conditions, mental health, mental support, challenging behaviour or learning difficulties. Again, with the young people we are making serious progress.

Caroline Pidgeon MBE AM: I want to understand, Veronica, how you and your team are adding value in this area. Your website says that last year over 60% of Londoners chose to volunteer. Can you just tell me where that figure has come from?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): That is a figure that was produced from a Cabinet survey that was published in 2013 and that is on a Government website. It actually says that in London informal volunteering once a year increased from 49% in 2010/11 to 60% in 2012/13.

Caroline Pidgeon MBE AM: OK. Two years ago, the Government said that once a year people were informally volunteering at 60%. If I compare that and look at the figures you gave us, 61,877 active volunteers in the last year, out of a total of London's population, that is 0.7%. It is nowhere near this idea of 60%.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): No. Forgive me but the 61,000 are those who are actively volunteering through Team London. There are millions of people who are volunteering in all sorts of different ways across the country through different charities. What we are trying to do is to increase the volunteering in London but also particularly build the young generation. That has been our big programme for Team London because we recognise there is already a very active network of volunteers across London.

Caroline Pidgeon MBE AM: Out of the 60%, if we assume that is a correct figure - and it is from a Government source so we assume it is correct - you are contributing to 0.7% of that. All the work you are doing is only adding a very small amount to all the volunteering out there.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): There are over 300,000 users of the website. That does not necessarily mean that they join Team London. If you take the 300,000 who use the website to find the volunteering opportunities, you could come up with a different percentage. It is a very interesting point because I would like to work perhaps with the National Council for Voluntary Organisations (NCVO) to find out what we think the total number of volunteers is in London.

However, it is not compulsory for people who use our website to register because we think that is a barrier for people. Some people want to join Team London, they want to have more guidance and they want to have specific programmes that they can join, but some people say, "Fantastic. I live in Haringey, there is something going on with Mencap and I can join that". They do not need to join Team London to do it. The two sets of figures are not really connected.

Caroline Pidgeon MBE AM: What I am trying to say, though, is that out of the total of London's population, the number of people who have actively volunteered, you could argue, is relatively small. This morning you have regularly mentioned the NCVO; with the intent of getting more disabled people volunteering, you have mentioned you are talking to Greater London Volunteering. What I cannot quite understand is what added value your team and your role are giving when you already have these established channels?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): What we are doing is bringing more money in to build the next generation of volunteers; that is what we are doing. That is something that a lot of charities find very difficult to do. They do not have the resources to reach the schools, to reach the universities or to be able to fund programmes to develop the idea of volunteering as a route to work. This is why it is added value.

Caroline Pidgeon MBE AM: The added value is because you are putting a bit of additional money in to help the established sector to --

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): You say "A bit of extra money". If you add up the total amount of money that is going into Team London, £5 million, it is quite a lot of money.

Caroline Pidgeon MBE AM: My job is to try to challenge and tease out these things.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Yes.

Caroline Pidgeon MBE AM: Finally from me, obviously your job description covers a dozen areas of responsibility: Team London is one of them; lead for sponsorship; stakeholder management; other mayoral priorities. What percentage of your time would you say you dedicate to Team London?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Currently, I would say probably two days a week. Every day probably has 20 different elements to it and so it is quite difficult to break it down. I do not say, "Only on Mondays am I going to talk to Natalie [Cramp, Programme Director]".

Caroline Pidgeon MBE AM: Of course.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): I work in City Hall four days a week - although, as we all are, I am available 24/7. I would guess that it is about two days if it is a particularly busy time, for example when we are coming up to a big event that involves the Mayor, like our Team London Awards - which is a fantastic way to recognise the achievements of volunteers in London - possibly I would spend a bit more time. Then there is the quieter time during the summer when the Visitor Welcome programme is on and that is all up and running and established. Then there is less time. It is a bit of give and take.

Caroline Pidgeon MBE AM: Over the year, about 50% of your time is spent on Team London?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): I would say roughly 50% of the four days a week, yes.

Caroline Pidgeon MBE AM: Great. Thank you.

Roger Evans AM: Veronica, when you were here in front of us back in October 2013 you told us that London falls behind other global cities such as New York when it comes to encouraging volunteering. What do you think we can learn from a city like New York?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): New York was actually very helpful to us when we set up Team London. As you remember, Team London was built on the model that Mayor Bloomberg [Michael Bloomberg, former Mayor of New York] established, the Cities of Service, and they gave us a lot of guidance in to you build volunteering numbers. Currently, we compare very well with New York. We have some figures that show that in New York 19.7% of residents volunteer. In London the figure for informal volunteering once a year is 60% and informal volunteering once a month is 34%. Not all figures are completely comparable but we think we are doing pretty well compared with New York.

Roger Evans AM: The New York figure is 19.7%?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Yes.

Roger Evans AM: As compared to 60% for London. That does not sound comparable. That sounds like they are being measured in a different way.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): They might be. There are 61% engaged in volunteering, which involves favours for neighbours; you could count that. As you rightly say, the figures are not necessarily comparable but we are doing well in relation to New York.

Roger Evans AM: Do you feel that we have caught New York up? Certainly the implication that we had a couple of years ago was that they were doing better than us. If so, how have you achieved that?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): There is no doubt that 2012 and the Olympic Games and the Paralympics made a huge impression on London and the volunteers are a very important part of it. That has all helped in the story of people understanding volunteering in a different way.

We like to call it 'social action' because it helps young people get over what might have been seen as an activity that they did not necessarily relate to, whereas 'social action' sounds more proactive. It is about engaging young people in their communities. That is where we have been particularly successful. As far as I know, the New York Cities of Service does not do a comparable programme in schools, although obviously there are a lot of other charities that work in New York that work in schools.

Roger Evans AM: You mentioned 2012 as being the catalyst. Do you keep track of the people that we picked up in 2012 for the Olympics and see how many of them have continued to contribute after that?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): There were 70,000 altogether and Team London had 8,000. Probably about 5,000 of the original 8,000 are still very active volunteers. For example, in Visitor Welcome we have nearly 1,000 volunteers every summer who come and support the welcome to London. We have over 1,200 volunteers from that programme who also support our London events programmes. As you know, we support some of the big London sports events. Those who

might have been volunteering in the Olympics might be interested in getting involved in those events. There is quite a considerable cross-over, yes.

Roger Evans AM: Just finally, a couple of weeks ago I hosted an event here that recognised the efforts of volunteers helping the Metropolitan Police Service - Neighbourhood Watch people, special constables and police cadets - and quite a lot of them said to me they had not experienced something like that before. Do you think we recognise people's voluntary contributions enough in London?

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): We could always do more. You are absolutely right that it is terribly important to recognise the volunteers. We have the community events. I meet groups from volunteering organisations on a regular basis. We have the Team London Awards. Over 400 organisations put forward candidates to win those awards and they are very prestigious. We also want to extend that recognition for volunteers through the Corporate Commitment. That is a very good way of thanking individual employees in organisations for the work that they do. There is always more to do, but thank you for drawing it to my attention.

Jenny Jones AM: Going back to Roger's question about the 60%, it sounds like quite a dodgy figure, actually. Going back to Caroline's [Pidgeon MBE AM] questions about what percentage of that 60% you have actually generated, I volunteer once a month for a homeless organisation but I do not know that many people who volunteer, quite honestly. I know a lot of people who volunteer a lot but I do not know many people who volunteer --

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): I can only give you the statistics that the Government uses, which are on the website. We can investigate the samples that they did to find this out but that is the figure that is used and is very well-recognised across the voluntary sector. It is the figure that is used by the NCVO. For example, one of the organisations we do a lot of work with is Step Up To Serve, which as you know has this campaign to increase volunteering amongst young people, but they have their own statistics. The Government is very supportive of volunteering. When Nicholas Hurd MP [Minister for Civil Society] was in the role, he did a great deal to help voluntary organisations to raise the profile. We can investigate further but that is a published statistic.

Jenny Jones AM: By the Government's measure, from what you said, Joanne [McCartney, AM] volunteered to carry my paperwork in here earlier and so she has volunteered this year as well.

Joanne McCartney AM: I do lots of volunteering, yes.

Jenny Jones AM: There you go, you see.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): We will certainly look further into it and perhaps we can do some work through our Intelligence unit to drill down into that figure further.

Jennette Arnold OBE AM: Yes, keep people involved in volunteering activities.

Len Duvall AM (Chair): Are there any further questions from Members? OK. We will probably want to write to you with some follow-up questions on reflection once we have read the transcripts. We will come back to you. Thank you very much.

Veronica Wadley (Senior Advisor - Team London, Volunteering, Charities & Sponsorship): Thank you very much.

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GLA Oversight Committee, 24 March 2015**Transcript of Item 12: Royal Albert Dock**

Len Duvall AM (Chair): All right. We are reconvening the Greater London Authority (GLA) Oversight Committee to discuss an item on the regeneration of the Royal Albert Dock. We have been joined by two further Assembly Members, Murad Qureshi and Nicky Gavron. I am mindful as Chair that I might allow them to join in the questioning at some stage, providing GLA Oversight Committee Members get priority first.

We are also joined by Sir Edward Lister in his new role as Board Chairman of London & Partners (L&P) - Sir Edward, we might ask you some questions as Chief of Staff as well following the information that has been provided to us today at some stage - and also by David Lunts, Executive Director of Housing and Land, GLA, and Gordon Innes, Chief Executive of London & Partners (L&P). Mr Lunts is going to be assisted by his Assistant Director, Simon Powell, Strategic Projects and Property. We have Doug Wilson [Head of Financial Services], who is going to advise you. You wanted to bring an adviser on to deal with due diligence, which we agreed. Mr Innes and Sir Edward, you are going to be supported by Andrew Cooke, who is - let us just read into the record - Chief Operating Officer and Deputy Chief Executive of L&P.

Just for clarity, which organisation was in the lead for the procurement of the development partner for the Royal Albert Dock? You might want to talk about formal bodies and so I will direct that to Mr Lunts first.

David Lunts (Executive Director, Housing and Land): The process began with the London Development Agency (LDA), which began the process in 2011 and we at the GLA inherited that at the end of March/beginning of April 2012 when the LDA was abolished and its functions were transferred to the GLA. We took over a process that the LDA had begun and we completed that a year or so later.

Len Duvall AM (Chair): Just to help the Committee Members, 2011 was the formal tendering process or was that a period before?

David Lunts (Executive Director, Housing and Land): No, the formal process was a full Official Journal of the European Union (OJEU) competitive dialogue process. From memory, it was May 2011 when the LDA began the process with the initial invitation to tender.

Simon Powell (Assistant Director – Strategic Projects and Property): Sorry, if I could just add, it was an OJEU competitive dialogue process started by the LDA, as David said, in May 2011. It started with a prior information notice and then the formal contract notice was issued later on that year.

Len Duvall AM (Chair): Can you supply any further information about your predecessors in the LDA prior to June 2011? Was there any other relationship with Advanced Business Park (ABP) or the work that was undertaken on this site? There have been some - and I will quote them for you but you may already be on top of this; I would expect you to be - of the things about earlier dates of ABP's involvement on the Royal Dock. Can you talk to us of the role that the LDA might have had prior to 2011?

David Lunts (Executive Director, Housing and Land): The LDA had contacts in China certainly before 2011. We know that. They had an office, which was subsequently taken over a little later on by L&P. They were in touch with a whole range of organisations with a potential interest in investing in London. Just for

reference, the lease on the building at the Oriental Plaza began in 2006 and ABP joined, insofar as they were sharing office space there, in February 2011.

Len Duvall AM (Chair): OK. We will come back to that. Let us go to L&P. We will come back to you in a minute in terms of the role of the LDA/GLA further after.

L&P, thank you for supplying the information. Many Members will not have an opportunity to fully read this and so we might actually, depending how this session goes, either call you back or provide some written questions to you for further answers.

You have provided us with a covering email that has been sent to Members and also a forensic audit that you have carried out. When did you commission that forensic audit? Sorry, can you just clarify that for me?

Gordon Innes (Chief Executive, London & Partners): That audit was commissioned following the Channel 4 documentary.

Len Duvall AM (Chair): It was following the Channel 4 programme that you did the audit?

Gordon Innes (Chief Executive, London & Partners): Yes.

Len Duvall AM (Chair): Why could you not provide Channel 4 with some of the answers that were in this document? One of the main thrusts of their argument is about your accommodation and the sharing of accommodation and whether you have received some subsidy. You could have effectively killed off one of the taints, really, about your organisation's involvement in this affair. Why could you not provide that information to the press?

Gordon Innes (Chief Executive, London & Partners): I was not personally approached by the press in relation to that but, as I said, the report was commissioned after the Channel 4 documentary. Our Board was very concerned about the allegations that Channel 4 had raised and wanted to assure itself that there was nothing untoward in anything that we had done; hence that report was commissioned by, as you said, an independent forensic auditor.

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): We did issue a press statement clarifying that we had no involvement in the procurement process and we paid a fair rent for our office space.

Len Duvall AM (Chair): Do you not think the information included in the forensic report would have actually made the story that appeared slightly different?

Gordon Innes (Chief Executive, London & Partners): It is worth recalling that the allegations were made at a time when the predecessor organisations to L&P were being either wound up or folded into the new company. The new company was being created. I had not yet come on Board as the Chief Executive. The Board was being formed at that point and so it was --

Len Duvall AM (Chair): Sorry, I am not asking about that. I am asking about the time when the press was asking you questions and the response to those questions about the information. You inherited it. We all have to live with what we inherit sometimes in organisations, but you had information that could have effectively changed the shape -- it might not have completely altered the content, but a very serious accusation had

been made against your organisation, our organisation, the GLA family, in terms of the activities that you were undertaking. That might have changed the story.

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): As I said, we issued the press statement. We then carried out the review. That review was completed on 20 January 2015, as you will see from the date of that Moore Stephens' [auditing company] report, at which time the media interest had died away. It was not a story that we particularly wanted to revisit and have the media go over it all again.

Len Duvall AM (Chair): Are you aware that the Audit Panel met and discussed this issue following the Channel 4 programme and, as well, it was the subject of a question to the Mayor? When they were presented with the GLA's internal audit in terms of the situation, did you not feel it was worth reconvening a Board or at least getting a Chair's action to share what information you had with GLA colleagues about this line of questioning in terms of this affair?

Gordon Innes (Chief Executive, London & Partners): At that stage, I do not recall the exact date of that hearing, but we were going through the process of commissioning this report and of getting the information from this report. It was a report commissioned by our Board for our Board. It was then considered at the next Board meeting that took place and the Board was satisfied that nothing had happened, we had done nothing wrong and our role had been appropriate in relation to the Royal Albert Dock process. From their perspective, that was the end of the matter.

Len Duvall AM (Chair): We have a report that was prepared after the Channel 4 programme and only yesterday you sought permission from your Board to provide it to this Committee. Can someone advise me when you were told that we had asked you to come and talk to us?

Katie Smith (Head of Scrutiny & Investigations, GLA): It would have been 17 March.

Len Duvall AM (Chair): 17 March. Why was this produced late yesterday for this meeting?

Sir Edward Lister (Board Chairman, London & Partners): There was a Board meeting that was completed on Monday morning to gain authorisation to release the report. The report had not even been reported in detail to the Board itself because there had not been a suitable meeting. This only took place on Monday. On Monday it was discussed. On Monday it was released. It was a matter of just getting the timing in what has been not a lot of time between 17 March when you actually convened this and today.

Len Duvall AM (Chair): Let us get back to the main business before us. Can you tell us, then, what is L&P's involvement in terms of this affair? What do you do? How does it work? How does L&P work? It is not your core business, is it, this piece of work that you undertake on behalf of the GLA? Set the picture.

Gordon Innes (Chief Executive, London & Partners): It is one of our core businesses. In relation to the Royal Albert Dock development and our role, we were requested at the time by the LDA to promote the Royal Albert Dock opportunity widely. We undertook that exercise. It was over a four-month period --

Len Duvall AM (Chair): What date was that?

Gordon Innes (Chief Executive, London & Partners): That was July 2011. It was the predecessor organisation to L&P, which was folded into the company Think London. L&P, as I said, was being formed at

that time. We had promoted the opportunity widely. We had promoted it in the Far East, in China, in India and in Australia. We have overseas teams in China and in India and we used those local staff. We also visited those markets.

Our role was to engage potential investors and bidders who have both the patience and the ability to undertake long-term developments. This was a large-complex site. It was to explain the potential opportunity and the context. When a potential investor was identified, it was to introduce that organisation to those responsible for the site or to potential commercial partners. That is a role that we have continued to play in relation to the sites that the GLA has identified as priorities for regeneration and for investment and I can mention other examples where we have played that role in the last couple of years.

There was, however, always a very clear demarcation between our role, which was around promotion, and the GLA's role or in some cases the boroughs' roles where they are the landowners or the planning authorities. Our role was very much the promotion and it stopped. We do not get involved in any commercial negotiations. We do not have any role or say in relation to long-listing, short-listing, assessment of tenders, etc.

Len Duvall AM (Chair): OK. In some ways, the first one is about the promotion of this opportunity across your networks. That is quite clear. Then what? If I put my hand up in one of your networks and say, "That sounds interesting", what happens to me, then?

Gordon Innes (Chief Executive, London & Partners): We will then introduce you to the landowner or the agent who is operating on behalf of the landowner.

Len Duvall AM (Chair): You are like a broker in this relationship?

Gordon Innes (Chief Executive, London & Partners): Essentially, yes.

Len Duvall AM (Chair): In that sense, in terms of any actions you have been asked to undertake on this project, there was some email exchange between you and the GLA in terms of the work you have been asked to undertake?

Gordon Innes (Chief Executive, London & Partners): The original commission was at a meeting, as I understand. I think, Andrew [Cooke], you are aware of the details. As I said, I was not in the company at the time.

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): Yes. There was a conversation with the LDA in terms of us supporting the marketing activity and helping arrange particularly meetings with companies in China, which took place in September. There was a subsequent meeting in October that I attended with the Chief Executive of the LDA in terms of how we could continue to support by providing information to potential bidders and contacts that they could potentially partner with or the professional advisers that could support them in their bids.

Len Duvall AM (Chair): In amongst all that very important information you gave me, this is all set down between you? There is an audit trail of the exchange of email issues around this work that you have been asked to undertake?

Gordon Innes (Chief Executive, London & Partners): I have not personally looked at every piece of documentation. However, we made available to Moore Stephens all emails, all correspondence and all

documents. They were also able to interview all staff that are still in the organisation. Therefore, they had full access to any information on the basis that they wrote the report --

Len Duvall AM (Chair): Will you be making that available to GLA officers?

Gordon Innes (Chief Executive, London & Partners): Not the documentation itself. Obviously, we have released the audit report in full without any redaction to you.

Len Duvall AM (Chair): Why?

Gordon Innes (Chief Executive, London & Partners): The governance and the way that we are set up as a public-private partnership means that we are governed by the Board and some of the information that we hold is confidential and some of that is subject to data protection laws, etc. We are not an agency of the GLA. We are not a department of the GLA.

Len Duvall AM (Chair): Sir Edward, are you going to ask your Board to release that information subject to all the legal issues to allow the GLA officers, who were present at the Audit Panel but never had access to that information?

Sir Edward Lister (Board Chairman, London & Partners): Of course, all this exchange of emails should actually be mirrored here in this building because it was all an exchange of emails between the GLA and L&P. In theory, every piece of correspondence should have been available to the Audit Panel, if you do not mind me saying so.

Len Duvall AM (Chair): It was not.

Sir Edward Lister (Board Chairman, London & Partners): I do not actually understand the reason for that. It is true to say that the LDA was in the mix here and that there was a period of time when some of the records were difficult to obtain from that organisation. Certainly I am quite happy to go back to L&P and go back to the Board about providing that data provided there is no third party in any of this, but in that case it is the normal redaction process that we would normally follow.

Len Duvall AM (Chair): Of course, we will pursue that through the GLA mechanisms as well and see if we can shine a light on the exchange. We can confirm that you do hold records of meetings with ABP and other bidders? You do have those records of what you, L&P, undertook on behalf of the GLA?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): We did not undertake any meetings on our own with ABP or other bidders.

Len Duvall AM (Chair): You must have prior to the formal tendering process because I must have stuck my hand up, if I was one of the bidders. I must have met with you. I must have talked to you about my ambitions and the size of my wallet. You told me what the lie of the land was, as in what was expected in terms of that. I have never done business in this country. You must have had meetings. Do you have records of them?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): Specifically with ABP, we did not have any contact prior to the meeting in September with the LDA. There may have been meetings with other companies where we have mentioned the opportunity and there would be notes of meetings with those companies.

Len Duvall AM (Chair): Prior to the formal tendering process - and I think the date was established in 2011 - you never had any contact with ABP at all prior to that period of time?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): About Royal Albert Dock? That is correct, yes.

Len Duvall AM (Chair): About Royal Albert Dock or any issues. What is the relationship that you have had with ABP prior to 2011?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): That was the first meeting we had with them.

Len Duvall AM (Chair): You had never had any contact with them at all, yet they appear to have been on the London scene. We have had documents, newspaper articles and websites saying 2008 and so that may well be a predecessor organisation. However, L&P never had any contact at all with ABP in its former name, Dauphin Holdings?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): Not that I am aware of.

Len Duvall AM (Chair): Any of their agents or Xuelin Black [former adviser to ABP], as she is now known?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): Not that I am aware of.

Len Duvall AM (Chair): Finally, I just want to wrap up this session before I pass on to someone else. Just for the sake of it, can you describe the staffing issue? Thank you for the information in the forensic report. You sort of clarify issues, but it makes it a bit messier in some ways for understanding the relationships. Just tell us about the staff that you do have in China at this time. Who are they?

Gordon Innes (Chief Executive, London & Partners): We have an office in Beijing and an office in Shanghai. Our chief China rep is based in Beijing and she runs the team out of Beijing and Shanghai, which has now six people.

Len Duvall AM (Chair): What is the role of Mr Tongbo Liu [General Manager for Overseas Affairs, ABP]? Is he your employee or is he someone else's employee?

Gordon Innes (Chief Executive, London & Partners): I can understand why you would ask. This is slightly complicated, so please bear with me as I take you through. When the LDA was merged into the GLA, Tongbo Liu, as I understand it, had been an employee of the LDA in China. He was not an employee of Think London or of our predecessor or of L&P.

When the LDA was merged into the GLA in 2012, the GLA wished to retain the services of Mr Liu. The GLA, however, was not permitted to operate and to employ staff in China. Therefore, as I understand it, they discussed this - and I have GLA colleagues here, obviously - with Chinese authorities and a pragmatic solution was suggested, which was that Mr Liu was put on L&P's books. We are allowed to operate as a private company in China. He was notionally employed by L&P. That was approved by a Mayoral Decision, which also

made it clear that Mr Liu was the GLA's chief representative in China and would be managed by the GLA. Therefore, he was no more than a notional employee of L&P. It was a pragmatic solution for the GLA.

Len Duvall AM (Chair): Who was the line manager of Mr Liu?

Gordon Innes (Chief Executive, London & Partners): The line manager was, as I understand it, within the international team at the GLA.

Len Duvall AM (Chair): Sorry, someone help me here.

Sir Edward Lister (Board Chairman, London & Partners): Chair, can I come in, perhaps? It might be helpful. Tongbo [Liu] was, prior to the demise of the LDA, an LDA employee and he worked for the LDA directly. He worked for a firm called Foreign Enterprise Service Corporation (FESCO). All Chinese nationals who happen to be working for Western companies have to be employed by FESCO. The contract is with FESCO and FESCO then employs him. It is the route you have to follow to employ a Chinese national and, indeed, I suspect it is the same for the L&P staff that they will be also via FESCO. It is like a government agency that is the employer, for want of a better word.

In the demise in 2012 of the LDA, Tongbo [Liu] moved over to the international team. When he moved over to the international team, a decision was taken here at that time that he was to be retained because we were of course in the run-up to the Olympics and he was primarily being used to identify individuals that it would be important to invite to the Olympics as part of a hosting programme. He was used very extensively in the run-up and in the preparation and indeed, going back in time to his LDA days, he was very much involved in the lobbying by the previous Mayor and indeed by this Mayor for the Olympics to be taken over. He was then used in all the liaisons that took place over the Olympics.

The Olympics came and went in 2012 and then there was a question mark as to his future and that was an ongoing dialogue with him. He was well aware for many months that he was likely to be terminated in early 2013 at the end of the financial year and so this was all known about. He continued to work via L&P for the international team, again following through requests for information, mainly to do with inward investment, and using his contacts. He is a very well-connected individual. It was his contacts that people were using.

Len Duvall AM (Chair): Can we outline his role in dealing with ABP during the time of whoever he was working for? Let us say it was a secondment back from the GLA to L&P. Presumably, that means you were line managing him and his work. You were not line managing him?

Sir Edward Lister (Board Chairman, London & Partners): He was line managed from here.

Len Duvall AM (Chair): The first question I am going to ask is: why are we paying double-bubble for L&P to do some work and have someone else then, who is being line managed, out there doing this type of work? Mr Liu, by his admission in his exchange with members of the media, says that he working on ABP before he took up a position with ABP. It is a bit bizarre and strange that we have only just found out yesterday through the forensic audit report provided by L&P. It is strange.

Sir Edward Lister (Board Chairman, London & Partners): The thing was that Mr Liu was employed primarily for the Olympics. That was why his employment continued into 2012. That was his primary role. Once the Olympics were gone, he was then used for various things until his contract could be terminated,

which was in the early part of 2013. He was worked to alongside L&P in identifying potential tenderers and, indeed, to get the message out there that there were various investment opportunities in London.

Len Duvall AM (Chair): His contract was terminated by the GLA following the Olympics? It was not that he went to take up a job with ABP?

Sir Edward Lister (Board Chairman, London & Partners): His contract was terminated in March 2013. From every check I have done, nobody was aware that he then took employment with ABP until long after he had taken that employment. Indeed, there was nothing we could have stopped him doing because he was released.

Nicky Gavron AM: When did he take employment with ABP?

Sir Edward Lister (Board Chairman, London & Partners): In April/May 2013. He left in March.

Len Duvall AM (Chair): Why was this information not given to Channel 4? One of the central charges against this organisation is that someone working on the inside of our organisation and working with ABP was then allowed to take up a job with ABP, not just take up a job but also move desks into the offices we are sharing with ABP, which are within L&P's offices. Why was that not told to Channel 4 in terms of creating more clarity?

Why was the Mayor not briefed on that issue? I posed specific questions to the Mayor about Mr Liu's role and about his movement and his job. Why was the Mayor not briefed then - because he had his internal report - about that issue? It seems to me it is quite a central issue that could have killed off one avenue of this story that Channel 4 used and actually darkened our character and our dealings with the private sector. I am asking you because you are here. Why did you not at that time provide that information to Channel 4 and other media outlets? It was quite a key issue during Mayor's Question Time. Why was the Mayor not able to rebut the issues that I was reasserting following the programme? We have had two opportunities to deal with this issue.

Sir Edward Lister (Board Chairman, London & Partners): Can I just reiterate that he was not working for ABP? Tongbo [Liu] went and joined ABP after he left the employment of City Hall. He left, as I say, in March 2013 and he joined ABP, to the best of my knowledge, in the April/May period and then continued to be an ABP employee. There is nothing we could have done to stop him.

Why was that not made clear? I do not think this was clear to anybody at the time. I do not think the Mayor realised. I do not think we realised particularly that he was working for ABP until this story started to come out. There was no reason for us to know this.

David Lunts (Executive Director, Housing and Land): As far as I am aware, Tongbo Liu really was not doing any work for us at all regarding the position with ABP, which was obviously evolving during the course of 2012 and 2013. I have checked with his line manager here to understand in a bit more detail exactly what he was working on during the year that he was, effectively, employed by the GLA. I have had a detailed account from the line manager here about the work that he was involved in and I can tell you it did not involve working specifically at all on the Royal Albert Dock project or with ABP in regard to the Royal Albert Dock project. That was not the focus of these activities during the period that he was employed by the GLA.

Len Duvall AM (Chair): That is not what he told the media.

David Lunts (Executive Director, Housing and Land): I cannot comment on that because I have not spoken to him directly.

Len Duvall AM (Chair): There has been no denial.

David Lunts (Executive Director, Housing and Land): What I am saying is that I have just checked the records and have had an account from his line manager here, who spoke to him on a regular basis, once a fortnight or thereabouts, and agreed his work plan and his work schedule. He has confirmed that he was not working on the Royal Albert Dock project.

Sir Edward Lister (Board Chairman, London & Partners): He at no stage was involved with any of the detailed negotiations on the Royal Albert Dock project. He was used as a door-opener, no more, no less. That was the be-all and end-all of his employment or involvement with this project.

Joanne McCartney AM: This question is to L&P and it is looking at any current projects that you have at the minute or in the future where you may be promoting sites to foreign investors. Do you actually have any clear parameters set out as to what your role should be?

Gordon Innes (Chief Executive, London & Partners): Yes. We have been tasked by the GLA and also we work with boroughs to compile a portfolio of the important regeneration projects and the opportunities for investment. That is consistent with the Mayor's 2020 Vision, the London Plan and the priorities that have been identified. Our role is to promote those on the international market in order to accelerate the development of those sites by bringing in developers and bringing in finance quicker than might otherwise happen. Our focus is on larger complex projects that the market will not necessarily deliver itself and therefore our role is to go out and to explain the benefit and the context, to market those and to broker introductions, as we talked about earlier.

Joanne McCartney AM: Is your role limited to marketing and promotion? If there is further advice about wider business opportunities or detailed information, you would then pass that on to a partner?

Gordon Innes (Chief Executive, London & Partners): Yes, we work hand-in-glove with the GLA teams: the Regeneration, Development, Land, Housing and Planning teams. We pass on that information and those contacts. In some cases, we have travelled to markets together with the Deputy Mayor for Planning [Sir Edward Lister], now my Chairman, and talked to potential investors.

Joanne McCartney AM: Apart from the Royal Albert Dock, could you give us an example of what assistance you have provided recently and what your role was in that?

Gordon Innes (Chief Executive, London & Partners): Sure. In the last year, we have been helping in terms of the development sites at the Royal Wharf, meeting and introducing the Singapore-based Oxley group, which did a joint deal with Ballymore to develop that site. We also had a role in relation to the Greenland investment. Greenland is a Chinese state-owned enterprise, which has invested both in the Ram Brewery and also at Canary Wharf. We had a number of meetings with Greenland to talk them through the portfolio and talk them through how investment takes place. We have specialist staff who are experts in this area. We had joint meetings with Sir Edward [Lister] and with Greenland to encourage them to come and invest here in London.

Joanne McCartney AM: One of the questions that has been raised – and it has some answers in the report you sent us – was that there was concern about the fact that L&P seemed to be asked for the first time to assess, as part of the procurement process, ABP’s claims that it could deliver occupiers for the site. Looking at this report you sent us at section 6, you set out that you did a ring-around of a set number of companies to ask them whether they were currently renting from ABP, whether they wanted to set up in London and whether they were interested in ABP’s potential office. Was that the first time you had been asked to do that?

Gordon Innes (Chief Executive, London & Partners): Yes.

Joanne McCartney AM: Did you think you had the necessary skills to do that, given you are a promotional body rather than a --

Gordon Innes (Chief Executive, London & Partners): We were not asked to make any assessment or evaluation. Given that we have the foreign language skills because our staff are Chinese and given that we had the local connections because we were based in the country, we were asked to answer three factual questions about 47 companies, which we did by telephone with our staff in China and our 20 staff based in London as well. We were asking, “Was the company located in an existing ABP development? Did the company have intentions to establish a presence in London in the next few years? Were they aware of ABP’s proposal for development?” We recorded the answers that they gave us. Moore Stephens, who looked at this, concluded that they were recorded in a factual and neutral way. No further opinion or view was given and we handed that back to the GLA.

Joanne McCartney AM: Since this, have you been tasked with doing similar assessments with any other sites at all?

Gordon Innes (Chief Executive, London & Partners): No.

Joanne McCartney AM: Perhaps I can ask Sir Edward Lister. That has given rise to some concerns. It looks like it was a close relationship and perhaps it is just the proximity of actually sharing offices that gives rise to close relationships. That has created some concern. Had L&P been asked by the GLA before to undertake this work or how would you normally go about it?

Sir Edward Lister (Board Chairman, London & Partners): If I may, I do not think there was another site that has ever been marketed in this way. Every other site has been marketed straight through the OJEU process. It has largely been done through London agents of one sort or another and so this never arose. This is the first time that a piece of real estate for London was marketed in this way around the world.

Gordon Innes (Chief Executive, London & Partners): For every other site that we are marketing in our portfolio, the developer has already been selected.

Joanne McCartney AM: In the future, if there are similar sites that need to be marketed in different ways, would you use L&P again to do that?

Sir Edward Lister (Board Chairman, London & Partners): I am not sure we would. Time has moved on. We now have the links. These things are always a moment in time, but most of the large London property surveying companies – JLL, CBRE and all of those – now have quite extensive offices in-country. Therefore, I suspect that if we were doing that kind of audit process again we would go to one of those. It would seem logical. However, one can never say never because at the end of the day L&P employs six Chinese-speaking

individuals. If you have the right questions and if you know whom they are to contact, you can get the answers. That is all I would say.

Could I just make a point? We do not really have that many. You have to remember that that particular site was not one that the market was rushing for. There was very little interest. That was actually the big problem.

Joanne McCartney AM: Were these questions asked to other bidders as well or had other bidders dropped out by this stage?

Gordon Innes (Chief Executive, London & Partners): I think they had dropped out because, as I understand the timeline, there were two bidders other than ABP, Muse and Wrenbridge, and they both dropped out by June.

David Lunts (Executive Director, Housing and Land): One dropped out and one was eliminated.

Gordon Innes (Chief Executive, London & Partners): One was eliminated and one dropped out, yes. This was after that.

Len Duvall AM (Chair): In terms of when you did your promotion of the site, I have seen some documents - I do not have them here - where you had at least eight to ten interested Chinese organisations wishing to look at the Royal Albert Dock or investment in London. I am not quite clear from the documents I have. Why do you think that a number dropped out at that stage? You ended up with only one that came forward, which was ABP.

Gordon Innes (Chief Executive, London & Partners): I would defer, if I may, to David [Lunts]. That is really a question about the economics and the opportunities around that site that we were promoting.

Len Duvall AM (Chair): Did you participate in the open day?

Gordon Innes (Chief Executive, London & Partners): I did not personally, no.

Len Duvall AM (Chair): Not you personally, but L&P, the organisation?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): We participated in the visit to China in September. I am not sure which open day you are referring to.

Len Duvall AM (Chair): The United Kingdom (UK) open day held on 15 September 2011.

Gordon Innes (Chief Executive, London & Partners): I am guessing that one of our local staff would have been there and would have been supporting, whether that was logistics or whatever. I do not know what wider role they had.

Len Duvall AM (Chair): Mr Liu did not participate in ringing around any of the 47 organisations at all?

Gordon Innes (Chief Executive, London & Partners): No.

Len Duvall AM (Chair): You can confirm that?

Gordon Innes (Chief Executive, London & Partners): Yes, I can confirm that and he had no access to any of our systems..

Len Duvall AM (Chair): Sorry, Simon. You wanted to confirm something?

Simon Powell (Assistant Director – Strategic Projects and Property): Yes. Our information confirms that L&P was involved in the UK bidder day.

Nicky Gavron AM: L&P in the Mayoral Decision notices is called a ‘stakeholder’. At the Audit Panel I asked David Lunts what that meant. At that stage you were not sure, but can anyone tell us what it means that L&P was a stakeholder in this process? What you have said so far today is that you were involved in only being a cheerleader or a promoter. What does it mean to be a stakeholder?

David Lunts (Executive Director, Housing and Land): Can I tell you what I meant by my answer at the time? It was a stakeholder, yes, in the sense that L&P was involved with us in helping to promote the opportunity. The LDA was very clear that it wanted this to be a globally marketed opportunity. As Sir Edward Lister said, this was a site that was quite a difficult site in many ways and it was being marketed at a time when we were coming out of quite a deep property recession. The LDA’s view – and it was certainly a view that the GLA at the time concurred with – was that this really needed to be a very extensive and proactive marketing operation.

Clearly, L&P’s involvement in China and its engagement more widely internationally was potentially quite a useful asset to the LDA and subsequently the GLA in terms of promoting that opportunity. In that sense, they were stakeholders in that initiative. They were not involved – just to confirm again – in any formal sense whatsoever in the adjudication, evaluation or scoring in the procurement process. They were involved purely and simply in the marketing, the promotion and some market intelligence feedback for us in terms of potential occupiers that ABP had referred to us. In other words, they were our eyes and ears and feet on the ground and operated in that capacity only, not as part of the evaluation process.

Murad Qureshi AM: Can I firstly just declare that I have been to ABP’s offices in the Royal Dock and Newham Council’s offices at the regeneration site meeting?

Subsequent to that regeneration site meeting, I was made aware that there is another part of the Royal Dock that is being marketed, Albert Island. It is going to go through marketing this summer. Are you not going to be involved in this at all? You had not listed it at all with the sites you mentioned earlier.

Gordon Innes (Chief Executive, London & Partners): We are not currently.

Murad Qureshi AM: Also, if there is a different marketing strategy, why?

David Lunts (Executive Director, Housing and Land): Albert Island is an interesting site. You are right. It is in the Royal Dock. You have obviously visited it. There are some quite significant constraints there because it is under the flightpath for City Airport and other things.

There is, as you may be aware, interest in getting some more extensive boatyard, repair and building facilities in east London. Albert Island has been identified as a possible location for such a use. We have agreed to embark on the initial stages of a market-testing exercise, which may lead to a procurement process, to see whether there is a commercially viable boatyard use perhaps as part of a wider mixed-use development for

Albert Island. That is the strategy that we are proposing. It is not necessarily that we will get a boatyard there because we need to find out whether anyone in the marketplace can actually make that pay, but if they can we are quite interested in seeing if we can include that at least as part of a procurement that we will be launching during the course of this year. At the moment, there is no particular involvement at all from L&P, no.

Murad Qureshi AM: They are being kept separate from the approach you took with the rest of the Dock?

David Lunts (Executive Director, Housing and Land): Yes.

Murad Qureshi AM: OK. Just finally, given that they are based so locally, are you expecting ABP to take an interest in this future tender, given that it basically clears the whole of the Dock?

David Lunts (Executive Director, Housing and Land): I have not had any conversation with ABP that would suggest it has an interest in Albert Island. Simon, have you heard anything?

Simon Powell (Assistant Director – Strategic Projects and Property): No.

David Lunts (Executive Director, Housing and Land): No. I do not know if they do boatbuilding.

Murad Qureshi AM: It would be interesting. Who knows?

Len Duvall AM (Chair): L&P, you will not have it in front of you and so you are just going to have to bear with me, but this is something you might want to check and clarify to this Committee. Back on 31 May 2013, your press release from L&P says – and you almost boast; that is my word, not what you say – that the assistant you provided ABP on the Royal Dock. This is the bit that you quote in your own press release:

“London & Partners were also responsible for advising ABP on every aspect of locating and doing business in London to enable their vision for the Royal Dock.”

That is why, if you were a bit perturbed by the line of questioning, you should just think about what your relationship with them is. It is your own press release that said that. You just might want to reflect on that. It might be one of the issues that you might want to write to this Committee about.

Gordon Innes (Chief Executive, London & Partners): We will certainly take a look and we will reflect on that. That would have been written by my communications team. Obviously wanting to put L&P in a good light for our contribution. It does not change the fact that our role was to market and promote the site, which includes engaging with ABP and others to explain the opportunities and how the system works in London and to provide the context.

Sir Edward Lister (Board Chairman, London & Partners): The GLA would never pass out those detailed negotiations to another party to do. They would always be done within the Housing & Land team here at City Hall. There is a very clear dividing line between L&P and the Housing & Land team. All decisions would be taken by the Housing & Land team not --

Len Duvall AM (Chair): If only there was clarity about the people working for us and who they worked for in terms of the guidelines that they are working on.

Sir Edward, I want to go back. You mentioned a date of when Mr Liu [General Manager for Overseas Affairs, ABP] left the organisation. I think you quoted something like 2013?

Sir Edward Lister (Board Chairman, London & Partners): 2013.

Len Duvall AM (Chair): I have an email from Mr Liu saying he left L&P in March 2012. He says "London & Partners". I do not say that. He says that. There is a bit of confusion about who he thought he was working for, to be honest, even though he might have been getting some direct supervision here at the GLA. We might want to exchange some information around that because I will provide this and what he said in his own language.

Valerie Shawcross CBE AM: The Assembly's Budget Committee made some very clear recommendations about future transparency in this situation. They specifically recommended that an organisation that was more than 50% funded by the GLA or where the Mayor was appointing the Chair or members of the Board should basically have required of them the same standards of transparency as the rest of the GLA family of organisations. The Mayor wrote back to the Budget Committee and indicated that he accepted that recommendation and that:

"Future grant agreements with L&P under the bodies would include more rigorous requirements relating to decision-making, planning, gifts and hospitality, senior pay, etc."

We very much welcome that commitment. Would you like to tell us, Sir Edward, what arrangements are being made to ensure that L&P is becoming much more transparent for the future? What do you expect this new regime of transparency to look like?

Sir Edward Lister (Board Chairman, London & Partners): Can I say I have only just taken over as Chairman, literally within a few days, and so --

Valerie Shawcross CBE AM: Yes, but I am asking you now, Sir Edward, as the Chief of Staff, your other hat.

Sir Edward Lister (Board Chairman, London & Partners): As Chief of Staff, fine. As I was going to say, I am going to answer it, I am afraid, from this side of the house, so to speak.

Valerie Shawcross CBE AM: No, that is what we want --

Sir Edward Lister (Board Chairman, London & Partners): The transparency has to be about the agendas and minutes of meetings. It has to be about the senior officers' pay and terms and conditions. It is all of the normal stuff that we here at the GLA are used to.

That is not a conversation that I have had in the kind of detail that I would have to have it with L&P. There is a great deal of nervousness, to be fair, amongst the Board of L&P about what this means. That is a misunderstanding because they do not need to be nervous about it. There are ways in which commercially confidential items are dealt with so that they remain commercially confidential and no one is suggesting for one minute that one would want to breach any confidentiality.

It is ongoing work but, as far as the Mayor is concerned, he has made it absolutely clear that that is what he expects. He made that commitment to the Assembly.

Valerie Shawcross CBE AM: We would expect details of gifts and hospitality to be published?

Sir Edward Lister (Board Chairman, London & Partners): I would regard that as all being part of the same transparency arrangement that we are all used to.

Valerie Shawcross CBE AM: What about arrangements for granting rights of access to casefiles to auditors? We understand there are issues of commercial confidentiality, but if the GLA wishes to send in auditors to look at a piece of work and how it has been conducted and how the money has moved around, is that something that you as the Mayor's man in this would be requiring from --

Sir Edward Lister (Board Chairman, London & Partners): I have to understand that one a bit better than I do at this meeting. I do not actually quite know what you are aiming at with that.

Valerie Shawcross CBE AM: Currently, we have been told, the GLA's auditor has no powers and has no *vires* over L&P and therefore cannot dig in and ask questions, even when there is an issue of concern regarding GLA funding. Where would the line be drawn that would stop the GLA sending in, requiring or asking for auditors to have access to L&P?

Gordon Innes (Chief Executive, London & Partners): Would it be helpful just to explain the context? The way that we were structured and the way that we were set up as a public-private partnership means that we are a company limited by guarantee. The Mayor has put in place corporate governance arrangements that mean that I report to a Board. Sir Edward is the Chairman and then there are some very senior businessmen and women on that Board who make sure that we operate in a commercially-minded way, which allows us to achieve a lot more for London than we would be able to do as an agency or as a department of the GLA. That is shown in the sort of revenue that we raise and the sort of funding that we raise from the private sector, which is significantly more than our national counterparts, for example.

What we have tried to do - and we appeared before the Budget Monitoring Sub-Committee meeting on 22 January 2015 - was to ask how we can deliver our obligations around transparency to the Assembly, which we want to do, without undermining those governance arrangements that have been put in place, which are very beneficial and helpful in terms of us doing our job. We identified a range of areas, which were welcomed by that Committee, including publishing information our business plan, our procurement policy, our travel expenses policy, our gift and entertainment policy and quarterly key performance indicators, which we will share. We have declarations of interests. We also have provided salary bands and information about our remuneration policy. That is all published now.

Len Duvall AM (Chair): I was part of being briefed when you were being set up by the GLA. I take that as a given about your business plan. That is about the conditions of grant. I was assured by GLA officers that that is what you would be doing anyway. Can you just alert the Committee to the percentage that the GLA provides for your activities and what you raise yourself? Primarily, that is from the tourism aspect of your business.

Gordon Innes (Chief Executive, London & Partners): No, we raise funding across all aspects of our business. The GLA provides just over £11 million. Last year we have raised about £7.5 million.

Len Duvall AM (Chair): What is the percentage?

Valerie Shawcross CBE AM: It is more than 50%, is it not?

Gordon Innes (Chief Executive, London & Partners): It is more than 50%, but we are looking to make that 50:50.

Len Duvall AM (Chair): Without the GLA money, you could not continue your business activities, whatever structure you use?

Gordon Innes (Chief Executive, London & Partners): We have £7.5 million of our own income and so we would continue it on a smaller scale.

Len Duvall AM (Chair): You would be very reduced?

Valerie Shawcross CBE AM: Can I just point out that of course Mr Innes is talking about publication? The question I was asking was actually about access of the GLA internal auditors to look at what is going on within L&P.

It does relate back to this point about condition of grants. Whilst accepting that you have a particular public-private partnership structure and there are areas and activities where there are lots of very good reasons for confidentiality, it seems to me to be wrong that either everything is completely behind closed doors or in the public gaze and is published. There has to be a space for technical audit where the GLA as an entity - I am not just talking about the Assembly - and the Mayor as a grant-giver can be reassured about the activities and the processes within L&P.

What is wrong with that being a requirement of grant-aiding, provided there are suitable protections around confidentiality?

Gordon Innes (Chief Executive, London & Partners): In exchange for the grant, which is paid on a quarterly basis, we are required to provide information to the GLA about how that money is being used and the impact that it is having. In relation to our commercial operations - for example, Dot London - we have open-book accounting with the GLA. Those processes are in place to give satisfaction and confidence to the Mayor.

Valerie Shawcross CBE AM: OK, but there is a difference, Mr Innes, between you telling us what you want us to know or telling the Mayor what you want him to know and an auditor coming in as an independent forensic expert and taking a look. I seem to remember that one of the first things the Mayor did at the LDA was to send in so-called independent forensic experts because he felt that that was missing. What is wrong with that proposal?

Gordon Innes (Chief Executive, London & Partners): We have an independent auditor --

Valerie Shawcross CBE AM: Sir Edward, is that not something that you are proposing to do here?

Sir Edward Lister (Board Chairman, London & Partners): What I was going to end up saying just now was that we need to ascertain exactly where the line from one audit finishes and another one begins. Of course, we are perfectly able as the GLA to request the existing auditors of L&P to review something if we have concerns about it. I am quite sure that the Board itself would accept that.

Should we also be able to impose the Mayor's Office for Policing and Crime (MOPAC) team on to them in the same way that we do any other part of the organisation? That is a conversation that Gordon [Innes] and I have

to have and we have not had that conversation. I do not know the reasons why we should not be in that position, but that conversation just has not taken place.

Valerie Shawcross CBE AM: Would it be helpful, Chair, then, if Sir Edward could write back to us --

Sir Edward Lister (Board Chairman, London & Partners): Yes, I will do that.

Valerie Shawcross CBE AM: -- and give some flesh to the agreement of the Mayor when he talks about how "future grant agreements ... would include more rigorous requirements"?

Sir Edward Lister (Board Chairman, London & Partners): I am happy to do that.

Valerie Shawcross CBE AM: Can you give us the detail of what the grant-giving arrangements would be? That would be quite helpful.

Does it raise an issue, Sir Edward? I understand you are being an honest broker in all of this, but does it raise an issue if L&P very clearly places itself as an independent public-private partnership and you are clearly representing the Mayor's interests? Are there any conflicts of interest in this role for you?

Sir Edward Lister (Board Chairman, London & Partners): No, there are no conflicts of interest, but there is a tension. There is undoubtedly a tension. That tension is there. It is there both ways. The Board of L&P has to some extent a concern about how much the Mayor calls the tune, to put it bluntly.

Tony Arbour AM (Deputy Chair): He is the piper.

Jennette Arnold OBE AM: Of 60%.

Valerie Shawcross CBE AM: An £11 million tune, I think.

Sir Edward Lister (Board Chairman, London & Partners): Indeed, there has been a reason for one or two people not wanting to be part of the L&P organisation because they feel it is too City Hall-dominated. On the other side, we are putting in - as you quite rightly say - £11 million and, very clearly, L&P is tied with an umbilical cord to City Hall that cannot be severed. These things are there. That is all in place.

We have, anyway, a right of audit because of our £11 million and so, if there was a big issue, I am quite certain - and perhaps I could ask Doug [Wilson, Head of Financial Services] to help me on this - and I am pretty sure that City Hall has the power to send in auditors if there were major concerns on our part.

Len Duvall AM (Chair): We were told differently. Sorry, you [Doug Wilson] were at the meeting. We were told differently at the Audit Panel that you had no right. You commissioned the auditors to go in. We have the transcripts here. With all due respect, that is what you told Members, "We have no right to go in", even though I questioned at that meeting that we were a substantial grant-giver of that money and that we had a right to check that that money was being used properly.

Doug Wilson (Head of Financial Services, GLA): We do.

Len Duvall AM (Chair): Blow me down. We will follow that up outside the meeting in terms of the transcript and that discussion. We were told as Members that we did not. One of the issues was the original audit issue that was raised with the Mayor. He had four comprehensive audit reports, but when we got to the Audit Panel we were told that he could not have access to any of that figure-work or any of the work that was undertaken by L&P.

Gordon Innes (Chief Executive, London & Partners): In terms of our governance, it is very important that when we look at our governance we do not throw the baby out with the bathwater. Our ability to operate in an agile commercial manner means that, for example, in my tourism team, 50% of the fully loaded costs of that operation come from the private sector. Visit Britain is not able to achieve that. If you look at the last campaign we did, we leveraged up the GLA grant 4:1. Again, our national counterparts typically lever 1:1. Some of the staff who do our foreign investment work, again, are partly funded through the private sector. Therefore, it is important that we do not lose the opportunities to operate in that way and to deliver value for money.

Valerie Shawcross CBE AM: Chair, is Mr Innes arguing against the proposition? Are you arguing to say that the GLA should not be able to demand levels of transparency from your organisation?

Gordon Innes (Chief Executive, London & Partners): No, not at all.

Valerie Shawcross CBE AM: Are you telling us this because you do not think the Mayor ought to be able to send in auditors if he so wishes?

Gordon Innes (Chief Executive, London & Partners): No, not at all.

Valerie Shawcross CBE AM: In that case, what point are you trying to make?

Gordon Innes (Chief Executive, London & Partners): No, there are two points I am trying to make. Firstly, the governance that was put in place was carefully balanced between being able to operate in that matter and being fully accountable and transparent.

Secondly, the point from the report that we shared with you yesterday is that we have been found to have done nothing wrong or untoward in our activities. Therefore, there has been no cause for concern in the way that we have been operating.

Len Duvall AM (Chair): At the time, legitimate questions were being asked by the media and by us and you failed to provide that information. You failed.

Gordon Innes (Chief Executive, London & Partners): We answered every question that Channel 4 asked us and we provided a factual response to the questions that they asked us.

Len Duvall AM (Chair): You might well do that, but maybe a good use of your money is revamping your press operations. You could have saved a lot of grief for yourselves and for the GLA by answering some of those questions clearly. That may have affected the outcome of that programme.

Gordon Innes (Chief Executive, London & Partners): We will take that on board. We have done that here today with you.

Len Duvall AM (Chair): I have in front of me some excerpts of what was said to the Audit Panel and said to London Assembly Members about the powers of our audit and I will be following that up outside the meeting.

Sir Edward Lister (Board Chairman, London & Partners): Yes, of course.

Valerie Shawcross CBE AM: Just to finish my question, it makes the point that what we need is something back in writing that codifies exactly what the Mayor is going to require and what the transparency situation is.

Sir Edward Lister (Board Chairman, London & Partners): I am quite happy, Chair, to provide that in writing to the Committee.

Gordon Innes (Chief Executive, London & Partners): That is in this year's grant agreement, which I presume is available to the Assembly.

Jenny Jones AM: I am starting to regret being in this meeting because of course in the future, if there are any problems arising from this, we are all going to be held accountable. It is not just you being held accountable. It is us who can get accusations thrown at us if we are not seen to be scrutinising the whole process and composition as much as possible. I now have a vested interest, which I did not before this meeting. Thanks.

Jennette Arnold OBE AM: We are in this together.

Caroline Pidgeon MBE AM: I want to pick up some issues around the procurement process, but I just want to clarify some things before I get into a couple of questions from what I have heard this morning.

Let us ignore the press release for the moment but I would like to hear back because I have to say, Mr Innes, your comment was, "That was written by my communications team". Anyone who has ever worked in communications - and I have in the past - knows that something like that goes up probably to the Chief Executive or equivalent to sign off. Communications staff do not just send out whatever they think. It would have been signed off at the highest level and so that is unfortunate.

Gordon Innes (Chief Executive, London & Partners): I take responsibility for all the press releases.

Caroline Pidgeon MBE AM: Thank you. Let me be very clear. You and Mr Cooke said this morning that your job was to promote the Royal Albert Dock widely and that you had your overseas teams in China, India and other places working on that. Your job was to introduce investors to the landowner or the agent on behalf of the landowner and help to arrange meetings and broker introductions. Then you went on to say that you had not had any meetings on your own with ABP or the other bidders.

Can I just be very clear? I will start off with L&P. Did you have any meetings whatsoever on anything with ABP?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): Yes. Before ABP became a joint tenant with the LDA in February 2011, there was no engagement between ABP and L&P's predecessor, Think London, which later became L&P. The first formal meeting between L&P and ABP was in September 2011 during the marketing campaign for the Royal Albert Dock project.

Caroline Pidgeon MBE AM: Your first formal meeting was in September 2011. Were there any informal meetings or telephone conversations between L&P staff and ABP?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): ABP was sharing the office from --

Caroline Pidgeon MBE AM: Quite. Yes.

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): -- whenever that was, February 2011, and there would have been, clearly, conversations within that office, but I cannot tell you what those conversations were.

Caroline Pidgeon MBE AM: There were conversations going on at the tea-point, effectively, in the office and potentially on the phone, but there is no record whatsoever of any of those conversations?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): We share offices in China. We share offices in London. Our staff respect client confidentiality. They understand how to conduct themselves in terms of not sharing any confidential information. We were not part of the procurement process, as Moore Stephens has identified.

Caroline Pidgeon MBE AM: Would you have required your staff out there to do timesheets so that they can say what they have been working on? Presumably there are a number of investments they are working on. In most legal practices, you record every six minutes of your time. Would they be required to keep any sort of record of the amount of time they spend in any conversations or meetings they have?

Gordon Innes (Chief Executive, London & Partners): We focus in our management on outputs and delivery rather than activities, primarily. However, they would obviously use our client relationship management (CRM) system, a database, to manage relationships. At any one time, we are talking to over 1,000 companies around the world.

Caroline Pidgeon MBE AM: Yes. On that system, would it have any contacts that your staff have made with different companies?

Gordon Innes (Chief Executive, London & Partners): Yes, it would.

Caroline Pidgeon MBE AM: Are you able to print off any contacts you had had with ABP?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): That is information we provided to Moore Stephens for its audit.

Caroline Pidgeon MBE AM: Is that information available to us at all?

Gordon Innes (Chief Executive, London & Partners): That is information about the discussions with ABP. One of the things we always say and how we build a relationship and trust with the companies and the investors we are acting for is that our conversations with them are confidential and so we would not be providing that information from our CRM system. That would undermine our operation.

Caroline Pidgeon MBE AM: OK, but your CRM system would not have, let us say, any tea-point conversations that your staff, because they were sharing an office, could have or would have had?

Gordon Innes (Chief Executive, London & Partners): No.

Caroline Pidgeon MBE AM: That is rather unfortunate. OK. I think you said there were half a dozen or so staff in China. Do you have any other staff on retainers who work with companies? I remember a few years

ago when I met L&P we talked about how you had people on retainer who then were paid if they secured a deal. Do you have staff outside of that half-dozen or so who work like that?

Gordon Innes (Chief Executive, London & Partners): We have largely moved away from that model and we have found it is more cost-effective to take staff in-house. Our China team is larger now with six people than it was back then.

Caroline Pidgeon MBE AM: Did you have any staff at that point on retainer?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): Not in China.

Gordon Innes (Chief Executive, London & Partners): Over in Europe.

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): Europe and Australia, yes.

Caroline Pidgeon MBE AM: OK. Did any L&P staff have any conversations or meetings with Xuelin Black, whose name has also been mentioned as linked potentially to this ABP deal?

Gordon Innes (Chief Executive, London & Partners): The first time I met Xuelin Black was following the procurement process. I was introduced to her at a lunch. I do not know the date, but sometime after the procurement process had ended. That was the first time I had met her. I did not know who she was or her role.

Caroline Pidgeon MBE AM: Are you able to give a date around that?

Gordon Innes (Chief Executive, London & Partners): I think it was following the signing ceremony. I cannot remember. I can find out.

Caroline Pidgeon MBE AM: What about the rest of L&P? Did any members of your staff have any meetings, phone conversations or tea-point conversations with Xuelin Black?

Gordon Innes (Chief Executive, London & Partners): Not to my knowledge, no.

Caroline Pidgeon MBE AM: Andrew?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): No, I am not aware.

Caroline Pidgeon MBE AM: You are not aware of any?

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): No.

Caroline Pidgeon MBE AM: OK. If I can move over to the GLA team, I will do Sir Edward [Lister] afterwards, but it is the same question. Outside of the formal process, did you have any other meetings or conversations with ABP or staff here at City Hall?

David Lunts (Executive Director, Housing and Land): Conversations? Speaking personally, I met Mr Xu [Xu Weiping, Chairman, ABP] at some point when Steve Kennard [former Director, Land & Development, LDA], who was then at the LDA, introduced him to me when he was in London. That was an informal meeting. I cannot recall exactly when that would have been.

Caroline Pidgeon MBE AM: Did you keep a record of all these meetings?

David Lunts (Executive Director, Housing and Land): That was prior to the closure of the LDA. I did not meet Xuelin Black until after the process was over and after ABP was appointed.

Simon Powell (Assistant Director - Strategic Projects and Property): I personally came into this role two years ago and so February 2013 was the first time I met Mr Xu or anybody from ABP.

Caroline Pidgeon MBE AM: What about your staff? What I am trying to get at - and I will come on to it in my other questions - is that there is a perception of preferential treatment. That is why I am trying to clarify who has had conversations and meetings and whether anyone had that extra tip-off information or whatever. Did you keep a log, David, you and your team? Obviously this is an important area.

David Lunts (Executive Director, Housing and Land): There were meetings with ABP, as we have already said, in September 2011 as part of the process in the visit to China delegation. At that point there were another eight or nine meetings that took place with that organisation that were expressing an interest in bidding through the process. There was also, I believe, a meeting with ABP in the UK as part of the UK bidder day. Again, that opportunity was offered to other organisations that were interested.

Caroline Pidgeon MBE AM: You are not aware of any other meetings or conversations outside of that that could have given them an advantage?

David Lunts (Executive Director, Housing and Land): No.

Caroline Pidgeon MBE AM: You have no records of that? No. What about your office, Sir Edward?

Sir Edward Lister (Board Chairman, London & Partners): I met ABP only after the contract was agreed with the Royal Dock. I met them on two occasions. The first occasion was when I went to China in readiness for the Mayor's visit to China. I actually went down to their site. They have a very large development on the west side of the city. I went there along with a representative of L&P and also with Dominic Hurley from our international office. I will have to confirm that back to you. I cannot actually remember. I will confirm exactly who was there. I went to the site. I was shown around the site and that was all.

Then on the second occasion I went with the Mayor when he went to the site and visited it. They also had a dinner that evening, which I attended and the Mayor attended. This is all after the contracts were signed.

Caroline Pidgeon MBE AM: What about Xuelin Black?

Sir Edward Lister (Board Chairman, London & Partners): I have met her on two occasions. I am struggling to remember exactly when I met her. I do not think I actually ever met her in conjunction with ABP but she has come in with other Chinese investors into City Hall. I am struggling to remember who they are. I would have to try to check.

Len Duvall AM (Chair): Was it the Crystal Palace development? She was on a joint working party with the GLA.

Sir Edward Lister (Board Chairman, London & Partners): It might have been. I am sorry I am sounding vague because I actually cannot remember.

Caroline Pidgeon MBE AM: Has the Mayor met Xuelin Black at all?

Sir Edward Lister (Board Chairman, London & Partners): I do not believe he has ever met her.

Caroline Pidgeon MBE AM: Will you be able to look back over records to check that?

Sir Edward Lister (Board Chairman, London & Partners): I will do a check when I go upstairs. If he has it will have been in the margins of something else. It will not have been a direct meeting.

Caroline Pidgeon MBE AM: That is helpful. Moving onto the procurement, I was looking through some of the stuff that came out in the very thin audit report, a very narrow remit given to it.

Len Duvall AM (Chair): I want to clarify as people have gone through the issue of when ABP comes into contact with the respective organisations. Both on their website and in an *Evening Standard* article, which I am happy to provide to you, they talk about their active interest in the site in 2008. If there was active interest, they must have gone to your predecessors in terms of being linked with an interest in a site. On their own website, which was taken down rather quickly after the Channel 4 programme, they stated the project of ABP London was planned in 2009.

Is there any way in the respective organisations - just before we move on to Caroline's questions - you can do a trawl about what was your contact outside this formal process and the tendering issue with ABP? If they were around in 2008, they must have come to your organisation or the predecessor body and so there must be some records. Clearly you in the GLA must have some records of their dealings because they are quite clear and fulsome in what their ambitions are. Their ambition is only for the Royal Dock in terms of their interest.

Gordon Innes (Chief Executive, London & Partners): We can absolutely do that. It is very unlikely they would have come to us because our role at that time was foreign direct investment; it was not supporting investment into regeneration projects. This was the first time we had played that role that we have subsequently taken on. We were tasked by the LDA to get involved in July. We first met with ABP in September. Prior to that we did not have a remit in this area and so there would be no reason to meet with them.

Len Duvall AM (Chair): The reason I ask is if I make contact with somebody you must have some historical records of my active interest. They are part of that network that you were referring to. It must be recorded somewhere if I have shown an interest in investing in London. When you took on that role, presumably historic records were passed to you because they would be active cases.

David Lunts (Executive Director, Housing and Land): If I can be helpful, I am aware that Mr Xu had taken quite a long-term interest in the Royal Albert Dock site. That was known to me. Mr Xu is a regular visitor to London. My understanding is that his daughter is educated in London. This is someone who is quite familiar with London and travels here very regularly. My understanding from ex-colleagues at the LDA is that indeed he had over a period of time shown an interest in it. When the formal procurement process began it did

not come as a huge surprise that ABP was very quick to show a formal interest in that process because Mr Xu's personal interest in the site was known to them.

What I do not have is very detailed records of individual conversations that he may have had with ex-staff at the LDA. As I say, it was fairly well-known that he had an interest in that particular location.

Caroline Pidgeon MBE AM: To pick up, then, we are looking at the procurement process. We had three bidders; ABP, Muse and Wrenbridge. It was all going forward. Then suddenly in May 2012 you changed the selection criteria - and this was picked up in this very thin audit report - that meant the early development criteria became a pass/fail test for the evaluation. Therefore, basically, the other two had to drop out because they could not meet the criteria. Can you explain why they were refined and explain for a layperson how that could not be seen as something that was giving one of the bidders a preferential opportunity over the others?

David Lunts (Executive Director, Housing and Land): I will say a word about this and Simon [Powell, Assistant Director - Strategic Projects and Property] may want to jump in as well. In fact, when the process began there were more than three bidders, but it was fairly quickly whittled down to three, as you say.

When the GLA took the process over in April 2012 we were down to three; that is absolutely right. We were keen to get that to a position where we could take a properly informed view about the deliverability of the scheme. What we were looking for was someone who would commit to building phase one of this quite challenging project, effectively on a speculative basis. In other words, there was not going to be too much conditionality around their pledge to build out phase one. That was the first thing. The second thing is that as part of the compliant competitive dialogue process it is not particularly unusual to make some minor adjustments to the scoring matrices as you work through the process. We can furnish you the legal advice, if you need it, that informed our decision to make those small adjustments.

The adjustments that we made when we took the process over were really to try to drill down in a bit more detail and get some assurances about the commitment to early delivery. We increased elements like managing the town planning risks. That was quite deliberate because we needed to know that whoever we selected could actually navigate their way through a complex planning process. Indeed, that was a particularly important thing perhaps for a development company that had never developed outside of mainland China before. We wanted to know a bit more and we consequently weighted a bit more highly the occupier strategy. Obviously, if you are going to commence a speculative development which is largely around business and employment use it is quite important to know that there is a robust and sustainable occupier strategy, otherwise you are unlikely to secure project finance.

We made a few of those early delivery adjustments. That was done in an open way. The bidders were very well aware of it. There was no challenge to that process. Indeed, that helped us get to a position relatively quickly where one of the three bidders dropped out and effectively it went to a pass/fail arrangement. At that stage ABP was successful.

Caroline Pidgeon MBE AM: You call them 'minor adjustments'. It sounds quite significant if the early development criteria basically meant you either passed or failed this. Effectively, one dropped out, probably realising they would not meet it, and one did not meet it. You were paving the way for ABP to become the preferred developer.

David Lunts (Executive Director, Housing and Land): There was absolutely no intention to, if you like, rig the scores in favour of any the shortlisted bids, none whatsoever. In fact, the adjustments to the scoring were

no more than 5% in each case. They were significant only at the margins. I do not think, if we had our time again on this, we would do it any differently, frankly. It was important for us to know that having gone through a very lengthy and a very high-profile procurement process, whoever we selected could indeed commit in a properly evidenced way to building out phase one of the scheme and not just sit there and wait for the site to accrue value with nothing happening. That was what lay behind those adjustments that we made. I repeat the point: this is not uncommon in a competitive dialogue process. It is not a step that we took without securing proper legal advice.

Simon Powell (Assistant Director - Strategic Projects and Property): At the end of December 2011 the long list from the expressions of interest scoring was eight. I have what was called the 'invitation to participate in dialogue outline solution stage' document here, which was issued in December 2011. As David reiterated, this is a normal course of events for a competitive dialogue. It explicitly states that during the course of the competitive dialogue the weighting is likely to change.

David already picked up on this point, but essentially when these changes were made for effectively three of the criteria there was a minimum threshold that had to be achieved. It was not an explicit pass/fail, but it was a minimum threshold in terms of the scoring that those parties had to achieve. At that point, as David said, one party decided to withdraw and the other party did not make the cut.

Caroline Pidgeon MBE AM: Before you made those changes, did you either formally or informally - you or any of your team - do any rough assessments to work out on the existing criteria who would effectively become the preferred partner or developer?

David Lunts (Executive Director, Housing and Land): Do you mean did we score it without making those adjustments?

Caroline Pidgeon MBE AM: Did you do some scoring, have a look and then make some adjustments?

David Lunts (Executive Director, Housing and Land): I am not aware that we did but I was not part of the formal scoring and the evaluation panel.

Caroline Pidgeon MBE AM: I am not using the correct language as a layperson in this area, but just to understand whether you might have had a look, done some scoring and thought, "They would come out on top", and then decide you ought to adjust it.

David Lunts (Executive Director, Housing and Land): I was not part of the evaluation panel and so I cannot give you a complete answer to that. Simon, do you know?

Simon Powell (Assistant Director - Strategic Projects and Property): No, I was not at that time. The way I would have said it is that the decision was made to change and to make the slight amendments to the weighting and that was then communicated and that was part of the next stage. We would not have actually known what the scores were at that time anyway.

Caroline Pidgeon MBE AM: You would not have done any quick calculations before adjusting, though?

Simon Powell (Assistant Director - Strategic Projects and Property): They would not have bid against those criteria.

Caroline Pidgeon MBE AM: I am just trying to clarify, because there is a perception out there, even if it is not perhaps reality. I want to move on to due diligence which is you, Mr Wilson. Is that right?

Doug Wilson (Head of Financial Services): Yes.

Nicky Gavron AM: Can I just come in?

Caroline Pidgeon MBE AM: Of course.

Nicky Gavron AM: Chair, with your indulgence, while we are talking about this part of the process and to wind back, a few minutes ago one of you said that something around eight to ten companies were involved in the meeting in China at which ABP was present. How many companies from China made it to the long list?

David Lunts (Executive Director, Housing and Land): One.

Nicky Gavron AM: Only ABP?

David Lunts (Executive Director, Housing and Land): Yes.

Nicky Gavron AM: Out of all the companies you met in China, only ABP was put on the long list?

David Lunts (Executive Director, Housing and Land): Only one submitted.

Simon Powell (Assistant Director - Strategic Projects and Property): As far as I am aware, only one gave an expression of interest and submitted a pre-qualification questionnaire.

Nicky Gavron AM: Only one of those eight to ten was interested in applying and that was ABP?

Simon Powell (Assistant Director - Strategic Projects and Property): Yes.

Caroline Pidgeon MBE AM: Did you want to add anything, L&P? I saw you scribbling notes to each other. Is there anything else to add on that point?

Gordon Innes (Chief Executive, London & Partners): No.

Andrew Cooke (Chief Operating Officer and Deputy Chief Executive, London & Partners): No.

Caroline Pidgeon MBE AM: No? OK. In terms of due diligence, it is quite clear the internal audit report did not cover that area at all as part of their work. Are there any guidelines, Mr Wilson, on what due diligence should be undertaken on deals of this type?

Doug Wilson (Head of Financial Services): We have guidelines, but due diligence, in my view, varies greatly from situation to situation. What we might do on a UK company will differ from what you do in the case of a foreign entity.

The LDA carried out initial checks on their accounts and found no issues then, which got them through the first stage of due diligence. The GLA then carried out further checks as the procurement progressed, which involved looking at the group structure, looking at the accounts of various accounts in that structure and

having an independent accountant's review of the group to determine its worth. At the same time we were working through the dialogue process. The due diligence fed into that in that one of our concerns was we did not want to be dealing with a company registered in the British Virgin Islands because they are notoriously difficult to deal with. Therefore it became part of the negotiations that there would be a UK entity that we would contract with.

We also established early on that there was some financial viability in the organisation by having them place \$25 million in an account with the UK entity, so we were satisfied early on it was someone who could at least kick-start this process. Again, as negotiations continued we built in mechanisms that would ensure that at any point in time we had security in this country. In simple terms, that involved placing an amount in a bank account on escrow that would diminish as they started to spend money on infrastructure because clearly they did not want to have too much money tied up any one time. We came up with a formula that would ensure that we were adequately protected.

Caroline Pidgeon MBE AM: An overseas company so you have done all these checks and you have made them invest money and set up a UK entity in order to move this forward.

Doug Wilson (Head of Financial Services): Yes.

Caroline Pidgeon MBE AM: Have you done that with other similar projects?

Doug Wilson (Head of Financial Services): This is the only one I have been involved in when we have been dealing with a non-UK entity.

Caroline Pidgeon MBE AM: This is unusual and so you are feeling your way a bit around this. Where did you get advice for setting up this structure?

Doug Wilson (Head of Financial Services): We were not feeling our way. We had advice from Grant Thornton financially and Burges Salmon were our legal advisers. They were involved throughout the process.

Caroline Pidgeon MBE AM: You had professionals advising you to take this forward. I will leave it there because someone else is going to come in on this.

Len Duvall AM (Chair): In your due diligence, on 7 October 2008 London China ABP Ltd was incorporated by Xuelin Black as the sole director. Was that part of establishing a London presence for future due diligence processes? On 20 November 2009 was the first application to strike off London China ABP Ltd by Xuelin Black and there was a second application to strike that off as this organisation presumably tried to make a UK entity. Is this a Chinese company? What is the definition of a Chinese company?

I say this because when you look into Mr Xu's [Chairman, ABP] background, where some of your due diligence would have taken you, the ABP holding company is based in the Virgin Islands. He is a resident of the Seychelles. We know some of the issues around corporate tax issues for that. Companies House substantiates that. Even the Chinese would say this is not a Chinese company.

What do you say? Is this a Chinese company or an international-based property developer company in terms of the due diligence? What did you find and what did you report? Is there a report in existence on due diligence that is just in terms of this company?

Doug Wilson (Head of Financial Services): I am not clear exactly which company you are --

Len Duvall AM (Chair): Let us start again, shall I? I am happy to repeat myself if you want.

Doug Wilson (Head of Financial Services): Yes, but you started off talking about this company that --

Len Duvall AM (Chair): Which you would have found out about, I presume, from your due diligence exercise, its activities and the name of ABP.

Doug Wilson (Head of Financial Services): As far as I am aware, other than sharing the name, it had nothing to do with the ABP group.

Len Duvall AM (Chair): An interesting coincidence.

Doug Wilson (Head of Financial Services): I am not suggesting it is a coincidence; I am saying as far as I am aware it was nothing to do with the group. It appeared to be an attempt to set up a company in this country by Lady Black, which we were not aware of until the issues come out in the press. That, to that extent, was unrelated to anything we have done.

Len Duvall AM (Chair): What sort of due diligence do you do, then?

Doug Wilson (Head of Financial Services): We obtained details of the group's structure and that company did not feature in the group structure. We looked at those companies to establish their worth.

Len Duvall AM (Chair): Is it a Chinese company? Is anyone going to answer that one for me?

Doug Wilson (Head of Financial Services): The holding company is a British Virgin Islands company. There are other companies in the group that are Chinese companies.

Sir Edward Lister (Board Chairman, London & Partners): It is probably fair to say the bulk of its assets are in China. In that sense it is Chinese. If you then were to probe its financial backing, you will find lots of banks and you will find lots of companies. Some of them will be Chinese and some of them will be British.

Len Duvall AM (Chair): The assets will be its record of development in terms of work like the Royal Dock and its past record of achievement?

Sir Edward Lister (Board Chairman, London & Partners): Yes.

Len Duvall AM (Chair): Which is what?

Doug Wilson (Head of Financial Services): In terms of value?

Len Duvall AM (Chair): Which is what? What are its assets? What is its record of achievement in developing projects like the Royal Dock? Is this the first time that this company has ventured into the Royal Dock? What is its history? What is its background?

Doug Wilson (Head of Financial Services): The main development is the one Sir Edward [Lister] visited just outside Beijing.

Len Duvall AM (Chair): Is that their only one or do they have a number?

Sir Edward Lister (Board Chairman, London & Partners): I do not believe it is their only one. I think they have a number. It is the only that I have ever been to. That was a very extensive piece of new development which incorporates a very large hotel and a large number of commercial properties in quite a large floor plate. I am sorry I cannot tell you its size but it is a good 1 to 2 million square feet of office development.

Chairman, may I just go back to one of your earlier questions? I have now some clarification. I have misled you and I wanted to quickly clarify that in case that led to some slightly different questioning of other people here.

When we talked about our ability to send in auditors, what was said at the Audit Panel was correct. We do not have - and I misled you - until next week the ability to send in auditors. The new letter that is going to L&P does have the phraseology in it which does enable us to do that. We have corrected it. I was really referring to what is about to go out rather than what has actually been the past history. I am sorry if I misled you.

Jenny Jones AM: I feel I am going over old ground because you were in front of the Budget Committee. With the due diligence, presumably you look at their tax affairs and where they pay tax and so on?

Doug Wilson (Head of Financial Services): No, we would not normally look at where they pay tax. I would expect the business pays tax in the British Virgin Islands hence the structure.

Jenny Jones AM: Do you not think that ought to be an issue?

David Lunts (Executive Director, Housing and Land): It is not uncommon, Jenny --

Jenny Jones AM: I realise that.

David Lunts (Executive Director, Housing and Land): -- for development projects that are actually under the umbrella of UK-based companies to be organised through special purpose vehicles that are offshore. That is not an uncommon arrangement. It is nothing specific to this.

Jenny Jones AM: I wondered if it ought to be a criterion if we are engaging public money in businesses. I am asking the question. Thank you.

Nicky Gavron AM: Is the Mayor still a joint venture partner in the development of the Royal Albert Dock?

David Lunts (Executive Director, Housing and Land): I guess it depends what you mean by 'joint venture'. No, strictly speaking this is subject to a development agreement. The arrangement with ABP is governed by that development agreement. That covers their obligations. It covers things like overage arrangements, expectations, outputs and milestones. We are not formal joint venture partners in the sense of sharing this 50/50 risk and reward if that is what you are meaning.

Nicky Gavron AM: Will the Mayor be sharing any of it?

David Lunts (Executive Director, Housing and Land): Yes, there is an overage arrangement. Of course, the other factor here - which has not been mentioned yet but it is an important piece of context in terms of

the deliverability of the project - is that the Royal Albert Dock is in the Enterprise Zone. One of the important criteria for us was how quickly can we get activity here that will generate a business rate which will then help to fund the London Enterprise Panel.

Len Duvall AM (Chair): Do you want to explain to Committee Members about how overage arrangements work?

David Lunts (Executive Director, Housing and Land): Do you want to take that, Simon?

Simon Powell (Assistant Director - Strategic Projects and Property): Through the development agreement there is a predetermined agreed land price and then there is a profit hurdle that the developer is entitled to. After that point there is then a provision, called an overage provision, for the Mayor to share in an upside above that and so any superprofit effectively that the developer will get from this site.

Nicky Gavron AM: The Mayor is selling the land?

Simon Powell (Assistant Director - Strategic Projects and Property): Yes.

Nicky Gavron AM: Not keeping the freehold?

Simon Powell (Assistant Director - Strategic Projects and Property): Ultimately, as the development is phased and as development is completed, the leases are drawn down and then ultimately at the end they are freehold. There are five different phases and after phase five, at the very end, the freehold is sold.

Nicky Gavron AM: At the very end the freehold is sold?

Simon Powell (Assistant Director - Strategic Projects and Property): Yes, when it is all built up.

Len Duvall AM (Chair): Are not the words 'joint venture' mentioned in one of the Mayoral Direction sheets?

David Lunts (Executive Director, Housing and Land): 'Joint venture' is one of those terms, a bit like 'stakeholder', that often needs some context or some specific definition. There are different forms of joint venture. This is a joint venture, I suppose, in the sense that we are in it together. We will remain in it together until they have finished building it. It is not a joint venture in the way that some people sometimes refer to joint ventures. In other words, you create a specific corporate entity where you effectively share the risk and the reward and you parcel up the equity together. ABP is the developer of this, not the GLA. I suppose it is a joint venture in the sense that it is a partnership that will endure until phase five is complete.

Nicky Gavron AM: There is a profit agreement?

David Lunts (Executive Director, Housing and Land): And reserved.

Simon Powell (Assistant Director - Strategic Projects and Property): There is potential for an upside.

David Lunts (Executive Director, Housing and Land): There is a share of upside.

Tony Arbour AM (Deputy Chair): Was there not an inevitability that ABP was going to get this deal given that Mr Lunts has told us that Mr Xu had tagged this very long interest in the site, effectively, I suppose,

before it was marketed? In relation to that inevitability, were the final three - before two dropped out - genuine bidders?

David Lunts (Executive Director, Housing and Land): They were genuine bidders. They both invested their own risk capital to get into the bidding process and through the bidding process. In one case they struggled and eventually withdrew because they were really only prepared to commit on the basis that they had a pre-let; in other words they would not build anything unless they had got an agreement to lease. We felt that that placed too much risk around the project because they could not really identify with any certainty where those pre-lets would come from. In the other case, as we have already discussed, when we looked in detail at their pledge to start and their ability to actually see this through they too struggled to identify who the occupiers would be.

At the end of the process we were only left with one appointable candidate. That does not necessarily mean there was an inevitability to the process. Had the other two bidders that went to the final three been willing or able to take more of a speculative view about their bids then they could well have been successful, but they were not. They certainly were not hypothetical bids. They certainly were not, in their own view, wasting their time otherwise I suspect they would not have spent the tens of thousands of pounds that they did.

Tony Arbour AM (Deputy Chair): Tens of thousands in a project which --

David Lunts (Executive Director, Housing and Land): I am assuming.

Tony Arbour AM (Deputy Chair): -- is worth how much? It is a very small investment. If I was a conspiracy theorist and hypothetically making a programme for Channel 4 I might well say to myself that for these other two it would have meant a comparatively small investment - I am only talking hypothetically - of, in Mr Lunts' words, thousands of pounds to set up two other people on the list. Is that entirely fanciful? I am drawing on the fact that the initial thing that we have been told about in relation to this work that L&P did was to ring up all these 47 people to ask them - as I understand it, this is the question you asked the 47 people - whether they were willing to take space in such a development. That was the gist of it, was it not? You were asking the 47 companies that you telephoned whether or not they wanted a piece of this development?

Gordon Innes (Chief Executive, London & Partners): Were they aware of the development and did they intend on purchasing premises in the development.

Tony Arbour AM (Deputy Chair): That is right, but you only asked them about ABP, did you not? You did not ask them about these other two people?

Gordon Innes (Chief Executive, London & Partners): They had dropped out or been excluded by that stage.

David Lunts (Executive Director, Housing and Land): Just to be clear, the other two that went down to the final three with ABP were domestically-based, UK-based developers.

Tony Arbour AM (Deputy Chair): Were they?

David Lunts (Executive Director, Housing and Land): Sorry, just to be clear. They were UK-based. Well known to the GLA, actually.

Tony Arbour AM (Deputy Chair): I pull my programme.

David Lunts (Executive Director, Housing and Land): To be clear on the background, there was certainly no conspiracy.

Tony Arbour AM (Deputy Chair): Thank you.

Nicky Gavron AM: There was only one Chinese company right through?

David Lunts (Executive Director, Housing and Land): There was only one Chinese company.

Tony Arbour AM (Deputy Chair): My line of questioning fails except from the view that ABP were determined to have this.

David Lunts (Executive Director, Housing and Land): They were very enthusiastic. There is no doubt about that. They were very committed all the way through. They were seriously committed to it. That was demonstrated in the final outcome.

It is worth adding as well that on a scheme like this which is a commercial scheme, it is not a residential scheme, it is pretty unusual to see developers committing to build speculatively without a pre-let. It is extremely unusual outside of the core commercial markets of London, and even more unusual coming out of a very deep and difficult recession. Those were some of the reasons why actually - speaking personally and I do not think I was the only one - I was pretty impressed in a way that the LDA and subsequently the GLA managed to get three pretty serious bids. That was pretty good going actually for a site like this that was looking for a large element of speculative investment.

Nicky Gavron AM: You have just said that this is an employment-led site. We all know that. The whole point is that it should be the jewel in the crown, quite rightly, of an important premier enterprise district. I know that the stage one application for planning permission from ABP does include housing. Housing was not in the Opportunity Area Framework, nor was it in the development brief, and now it is in ABP's planning application at stage one. Can you explain that?

Simon Powell (Assistant Director - Strategic Projects and Property): The discussions with us and the local authority during the pre-planning process led to incorporation of an element of housing within the overall scheme, particularly in relation to place-making and making it more of an active place 24/7 rather than what was being led through the employment-led brief.

Nicky Gavron AM: I am only bringing this in at this point because you just said that it was a risk because there was no housing in it. We all know that, as an asset, class housing gives you much more profit than commercial and employment development does. I am interested in the fact that there now is housing in it. You are in this together, as you have just told us.

David Lunts (Executive Director, Housing and Land): Just to be clear, there was never a situation where an element of residential development was precluded from the process. Bidders were free to introduce an element of residential if that is what they chose to do. However, the core requirements and obligations - and they are very clear in the development agreement - are to build a very substantial amount of employment space, commercial development.

ABP have come back and said that they want some ancillary residential. That is not the bulk of what they are going to be doing. As Simon says it is something that we, the London Borough of Newham and indeed ABP's professional advisers all thought would not compromise the commercial employment space but would enhance it. It would mean that the restaurants, the public space and the other facilities would be more sustainable. It would not be one of those dead places after 6.00pm in the evening.

Len Duvall AM (Chair): At that stage another bidder then might say, "Actually, I might like some of that. If you had thought about it earlier, because you knew it was a difficult site by your own admission, why cannot I have put a bid around ancillary housing?" Why have we got to the stage where that might have been there when it was a very difficult site? Why was it not thought about earlier on during the formal tendering issues and then others would have been allowed to participate in that? It seems eminently simple. It would not have taken too much to work out - you said it was a difficult site - that this might well be an issue. Why did we not, to get best value or to get the best possible bids, allow others to access the tender on that basis?

Simon Powell (Assistant Director - Strategic Projects and Property): Two quick things on that. In terms of how it was procured and the objectives set out, as we said it was a heavily employment led mixed-use development. In the actual tender submitted and evaluated from ABP they had an element of serviced apartments.

Len Duvall AM (Chair): Housing was always part of the evaluation?

Simon Powell (Assistant Director - Strategic Projects and Property): It was a small element and it still is a small element essentially of the overall quantum of development. That was in there at the tender close stage.

Nicky Gavron AM: Not in the other competitors?

David Lunts (Executive Director, Housing and Land): Did the others have any?

Simon Powell (Assistant Director - Strategic Projects and Property): I do not know really, no.

Nicky Gavron AM: You do not know. It is not insubstantial the housing. It is getting on for 1,000 homes.

Simon Powell (Assistant Director - Strategic Projects and Property): No, it has increased now.

Nicky Gavron AM: I do not call that insubstantial. I have finished.

Murad Qureshi AM: Another facet of the site is the proximity of City Airport. What did that play in ABP's interest in the whole of the Dock?

David Lunts (Executive Director, Housing and Land): They certainly felt that City Airport was a significant piece of local infrastructure that means the place is obviously well connected. Equally, they have had to organise their detailed design work and their planning application around some of the constraints that the airport introduces in terms of flight path, health and safety and other things. They feel it is a complementary local facility for the scheme.

Murad Qureshi AM: It surprises me and tell me if I am wrong. Did the airport itself make a bid?

David Lunts (Executive Director, Housing and Land): No.

Murad Qureshi AM: Not at all. Essentially it is an infrastructure company. At any airport you go to, actually you have plenty of hotels, plenty of headquarters and what-have-you around them. They did not take an interest in that at all, that is interesting.

Jennette Arnold OBE AM: Chair, my question is to Sir Edward. As Members of this Committee, one of the things we are supposed to leave these meetings with is a sense of confidence in the answers to the questions given and that those people who have got these name tags are in charge and fully up to their task. Can I ask you what advice do you know that your staff received in terms of the expertise? Let me be clear here. China does business quite widely. There are parties going off abroad and the Prime Minister has led them. We all want Chinese investors. We would all know, if we are sensible and of the world, that this is an incredibly complex country to deal with. It is a complex situation and they are newish to the market of coming into the UK. What advice and what expertise do you expect your people to have? How do you check that they are receiving that advice?

It seems to me if we are dealing with a Chinese company it would have been reasonable to know whether or not they were using a special vehicle which is going to be located offshore. It is my understanding that is routinely done. That knowledge and fluency has not come through today. I am asking you, Sir Edward, because other than the Mayor the buck stops with you. You are working on Londoners. How confident can we be that you have the checks within the system enabling your officers, who are clearly not going to be experts in these particularly complex areas, to have that advice?

Sir Edward Lister (Board Chairman, London & Partners): You have first to differentiate between land which is owned by us and land which is owned by others. This is the only site which is owned by us where we have, to the best of my knowledge anyway, a Chinese investor in there. We have been through the procurement process of that. There are other Chinese firms that L&P and the Mayor's Office have worked very hard to bring into London, like Wanda at One Nine Elms, Greenland at Tower Hamlets and in Wandsworth, and Reignwood just across the river there at 10 Trinity Square. I could go on. There is a whole list of big Chinese developers. We are aware of these companies. We worked, through L&P, to encourage them to come here. They have been through the processes. They have employed UK specialists to advise them, planning consultants, land agents and the rest of it. L&P have had arrangements with JLL, which have been able to provide quite a lot of advice.

Jennette Arnold OBE AM: An expert in this field?

Sir Edward Lister (Board Chairman, London & Partners): An expert in this field. All of these Chinese schemes have been so far very successful. I am not going to say every one of them will always be successful. I am sure that will not be the case. The majority so far have been. They are building out some important bits of London real estate, providing many thousands of homes which we need as a city, and commercial premises. We are very happy with them. There is quite a bit of surety, both within GLA and within L&P.

David Lunts (Executive Director, Housing and Land): It is a very fair question. It is a fair challenge. We were very aware of it through the process with ABP. Like a number of the organisations that Sir Edward has mentioned, they are newcomers. There was no doubting the passion, the zeal, the enthusiasm and the vision for the Royal Albert Dock but this was the first time they had really set foot and done a serious development project here. We wanted to be assured that they had the wherewithal, the partnership and the arrangements

to navigate the way through a quite complex set of arrangements in terms of planning, design, building and so forth. We pressed them very hard on that.

One of the reasons was we were very keen to see them work with their appointed development managers, Stanhope. Stanhope is very well regarded. It does an awful lot of work in London. Terry Farrell [British architect] did the design work for them. Savills had done its property advice both here and indeed in China because Savills has a base there. We were very, very keen to lock down quickly with them the assurances we needed that they had that sort of expertise around them. They have acquitted themselves relatively well. They have managed to navigate their way through a quite complex set of processes. They are almost through the planning system now. They would have struggled to have done that, frankly, if they had not had that sort of domestic team around them.

Jennette Arnold OBE AM: Thank you. Can I go back to Sir Edward and pick up an area that Sir Edward did not address? It goes back to the stated importance of trade with China. There was a large delegation led by the Prime Minister. I do not know if you were part of that, Sir Edward, or maybe the Mayor was. Do you have links to, say, the Department for Business, Innovation & Skills (BIS) in terms of conversations with the Chinese Government? They will be at the back of any emerging company moving monies out of China. Can you give us a sense that there is that sort of development and talk?

I only say this because, wearing another hat with a London-based organisation, all these supposed checks were done and a quarter of the way down the road the people were arrested and jailed in this other country, not China, I have to say. For me the missing thing there was the access to honest governmental conversations.

Sir Edward Lister (Board Chairman, London & Partners): I can give you that reassurance. We have extremely good links here with United Kingdom Trade & Investment (UKTI), as indeed does L&P. Indeed, some of L&P's staff are actually UKTI staff on secondment into L&P. The links are very, very solid. Within UKTI they have the Regeneration Investment Organisation (RIO). I am on their Board. Indeed, we see all the papers coming from them. We have regular contact with them. The links are very close to UKTI. All these companies that have come here have been checked out. We do know about them. They are well-known to UKTI. They are very large companies.

I should go on to add that we have also links into the Bank of China, which was quite regularly the funder. It is not usually the only funder, by the way. You usually see an array of British banks at the back of them. HSBC is probably the most common, which is usually there. Usually you find Bank of China in the mix. We do have that close relationship with the Bank of China. We can talk to them if we felt the need to.

Jennette Arnold OBE AM: Chair, thank you. I can give you half a tick so far.

Nicky Gavron AM: Can you just update us on how the joint venture is getting on with bringing in companies?

Simon Powell (Assistant Director - Strategic Projects and Property): Yes, as David [Lunts] mentioned quite recently, Savills is acting for ABP both in the UK and overseas. There has been some significant progress very recently, which unfortunately we cannot divulge yet because it is not contractually committed. We are expecting an announcement to be made of a significant entity coming forward to potentially part-fund and part-provide equity in to the Royal Albert Dock site, and also to actually take some space. As I said, watch this space. Unfortunately, we cannot divulge more than that at the moment.

As we understand it, there is some significant interest out there, as I have said. As with all of these types of developments, the key thing in the very short-term is securing planning consent. It achieved resolution to grant from Newham's Planning Board July last year. We have been working hard and ABP have been working hard to bring that forward in terms of the section 106. It has now been referred, as a stage two, back to the Mayor.

Nicky Gavron AM: It has been referred?

Simon Powell (Assistant Director - Strategic Projects and Property): Yes.

Nicky Gavron AM: When did that happen?

Sir Edward Lister (Board Chairman, London & Partners): I do not think it is actually in front of him yet.

Simon Powell (Assistant Director - Strategic Projects and Property): Sorry, I thought it was.

Sir Edward Lister (Board Chairman, London & Partners): No, I do not think it has arrived.

Simon Powell (Assistant Director - Strategic Projects and Property): It is coming in days.

Sir Edward Lister (Board Chairman, London & Partners): It is on its way through.

Simon Powell (Assistant Director - Strategic Projects and Property): It is not right in front of the Mayor at the moment but it is being referred back into the Mayor.

Nicky Gavron AM: There are issues, are there not, around the section 106s? What are those issues? Can you just quickly tell us?

Simon Powell (Assistant Director - Strategic Projects and Property): As with any development of this type, it takes a while to negotiate the section 106.

Nicky Gavron AM: Around housing and transport?

Simon Powell (Assistant Director - Strategic Projects and Property): Housing and transport are the two specific issues.

Nicky Gavron AM: It is around affordable housing?

Simon Powell (Assistant Director - Strategic Projects and Property): Yes, and safeguarding that. Also the necessary transport provisions and upgrading, particularly of the local Docklands Light Railway (DLR) stations that are required in the area, and specifically as part of this development.

Nicky Gavron AM: Can I just say there was a *Wall Street Journal* piece that said this was going to be a finance and business district. Is that how you would describe it?

Sir Edward Lister (Board Chairman, London & Partners): Yes, I would.

Nicky Gavron AM: It is going to be a finance and business district?

Sir Edward Lister (Board Chairman, London & Partners): It is largely aimed at Chinese companies wanting to set up their European headquarters building. It is a mixture of floor plates of varying sizes and they can move up and down within the complex. That is what is at the back of it.

Nicky Gavron AM: Will it be employing mainly people from South East Asia?

Sir Edward Lister (Board Chairman, London & Partners): No, not necessarily. The principals are likely to be Asian. It is envisaged, certainly by Newham, that a large number of local people will get employment.

Nicky Gavron AM: You must have had discussions with the other two financial and business centres. What would be the impact in terms of trading and finance?

Sir Edward Lister (Board Chairman, London & Partners): They do not feel this is a conflict as far as they are concerned. Both the City and Canary Wharf are dealing with a different scale of operation. These are largely smallish companies that are involved here. You are not dealing with the mega companies that you see in the other sites.

Nicky Gavron AM: I want to land on one point, which is that it is new to me that housing was allowed in the tender process. It was only ABP that had housing in its tender process. If you are tendering in a process that has a development brief and behind that an Opportunity Area Framework saying this is employment-led with no housing, then you probably, unless you were particularly encouraged, would not put housing into it. I am very surprised by that. I do wonder whether that was not behind one changing of the weighting in terms of deliverability. Obviously it is easier to deliver if you have housing in the mix. As you have said, housing makes it less risky.

Simon Powell (Assistant Director - Strategic Projects and Property): As we have said, through the tender process it was about getting early delivery. There was specifically set within the tender process a minimum threshold of quantum of commercial office development that had to come forward. ABP through its tender has now contracted to deliver substantially more than that. There was no minimum housing coming forward. It was all about the commercial development to come forward.

Nicky Gavron AM: You do agree there is something a bit strange about having a development brief - and the Mayor sets this - and an Opportunity Area Framework that says this is not to have housing on it and then housing is introduced?

David Lunts (Executive Director, Housing and Land): To be clear, the planning framework there - and indeed the procurement process and the briefing reflected this - that there is a very strong presumption in favour of employment. That is what it is there for. That does not therefore ultimately and completely exclude any residential development. In fact, I do not think we should make any apology for introducing an element of residential there.

Len Duvall AM (Chair): No one is suggesting that.

David Lunts (Executive Director, Housing and Land): London needs housing.

Nicky Gavron AM: I am not saying that.

David Lunts (Executive Director, Housing and Land): What clearly would be wrong though is if residential had been inserted and they had excluded or removed the obligation to deliver the commercial space. That is not the case.

Len Duvall AM (Chair): It is a question I am going to pose to you again because I think you did not answer it when I originally asked it. The question was other tenderers in the evaluation could have submitted ancillary housing. It would have changed the valuation of this site and would have substantially changed the due diligence issues, as well as some of the financial background. It is not the exclusion of housing, it is the fact that housing has been added in. If I was a bidder was it clear to me that I could have done that in my evaluation? Would that have made an impact? Somewhere in this thought process of what you have told us is a very difficult site which is actually a job related commercial site as its principal, has now moved to a mixed-use site to make a sense of place, if I can quote you. That is what the transcript will tell us. The question we are asking and we want to know is in a tendering process how does that work when you have gone through bidding for A and you are coming out with X with housing? Ancillary housing, as you put it, but housing nevertheless.

David Lunts (Executive Director, Housing and Land): I hope we have made clear that the ABP submission actually included an element of ancillary residential at the outset. They had some serviced apartments included. It is true that during the course of the many months that we have been working on this together with them their plans have evolved. There is now a bigger plan of residential perhaps than there was in the original submission.

Nicky Gavron AM: Surprise.

David Lunts (Executive Director, Housing and Land): Maybe, maybe not. It is entirely consistent with their original vision and their original submission which had an element of residential, and it is entirely consistent with what was always going to be, and always should have been frankly, a process of evolution as you move through the process. There is no reason why any other bidders could not have included an element of ancillary residential on a similar basis. They chose not to.

Len Duvall AM (Chair): How do I know that I'm getting a good deal - generally, not on this one, - how do I know, that we've got a good deal? How do we know that you have done your best for Londoners, and that you have extracted out for this land, both in terms of what is going to be on it for the future and what has been there in terms of a public subsidy, or whatever; how do I know that I have got a good deal? How can you show that to me and demonstrate that to me? How do we know that? We know that these people were busting a gut since 2008, wanting this site. Did we extract a pound of flesh for that? How do we know? What is the judgement? What is the thing that I can base my judgement on, that you have done well by Londoners?

David Lunts (Executive Director, Housing and Land): I guess number one is "Is there a credible project here that has got a good chance of delivering the kind of things that were in the submission?": in terms of jobs; in terms of workspace; in terms of an element of residential; in terms of a business rate revenue stream to the LEP; and in terms of contributing to the wider regeneration story in the Royal Dock and East London. Ultimately, the test of that, clearly, is going to be whether they get through this process and build the whole five phases out. At this point in time, all I can say is that I think ABP have acquitted themselves well, thus far: they have hit all their milestones; it looks very likely that they will start on site some considerable time before their milestone dates; what they have brought to us since appointment has actually become more ambitious

than they were originally planning. As Simon [Powell] says, we are pretty close, we think, to some very positive news about funding and occupation strategy.

I think that we are pretty much 'set fair' at the moment, but none of us here can foresee the future. In terms of where I would have hoped we would have been when we inherited the project back in 2012, I think we are in as good a place as we could reasonably expect to be.

Len Duvall AM (Chair): You've made great emphasis on a part of the tendering process - towards the end of the tendering process - early delivery. Against the backdrop of the planning negotiations going on, are we in the timescales for early delivery that you originally envisaged when you were tendered and chose this potential developer?

David Lunts (Executive Director, Housing and Land): The long stop date for a start on site is August 2016. At the moment, ABP are intending to be on site by the end of this calendar year. So I think we will get there a considerable period of time before they are actually obliged to start onsite.

Murad Qureshi AM: Just going back to the site visits, I was there with [Assembly Member] John Biggs and [Assembly Member] Gareth Bacon. There were two things I learned. Firstly, there was a housing element - Notting Hill Housing Trust presented a shared ownership scheme, that seemed to be part of the parcel and I'm surprised that hasn't been mentioned.

The other thing that was quite interesting was that when I asked ABP about the scale of their ambition - how did they see themselves? - they saw themselves as a mature Canary Wharf. If that says anything to me, it says that the scale of their ambition is much bigger than anything we have reflected here. I have asked the [London Assembly] Regeneration Committee if that is realistic. ABP is going to be here for a long time. That is how they are thinking.

You are quite right that we should emphasise the governance issues here for the GLA. However, this is also, dare I say, a global thing we are dealing with as well, with the recent Chinese intervention setting up the Asian Investment Bank. I understand that the British Government has signed up to that, but the Americans haven't - to the great annoyance of the Americans, it has to be said.

Len Duvall AM (Chair): Everything suggests, in terms of commercial office development surrounding Canary Wharf/Stratford is to be cautious. Greenwich Village comes to mind, in terms of office development: you cannot get closer and have transport infrastructure already in place. This is getting transport infrastructure in place. If it cannot work on something like the Greenwich Village scale, what confidence have we got that the commercial development - whether it is Chinese-backed businesses or niche businesses, coming into it - will work here? What work has been done around those issues?

Sir Edward Lister (Board Chairman, London & Partners): First and foremost, it is of course "buyer beware": they have made a commitment to this site, it is their money that is in it, not City Hall's money. Let's be absolutely clear.

Len Duvall AM (Chair): Turning it into residential.

Sir Edward Lister (Board Chairman, London & Partners): A very small part of it. The first phase of the planning application, which Nicky [Gavron] mentioned, is really the core of the commercial development right at the centre of the site. As you come off the roundabout, it is the area right in the very middle where the

planning application is. That is phase one. It is very much commercial. It is a mixture of floor plated sizes. I cannot remember the square footage --

Simon Powell (Assistant Director – Strategic Projects and Property): The overall development is 4.7m square feet.

Sir Edward Lister (Board Chairman, London & Partners): So 600,000 square feet commercial [space]. Now that is a real commitment to do it. It has got City Airport near it, and that is an asset. It has got all the hotels and the ExCel complex next door, they are feeling very confident about it. [ABP] are building a different type of building. It is going to be at a different rent level: it is not going to be at the rent levels of Canary Wharf, it is going to be a much - well, [ABP] are going to make that decision as to what rent level they are going to travel at. It is different. I don't think you can compare it with Greenwich peninsula, which I think is slightly different.

Len Duvall AM (Chair): I am comparing it to office space and infrastructure, but nevertheless we might return to that. Any further questions from the Committee? We will be writing to both parties, probably including Sir Edward as well, about some follow-up questions. We will take stock once we have seen the transcript. Thank you very much for your attendance here this morning.

Subject: Summary List of Actions

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 30 June 2015

This report will be considered in public

1. Summary

- 1.1 This report updates the Committee on the progress made on actions arising from previous meetings of the GLA Oversight Committee.

2. Recommendation

- 2.1 **That the Committee notes the completed and outstanding actions arising from previous meetings of the Committee, as listed below.**

Actions Arising from the Meeting Held on 24 March 2015

Item	Topic	Action	Action By
7	<p>The Mayor's Senior Adviser for Team London, Volunteering, Charities and Sponsorship</p> <p>To provide the Committee with clarification on the criteria that had been used for calculating the rate of informal volunteering in London.</p>	<p>The response is attached as Appendix 1.</p>	<p>Senior Adviser, Team London, Volunteering, Charities & Sponsorship</p>

Item	Topic	Action	Action By
12	<p>Royal Albert Dock</p> <p>To provide the Committee with:</p> <ul style="list-style-type: none"> • Subject to legal clearance, the documentation, including relevant email exchanges, in relation to the Royal Albert Dock development that had been made available to Moore Stephens as background to their audit inspection; • Further comment on the London & Partners press release of 31 May 2013 on London & Partners' relationship with Advanced Business Parks (ABP); • Confirmation of the date on which Mr Tongbo Liu left the employ of London & Partners; • Clarification on the extent to which the GLA has the ability to audit London & Partners, and further details of current and future grant agreements and the associated auditing requirements; • Confirmation of when and which London & Partners and GLA staff met with Ms Xuelin Black, particularly in her role as adviser to ABP; and • Clarification on whether there are records of ABP meeting with any predecessor organisations prior to discussions with London & Partners in relation to the Royal Albert Dock development. 	<p>The response is attached as Appendix 2.</p>	<p>Board Chairman, London & Partners</p>

Actions Arising from the Meeting Held on 24 February 2015

Item	Topic	Action	Action By
6	<p>Consultation on Shared Committee Services with the Old Oak and Park Royal Development Corporation</p> <p>As part of its annual review of GLA shared services, the Committee receives an update on the proposed arrangements, with particular reference to financial costs and potential conflicts of interest.</p>	To be dealt with at the Shared Services items during the 2015/16 work programme.	Committee Officer
8	<p>London Assembly Annual Report</p> <p>Authority delegated to the Chair (MDA 580), in consultation with the Deputy Chairman and Group Lead Members, to approve the publication of the London Assembly annual report 2014-15.</p>	In progress.	Head of Scrutiny and Investigations.
9	<p>Resilience Activities in 2014</p> <p>The Committee requested:</p> <ul style="list-style-type: none"> • That consideration be given to the manner in which the record of Mayoral Advisory Group meetings is disseminated; • That officers review the recommendations on victim support made in the London Assembly's 7 July Review Committee report; and • That the Assembly be informed of the conclusion of Public Health England's review of its Ebola virus disease screening procedures. 	The response is attached as Appendix 3 .	Chief of Staff and Deputy Mayor for Policy and Planning

Actions Arising from the Meeting Held on 27 January 2015

Item	Topic	Action	Action By
8	<p>Consultation on Pan-GLA Group Collaborative Procurement Function</p> <p>The Committee requested an update in 2015/16 addressing the issues raised during the meeting:</p> <ul style="list-style-type: none"> • Named individuals in each organisation to be held to account; • Clearly set out milestones showing what would be achieved in the first two years; • More ambitious, but achievable targets for savings over a reasonable timescale, with clarity about what savings were being made; • The planned approach to ethical and fair trade procurement; and • A focus on ensuring that TfL's approach to efficiency would be closely monitored. 	To be dealt with as part of the Committee's 2015/16 work programme.	Executive Director of Resources
9	<p>Assembly Requirement for Information to be included in the Mayor's Annual Report for 2015-2016</p> <p>Authority delegated to the Chair (MDA 574), in consultation with the Deputy Chairman and Group Lead Members, to notify the Mayor under section 46(2)(d) of the Greater London Authority Act 1999 (as amended) of the information that the Assembly wishes his 2015-16 Annual Report to contain.</p>	The letter setting out the Assembly's requirement for information is attached as Appendix 4 .	Head of Scrutiny and Investigations.

Actions Arising from the Meeting Held on 11 December 2014

Item	Topic	Action	Action By
10	<p>State of London Debate</p> <p>The Committee to review at a future meeting the format of the State of London Debate with a view to assisting the next Mayoral administration.</p>	To be dealt with through the Committee's work programme for 2015-16.	Committee Officer

Actions Arising from the Meeting Held on 20 November 2014

Item	Topic	Action	Action By
7	<p>Senior Employee Remuneration in the GLA Group</p> <p>That the Mayor be asked:</p> <ul style="list-style-type: none"> To consider establishing a consistent approach to exit payments across the GLA Group; Inform the Assembly at the start of the process for the extension of the contract of the Commissioner of Police of the Metropolis; and to provide greater transparency in terms of pay policies, senior employee remuneration and payments for loss of office, across the GLA Group, particularly with reference to London & Partners and the London Pensions Fund Authority. 	<p>The response is attached as Appendix 5.</p>	<p>Mayor of London</p>

Actions Arising from the Meeting Held on 11 September 2014

Item	Topic	Action	Action By
6	<p>Shared Services: Consultation on Shared Treasury Management Functions</p> <p>It was agreed that the GLA Oversight Committee reviews the shared treasury management arrangement between the GLA and the London Pensions Fund Authority after a year of operation.</p>	<p>To be dealt with through the Committee's work programme for 2015-16.</p>	<p>Committee Officer</p>

Actions Arising from the Meeting Held on 25 June 2014

Item	Topic	Action	Action By
18	<p>Consultation on Proposed Restructuring of the Committee Services Team</p> <p>The Head of Committee and Member Services to further explore the possibility of shared Committee Services arrangements with MOPAC and to provide a note to a future meeting setting out MOPAC's decision-making structure and processes.</p>	To be dealt with at the Shared Services item during the 2015/16 work programme.	Head of Committee and Member Services

3. Legal Implications

3.1 The Committee has the power to do what is recommended in this report.

4. Financial Implications

4.1 There are no financial implications arising from this report.

List of appendices to this report:

- Appendix 1** Correspondence from the Senior Adviser, Team London, Volunteering, Charities & Sponsorship
- Appendix 2** Correspondence from the Board Chairman, London & Partners
- Appendix 3** Correspondence from the Chief of Staff and Deputy Mayor for Policy and Planning
- Appendix 4** Letter to the Mayor in relation to his Annual Report
- Appendix 5** Correspondence from the Mayor in relation to senior employee remuneration

Local Government (Access to Information) Act 1985

List of Background Papers:

MDA 574

Contact Officer: John Barry, Principal Committee Manager

Telephone: 020 7983 4425

Email: john.barry@london.gov.uk

MAYOR OF LONDON

Len Duvall
Chair of the GLA Oversight Committee
City Hall
London
SE1 2AA

Our ref: VW/ps

Date: 9 April 2015

Dear Len

Thank you for your letter of 31 March. It was my pleasure to attend the Oversight Committee meeting.

The statistic given on informal volunteering in London was taken for the Community Life Survey, which is a survey commissioned by the Cabinet Office and was published in February 2013. It provides official statistics on issues that are important to encouraging social action and empowering communities, including volunteering, giving, community engagement and well-being. The Survey is representative of adults (aged 16+) in England. The Community Life Survey delivers a nationally representative sample of adults (aged 16 years and over) in England. The sample consisted of approximately 5,000 interviews conducted by TNS-BMRB, on behalf of Cabinet Office. Further information can be found here: <https://www.gov.uk/government/collections/community-life-survey>

The data from the report states that in London informal volunteering (once a year) had increased from 49% to 60%; informal volunteering (once a month) increased from 23% to 34%; and, formal volunteering (once a month) 19% to 28%. Formal volunteering is defined as "giving unpaid help through groups, clubs or organisations to benefit other people or the environment", whilst informal volunteering is defined as "giving unpaid help as an individual to people who are not relatives".

Results of the 2014-15 Community Life Survey are not yet available; when they are we will be updating our website. We will also look to work with our intelligence team and third sector bodies to see if there is any further data that we can gather which would offer greater insight into the take up of volunteering in London.

I hope that provides clarity for the Oversight Committee.

Yours sincerely



Veronica Wadley
Senior Advisor to the Mayor of London
(Team London, Volunteering, Charities and Sponsorship)

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Mr Len Duvall
Chair of the GLA Oversight Committee
City Hall
The Queens Walk
London SE12AA

16th April 2015

Dear Len,

GLA Oversight Committee – 24 March 2015, Royal Albert Dock

Thank you for your letter of 10th April regarding attendance at the above meeting. You asked for further information arising from the discussion.

I will respond to your points in turn:

- **Providing background documentation in relation to the Moore Stephens Report**
Due to the commercial sensitivity of the information and legal issues in relation to publishing emails without the sender's or recipient's permission we are not in a position to publish the background information in the report. As discussed at the meeting, the report was commissioned by the board of London & Partners who are confident about the robustness of the report. This report, that was release to you in its entirety, clearly refutes the allegations made against London & Partners as well as providing full details of London & Partners involvement in marketing the Royal Albert Dock.
- **London & Partners Press Release issued on 31 May 2013**
The information contained within the press release confirms that London & Partners role was to promote and market the Royal Albert Dock internationally and to support ABP by providing information and advice on the practicalities of locating and doing business in the capital. As confirmed by the Moore Stephens report, London & Partners played no part in the procurement of the Royal Albert Dock.
- **London & Partners' media strategy in response to the Channel 4 programme**
The London & Partners' press team were made aware of the enquiry by Channel 4 News by the GLA press team on 6th November after they received a request for information. At no point did London & Partners receive a direct request for information from Channel 4. Our press team prepared a statement addressing the allegations relating to London & Partners and communicated this to Channel 4 on 11th November 2014 prior to the item being broadcast on 13th November. In addition to the above statement our press team then subsequently issued a further statement to Channel 4 News immediately after the broadcast, because it was felt strongly that they did not accurately represent London & Partners position when the story was broadcast and published online. However, this statement was not published or broadcast by Channel 4 News.

Following Channel 4's broadcast, we received further media enquiries, for example, from the Evening Standard, BBC London, The Guardian, ITV London and various Chinese media. At all times our press team issued a robust denial of the story. For example, ITV London News carried a short piece on 15th November 2014 with an extract of our statement confirming that 'London & Partners was not a part of the decision making process nor sought to influence which company would be awarded the contract for the Royal Albert Dock'. Copies of the press statements issued to Channel 4 are contained as an Appendix to this letter.

- **Confirmation of the date on which Mr Tongbo Liu left the employment of London & Partners**

Tongbo Liu left the employment of London & Partners on 31 March 2013.

- **Clarification on the extent to which the GLA internal auditors have access to London & Partners' accounts, and sight of current and future grant agreements and the associated conditions**

Attached is a document which combines the original grant agreement for 2011-2015 with a deed of variation agreed in April 2012 which outlines the arrangements for London & Partners employing Tongbo Liu on behalf of the GLA. A new deed of variation is currently being drawn up by the GLA to extend the grant to 2017. In addition the new deed of variation will augment the provisions in the current agreement for the GLA to have access to London & Partners business records to allow the GLA to conduct inspection visits and scrutiny of London & Partners files and to audit or conduct any other review of the company's use and management of the GLA Grant.

- **Confirmation of when and which London & Partners and GLA staff met with Ms Xuelin Black, particularly in her role as adviser to ABP;**

London & Partners' representative in Shanghai attended a dinner with Zhongrong Holdings Group in conjunction with representatives from the GLA and LDA as part of the Royal Albert Dock marketing campaign on 23rd September 2011 at which Ms Xuelin Black was present. Our representative was not aware that Ms Black was an adviser to ABP. I attended a lunch with Gordon Innes of London & Partners after the signing ceremony at City Hall to announce the London ABP project on 29th May 2013 at which Ms Xuelin Black was present.

- **Clarification on whether there are records of ABP meeting with any predecessor organisations prior to discussions with London & Partners in relation to the Royal Albert Dock development.**

Having checked the files that were transferred from Think London to London and Partners I can confirm that there are no records of there being any meetings with the predecessor body in relation to the Royal Albert Dock.

Finally, you asked for a response to the following questions:

- **Can you confirm that your role in the due diligence process was to ascertain the capacity of ABP to specifically deliver Chinese businesses to the Royal Albert Docks project? How was this done? Who carried out this process?**

In August 2012 at the request of the GLA London & Partners' China team asked 47 Chinese companies three questions as to whether they were potential buyers or tenants of ABP's proposed development of the Royal Albert Dock.

- i) Was the company located in an existing ABP development in China?
- ii) Did the company have an intention to establish a presence in London in the next few years?
- iii) Was the company aware of ABP's proposal for a development in east London? If yes, did the company intend purchasing premises in the development?

The responses to the questions were recorded in a spreadsheet and passed to the GLA. Moore Stephens has reviewed the spreadsheet and emails in relation to this exercise and concluded it was carried out in a 'factual and neutral way'.

• **Did you have any other role in the due diligence process?**

London & Partners played no other role in the due diligence process.

Yours sincerely,



Sir Edward Lister
Chairman

cc: Gordon Innes, CEO, London & Partners
John Barry, Principal Committee Manager, GLA

Appendix

PRESS STATEMENTS ISSUED TO CHANNEL 4

Initial statement sent to Channel 4 on 11th November 2014:

"Think London was funded by the London Development Agency (LDA) to promote London as a destination for foreign direct investment before being merged into London & Partners in 2011. Think London and subsequently London & Partners was tasked by the LDA and the GLA, into which the LDA was subsumed in 2012, to promote the investment opportunities available in the Royal Albert Docks. London & Partners carried out an international marketing and promotional campaign in 2011, including in India and Australia as well as numerous cities across China and Hong Kong, to highlight to potential investors the opportunities available in the Royal Docks. London & Partners encouraged several companies to bid and to complete the tender process. At no point was Think London or London & Partners a part of the decision making process nor sought to influence which company would be awarded the contract for the Royal Albert Dock.

"London & Partners, as is common practice for many organisations, shares office space with other businesses. We currently rent out a small space in an office at Oriental Plaza in Beijing. The lease was originally taken out by the LDA in 2006 to accommodate Think London's staff and the LDA's representative. ABP subsequently moved into the office in 2011 and separate leases were put in place between Oriental Plaza and ABP and Oriental Plaza and London & Partners with the parties paying rent in proportion to the space they occupied. Two years ago London & Partners decided it wanted to co-locate its staff with UKTI at the British Embassy in Beijing. However the Embassy was unable to accommodate the team until a refurbishment project was completed. When London & Partners lease at Oriental Plaza expired in January 2013, ABP agreed to take on the lease and London & Partners sublet four desks from ABP at the same rate as previously paid. On 1st October 2015, the landlord at Oriental Plaza changed from ABP to Beijing Guo Tou Hui Tang Fund Ltd with whom London & Partners has a short term agreement pending the completion of the documentation to move into the British Embassy in early 2015."

Additional statement sent to Channel 4 immediately after the Channel 4 News broadcast on 13th November 2014:

"We believe that Channel Four has not fairly represented London & Partners in its report tonight nor accurately reflected the statement we provided to the programme in its coverage in a balanced way. London & Partners was not a part of the decision making process nor sought to influence which company would be awarded the contract for the Royal Albert Dock. Tongbo Liu was never the chief representative of London & Partners and did not deliver activities for London and Partners in China. London & Partners is in the process of moving into the British Embassy offices in China and during the interim periods has always paid market rates for office space."

Dated...25...April.....2012

(1) THE GREATER LONDON AUTHORITY

-and-

(2) LONDON & PARTNERS LIMITED

**DEED OF VARIATION
IN RESPECT OF A GRANT FUNDING AGREEMENT BETWEEN
THE ABOVE PARTIES CONCERNING LONDON & PARTNERS
LIMITED'S BUSINESS**

2.2 Condition 6.1.1 of the Agreement shall be deleted and replaced with the following:

6.1.1 No later than 15 working days after each Quarter Day (or as more often as reasonably requested by us) provide us with a duly completed Financial Activities & Outputs Report ("**Financial Activities & Outputs Report**"), incorporating at least the elements set out in schedule 4, or such other information or in such form as we may reasonably request from time to time. Each Financial Activities & Outputs Report shall detail progress against the Business Plan and shall identify the amount of Grant that has been defrayed in meeting expenditure relating to the Business or which will be defrayed in meeting expenditure relating to the Business in the period of 4 weeks following the date of the Report.

2.3 The following definitions shall be added to schedule 1:

"London's China Representative Activities" has the meaning set out at schedule 6.

"Claim Form" means the form attached at schedule 7 or as provided by the GLA to the Grantee from time to time.

2.4 Schedule 2 of the Agreement shall be deleted and replaced with a new schedule 2 a copy of which is set out at Appendix 2 hereto.

2.5 New schedules 6 & 7 shall be added to the Agreement copies of which are set out at Appendices 3 and 4 hereto.

3 Continuation of Agreement


3.1 Except as expressly amended by the terms of this Deed, the Agreement will otherwise continue in full force and effect in accordance with its terms.

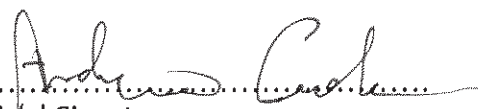
IN WITNESS OF THE ABOVE THE PARTIES HAVE EXECUTED THIS AGREEMENT AS A DEED ON THE DATE WRITTEN AT THE HEAD OF THIS DEED

SIGNED AS A DEED BY THE GREATER LONDON AUTHORITY acting by:


.....
Authorised Signatory

LONDON & PARTNERS LIMITED acting by:


.....
Authorised Signatory


.....
Authorised Signatory

Appendix 1

The Agreement

GRANT AGREEMENT

PARTICULARS OF GRANT AGREEMENT

THIS AGREEMENT dated 31 March 2011

BETWEEN

- (1) THE MAYOR OF LONDON in exercise of the functions of the Greater London Authority of City Hall, The Queen's Walk, London, SE1 2AA, (the "GLA" or "us" or "we"); and
- (2) LONDON & PARTNERS LIMITED a company limited by guarantee (registered number 06900359) whose registered office is at City Hall, The Queen's Walk, London, SE1 2AA (the "Grantee" or "you").

BACKGROUND

- (A) We have power to make grant funding available to facilitate certain purposes.
- (B) You have requested grant funding from us for the Business, which falls within one of the purposes for which we are empowered to make grants.
- (C) We have agreed to provide grant funding to you on the terms and conditions set out in this Agreement.
- (D) You have agreed to enter into this Agreement to provide us with remedies (including repayment of Grant) if you fail to comply with your obligations under this Agreement.

IT IS AGREED

1. As a condition of us providing the Grant and you accepting the Grant you agree to comply with the terms and conditions of this Agreement.
2. The Maximum Sum to be provided by us under this Agreement shall be as set out in Part 1 of Schedule 2 which shall be distributed as set out in Part 2 of Schedule 2.
3. No funding shall be payable under this Agreement (save at our entire discretion) for any Financial Year prior to our approval of the Business Plan to which that Financial Year relates.
4. Where this Agreement refers to funding beyond the Current Financial Year, such funding shall be conditional on us issuing a supplementary Award Letter confirming the maximum sum for that Financial Year before the beginning of the relevant Financial Year. Until an Award Letter is issued, we shall not be obliged under this Agreement or on any other grounds including any claimed or alleged legitimate expectation on your part in relation to funding for Future Financial Years, and any reference in this Agreement or elsewhere relating to potential funding for Future Financial Years is indicative only.
5. The Commencement Date for this Agreement shall be 1 April 2011.

We have each executed and delivered this Agreement by our duly authorised representatives on the date set out above.

In witness whereof the GLA and London & Partners Limited have duly executed and delivered this document as a Deed the day and year first before written.

EXECUTED as a Deed by:) *M. D. Allen*

Authorised Signatory:

Executed as a deed by
LONDON & PARTNERS LIMITED
acting by the following officers:

)
)
)
Director: *Judith Maghen Jones*

Director: *Derry Lopez*

Terms and Conditions of the Grant Funding Agreement

Interpretation

- 1.1 In this Agreement, unless the context otherwise requires words and expressions set out in Schedule 1 (generally identified by capitalisation of the initial letter(s)) shall have the meanings given to them in Schedule 1.
- 1.2 The Schedules and the Particulars at the front of this Agreement are incorporated into and form part of this Agreement.

2. Grantee's Representations and Undertakings

- 2.1 You represent and undertake to us as a fundamental condition of this Agreement and you acknowledge that we have relied, and will rely, on such statements in entering into this Agreement and each time we pay an installment of the Grant that:

- 2.1.1 you have sufficient resources, including competent and qualified personnel, financial resources, premises and other resources as necessary, to carry on the Business;

- 2.1.2 you will have all consents, approvals, permissions and accreditations necessary for the valid execution of this Agreement and the lawful and proper carrying on of the Business and shall maintain and comply with all the requirements of such consents, approvals, permissions and accreditations;

- 2.1.3 you will not use the Grant for any purpose other than that of carrying on the Business. In particular, you will not use any Grant for the purpose of supporting, directly or indirectly, any political party, organisation or activities, or for any exclusively religious purpose or for any purpose which is likely to bring the institutions of the GLA, the Mayor of London into disrepute;

- 2.1.4 you will not without our prior written consent make any material changes to the Business;

- 2.1.5 any information you provide to us in the future relating to this Agreement or the Business will be true, complete and accurate and not misleading in any way; and

- 2.1.6 you have the necessary power and authority to enter into this Agreement and each of the obligations imposed on you under this Agreement shall be binding and legally enforceable against you.

- 2.2 The representations and undertakings set out in this Condition 2 shall be deemed to be repeated by you on each occasion when an installment of Grant is paid to you under this Agreement, as if made by reference to the circumstances existing at the date such payment is made.

3. The Business

- 3.1 You will carry on the Business in accordance with the Business Plan and fulfill your obligations in respect thereof in accordance with the terms and conditions of this Agreement.

3.2 You and all persons under your control will act in accordance with ethical business standards and will use appropriate procedures and controls to ensure that real or apparent impropriety is avoided.

3.3 We shall be entitled to appoint an observer who shall be one of our officers. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all meetings of your board.

4. Procurement

4.1 All works, equipment, goods and services to be purchased for the Business shall be procured on the basis of best value, and in accordance with all relevant law (including relevant procurement legislation), rules and regulations.

4.2 Subject always to Condition 4.1 you will obtain a minimum of three written quotes from possible suppliers of any works, equipment, goods and services to be purchased for the Business where the purchase price is £10,000 (excluding VAT) or more. You will not split purchase contracts artificially so as to circumvent this requirement.

5. Management and Evaluation

5.1 You will nominate an individual who will be responsible on your behalf for ensuring the proper management of the Business and who will be our main point of contact for this Agreement and you will notify us of any substitute person who may be appointed. The individual nominated by you will carry out his/her functions personally or through directly managing other staff to carry out particular functions. If such individual ceases to hold a position of authority with you, you must immediately inform us, in writing, and provide details of the person who you propose should replace such person.

5.2 We will notify you of the person who shall be your main point of contact at the GLA for this Agreement and we will notify you of any substitute person who may be appointed.

5.3 You will at no additional cost to us comply fully with the evaluation requirements set out in Schedule 3.

5.4 You will attend review meetings with us (no less than quarterly) to discuss progress against the Business Plan.

6. Reporting

6.1 You shall:

6.1.1 No later than 10 working days after each Quarter Day (or more often as reasonably requested by us) provide us with a duly completed Financial Activities & Outputs Report ("Financial Activities & Outputs Report"), incorporating at least the elements set out in schedule 4, or such other information or in such form as we may reasonably request from time to time. Each Financial Activities & Outputs Report shall detail progress against the Business Plan and shall identify the amount of Grant that has been defrayed in meeting expenditure relating to the Business or which will be defrayed in meeting expenditure relating to the Business in the period of 4 weeks following the date of the Report.

- 6.1.2 Provide us with copies of the same management accounts which are provided to your Board and provide oral and/or written explanations relating to the financial status of your business and forecast expenditure as may be requested by us.
- 6.1.3 Ensure that you have in place appropriate procedures to identify and address areas of risk that may arise in relation to the Business at all times for the duration of this Agreement.
- 6.2 You shall procure that at each meeting of the Board, your executives report to the Board in order that the directors may consider whether a Material Deviation has occurred and, if it so considers, you shall promptly:
- 6.2.1 report such Material Deviation (together with details of the reasons for such Material Deviation) to us in writing; and
- 6.2.2 provide us with a Material Deviation Action Plan.
- 6.3 If we approve a Material Deviation Action Plan provided pursuant to Condition 6.2 you shall implement such Material Deviation Action Plan in accordance with its terms.
- 6.4 If we do not approve a Material Deviation Action Plan pursuant to Condition 6.3, we shall inform you of the reasons for our refusal to approve the Material Deviation Action Plan and you shall present a revised Material Deviation Action Plan to us and Conditions 6.2 and 6.3 shall apply to such revised Material Deviation Action Plan until such time as a revised Material Deviation Action Plan is approved by us.
- 6.5 In the event that we believe that you have failed in your obligation to report a Material Deviation to us pursuant to Condition 6.2 we may ask you to reconsider whether a Material Deviation has occurred. If you reconsider that a Material Deviation has occurred or is reasonably likely to occur, then you shall report to us pursuant to Condition 6.2. If you, after reconsidering the matter, conclude that a Material Deviation has not occurred or is not reasonably likely to occur then you shall report such fact to us together with your reasons.

7. Records and Reconciliation

- 7.1 You will for at least 10 years after the end of the Term of this Agreement keep complete, accurate and auditable records of all matters relating to the Grant and the Business, including all income and expenditure (differentiating between Grant funding and all other moneys received) and your overall financial position and will provide us with access to and copies of these records on request from time to time ("Business Records").
- 7.2 As soon as reasonably practical after the end of the Current Financial Year in respect of which Grant payment has been or is to be sought, and no later than 31st July in the Subsequent Financial Year prepare and submit to us a reconciliation statement in respect of the Financial Year just ended (or the final period of this Agreement, as the case may be) ("Annual Reconciliation Statement"), (with such supporting documentation and information as we may reasonably request) which shall detail (a) your aggregate actual expenditure in the Financial Year just ended (or the final period of this Agreement, as the case may be); (b) your actual expenditure in the Financial Year just ended (or the final period of this Agreement, as the case may be) in respect of each of the individual heads of expenditure referred to in your budget ("Heads of Expenditure") for the corresponding period. The Annual Reconciliation Statement shall also contain a statement detailing (i) the amount of Grant received under this Agreement up to the

date of such Annual Reconciliation Statement; (ii) the amount of Grant that has been defrayed in meeting the expenditure referred to in the Annual Reconciliation Statement broken down by reference to the Heads of Expenditure; and (iii) the amount of Grant that you hold at the date of the Annual Reconciliation Statement which has not yet been defrayed in meeting expenditure relating to the Business again broken down by reference to the Heads of Expenditure ("Overpayment").

- 7.3 Unless you have previously obtained our consent to build up financial reserves from the Grant, which shall not exceed £500,000 (or such other amount that may be agreed between us from time to time)("Agreed Reserve"), we shall be entitled to demand repayment of the amount of any Overpayment which is in excess of the amount of the Agreed Reserve.
- 7.4 You shall procure that the Annual Reconciliation Statement is certified by your chief financial officer and audited by your external auditors within 30 days of the end of each Financial Year and that such auditors certify to us the amount of Grant received by you from us under this Agreement in the relevant period, your actual expenditure during the corresponding period (in aggregate amount and broken down into the Heads of Expenditure), the amount of any Overpayment and the amount of any financial reserves created by you from the Grant.
- 7.5 In addition to your obligations to ensure that your annual report and accounts comply with all applicable law and regulation, you will incorporate into your annual accounts and reports by way of a note to the accounts or in such other way which shall be satisfactory to us acting reasonably details of the amount of Grant received by you under this Agreement, details of the amount of expenditure in respect of which such Grant has been provided, the amount of Grant actually defrayed in meeting expenditure relating to the Business and the amount of any financial reserves created from the Grant.
- 7.6 You will notify us in writing as soon as an under-spend or over-spend of more than 5% is identified in respect of each Head of Expenditure. You may not carry forward funding or build up financial reserves from the Grant without our prior written consent.
- 7.7 You may not use Grant or apply any financial reserves that have been built up in accordance with this Agreement to defray any expenditure in excess of the individual limits imposed on the relevant Head of Expenditure set out in Part 3 of Schedule 2 without our prior written consent.

8. Publicity and Communications

- 8.1 If we ask you to you will incorporate our logo in marketing materials, and we permit the use of our logo solely for this purpose and for no other purpose whatsoever.
- 8.2 We will be entitled to publish on our website or elsewhere brief details of the existence of this Agreement together with your name and address, brief particulars of the subject matter of this Agreement and the value of this Agreement. By entering into this Agreement, you agree that we can publish such details, as we think fit.
- 8.3 You will notify us of any announcements and communications you intend to make relating to this Agreement and to the impact of activities funded by the Grant and we will be entitled to approve and be represented in any such communication.

8.4 We will be entitled to publish on our website or elsewhere, or use in speeches and presentations, any data and market intelligence that you provide to us which provides an assessment of the performance of London's economy.

8.5 You will co-operate fully and provide all information and assistance as required by us for the purpose of responding to internal and external enquiries. Such requests may be made at any time, on reasonable notice to you. Such co-operation shall be provided in good faith and at no additional cost to us.

9. Freedom of Information

9.1 You acknowledge that we are a public authority for the purpose of the Freedom of Information Act 2000 (the "FOI Act") and the Environmental Information Regulations 2004 (the "EIR") and that we will, as a public authority, determine in our absolute discretion, and be responsible for, all responses to any request for information made to us under the FOI Act and/or the EIR and we shall not be liable to you or any other person for any loss suffered as a result of any bona fide disclosure of information under the FOI Act and/or the EIR or any other statutory information disclosure obligation.

9.2 Where information is requested from us relating to you under the FOI Act and/or EIR we will, whenever practicable, consult you regarding the request in order to obtain your views on the disclosure of the information and whether it should be exempt from disclosure.

10. Payment of Grant

10.1 Each installment of Grant as set out in Part 3 of Schedule 2 shall be paid in accordance with Condition 10.3.

10.2 The parties agree that the Grant does not represent consideration for a taxable supply to us and is therefore not subject to VAT. If HM Revenue and Customs rule that VAT is payable, then the amount of the Grant shall be deemed to be inclusive of VAT. You acknowledge that we shall not be obliged to make any further payment in addition to the Grant in respect of any VAT which may be payable on Grant funded activities.

10.3 We shall endeavour to pay each installment of Grant referred to in Part 3 of Schedule 2 within 15 days of the date specified for payment in Part 3 of Schedule 2, but will not be responsible for any delay or the consequences of any delay.

11. Withholding, Reduction and Recovery of Grant

11.1 We can in our absolute discretion, reduce, suspend or withhold the payment of Grant if:

11.1.1 there is a breach of any material terms of this Agreement;

11.1.2 you make a substantial change to the Business which we have not previously approved in writing;

11.1.3 there is evidence of financial irregularity, impropriety or negligence in the operation of the Business which is not rectified within the timescale specified by us (if any);

11.1.4 if you have built up financial reserves from the Grant in excess of the amount of any Agreed Reserve in aggregate amount without our prior written consent;

11.1.5 you receive a grant from another funding source towards costs intended to be funded by the Grant;

11.1.7 you do not file, by the due date, any accounts, returns or other documents which you are required to file at Companies House, with HM Revenue and Customs or with any other Government body or agency;

and may in the case of the circumstances described in Conditions 11.1.1, 11.1.4 and 11.1.6 require all or part of the Grant to be repaid provided that the amount of the Grant which we may withhold, suspend, reduce or require to be repaid shall be limited to the amount of Grant which we, in our reasonable opinion, consider is affected by the existence of the particular circumstances referred to in this Condition 11.1. We will notify you in writing of any decision we take to reduce, suspend or withhold Grant.

11.2 If we demand repayment of the Grant or any part of it, you will make the repayment within 20 days of the notice demanding the repayment. We shall be entitled to charge interest on any late payment at the rate of 2% per annum above the base rate from time to time of Barclays Bank plc.

11.3 The provisions of this Condition 11 are without prejudice to any other rights or remedies we have under this Agreement or otherwise at law or in equity.

12. Assignment and Sub-Contracting

12.1 You shall not assign the whole or any part of this Agreement or the benefit of this Agreement without our prior written consent.

13. Intellectual Property Rights

13.1 You grant to us and any Functional Body a non exclusive, royalty-free, worldwide, irrevocable, non-assignable, perpetual licence of any of your Intellectual Property Rights to use the same for the purposes of any of our functions or the functions of that Functional Body (the "Approved Purposes"), and in this Condition "use" shall include the acts of copying (for the Approved Purposes only), but not modifying, adapting and translating the material in question and/or incorporating them with other materials.

13.2 The provisions of this Condition 13 shall survive the termination of this Agreement for any reason.

14. Termination and Consequences of Termination

14.1 We may terminate this Agreement by notice in writing to you and demand repayment of all or part of the Grant in our absolute discretion if:

14.1.1 you are in breach of any material term of this Agreement or any other agreement in force between us from time to time relating to the Business that is capable of remedy, and we have served a notice requiring the breach to be remedied, and you have not remedied the breach to our reasonable satisfaction within the period set out in the notice;

14.1.2 you purport to assign your rights under this Agreement without obtaining our prior written consent;

14.1.3 you cease, or threaten to cease, to carry on the whole or a substantial part of your business;

14.1.4 you are convicted or charged (or any of your directors, officers or representatives are convicted or charged) of a criminal offence related to business, professional conduct or dishonesty;

14.1.5 your directors, officers or representatives fail to disclose any material misrepresentation in supplying information required by us in or pursuant to this Agreement.

14.2 On expiry or termination of this Agreement for any reason, you will return to us within 30 days any unused Grant (unless we give our specific written consent in respect of its retention).

14.3 For the avoidance of doubt, any consent given to the creation of financial reserves is not and shall not be construed as being consent for the purpose of Condition 14.2 to the retention of any such financial reserves on or following the expiry or termination of this Agreement.

15. Insolvency

15.1 You must notify us in writing immediately upon the occurrence of any of the following events in relation to you:

15.1.1 a winding up order is made; or

15.1.2 a resolution is proposed for voluntary winding up; or

15.1.3 the court makes a composition or arrangement with your creditors; or

15.1.4 have an administrative receiver, administrator, receiver or manager appointed by a creditor or by the court; or

15.1.5 possession is taken of any of your property under the terms of a fixed or floating charge; or

15.1.6 you becomes insolvent within the meaning of Section 123(1) of the Insolvency Act 1986.

15.2 We may terminate the Grant and/or this Agreement with immediate effect by notice in writing to you if any of the events described above occur.

16. Insurance

16.1 You will during the term of this Agreement and in respect of claims arising during the term of this Agreement take and out and maintain or will procure the maintenance with a reputable insurance company of employers liability insurance of not less than £5 million, with a minimum of £2 million in respect of any one claim at all times while you employ less than 100 people, and of not less than £10 million with a minimum of £2 million in respect of any one claim whenever you employ 100 people or more, and public liability insurance for not less than £2 million with a minimum of £2 million in respect of any one claim, and when requested by us, you shall provide us with satisfactory evidence of such cover.

16.2 You will not do or permit anything to be done which may render any policy or policies of insurance void or voidable.

17. Miscellaneous

17.1 If any part of this Agreement becomes illegal or unenforceable the remaining provisions shall remain in full force and effect. We each shall (in the above circumstances) negotiate in good faith in order to agree the terms of a mutually satisfactory provision to be substituted which as nearly as possible validly gives effect to our intentions as expressed in this Agreement. Failure to agree on such a provision within three months of commencement of those negotiations shall result in automatic termination of this Agreement. Our obligations under any invalid illegal or unenforceable provision of this Agreement shall be suspended during such a negotiation.

17.2 A failure by us to exercise any right or to enforce performance of any provision or term of this Agreement shall not be a waiver of that or any later default and no waiver shall be effective unless in writing.

17.3 No amendment or variation of this Agreement shall be effective unless agreed in writing and signed by both of us.

17.4 Service of notices shall be in writing and delivered by hand or sent by email or first class post to the address given in the Particulars. Service shall be deemed to be effective:

17.4.1 at the time of delivery if delivered by hand;

17.4.2 if sent by email with confirmed acknowledgement of receipt to have been served on the date of transmission (if transmitted during normal business hours) or, if transmitted outside normal business hours, on the next Working Day; or

17.4.3 if posted by first class post to be served on the second Working Day after the date of posting.

SCHEDULE 1

Definitions and Interpretation

1.1 Definitions

"Agreement" means the Grant Funding Agreement between us and you comprising the Particulars of Grant Funding Agreement which are attached to these Terms and Conditions, these Terms and Conditions and the Schedules to these Terms and Conditions.

"Board" means your board of directors.

"Business" means the business to be carried out by you as described in the Business Plan.

"Business Aims" means the aims, objectives, targets and key performance indicators for the financial year to which the Business Plan relates.

"Business Plan" means the Company's business plan and budget as prepared, approved and amended from time to time in accordance with the terms of this Agreement and containing the information set out in schedule 5.

"Business Records" means the records required to be kept as provided for in Clause 7.1

"Commencement Date" means the commencement date set out in the Particulars.

"Condition" means any of the terms and conditions which constitute part of this Agreement.

"Current Financial Year" means the Financial Year during which the Commencement Date falls.

"Evaluation Plan" means a plan setting out the process and approach to evaluation as determined by us from time to time (acting reasonably) and notified to you in writing.

"Financial Activities & Outputs Report" means the report referred to in Condition 6.1.1, and in the format prescribed by us from time to time, to be completed either electronically and submitted on line or any non-electronic version permitted by us.

"Financial Year" means our financial year, being 1 April to 31 March in the following year.

"Functional Body" has the same meaning as in the Greater London Authority Act 1999 as amended from time to time.

"Future Financial Years" means the Next Financial Year and all Subsequent Financial Years referred to in Part 2 of Schedule 2.

"Grant" means the grant funding to be provided by us pursuant to this Agreement in relation to the Business and subject to the terms of this Agreement.

"Intellectual Property Rights" means any and all patents, trade marks, service marks, copyright, database rights, moral rights, rights in a design, know-how, confidential information and all or any other intellectual or industrial property rights whether or not registered or capable of registration and whether subsisting in the United Kingdom or any other part of the world together with all or any goodwill relating or attached thereto.

"Material Deviation" means at any time during a Financial Year, the Company's activities, outputs, achievements in relation to milestones or financial performance

have been or are reasonably likely to be materially inconsistent with the terms of the Business Plan for that Financial Year.

"Material Deviation Action Plan" means an action plan proposed by the Board to rectify a Material Deviation.

"Maximum Sum" means the maximum amount of Grant payable by us for the Business under this Agreement as specified in Part 1 of Schedule 2 to this Agreement.

"Next Financial Year" means the Financial Year immediately following the Current Financial Year.

"Particulars" means the Particulars of Grant Funding Agreement which constitute part of this Agreement.

"Quarter Day" means 30 June, 30 September, 31 December and 31 March in each year;

"Subsequent Financial Year" means any Financial Year following the Next Financial Year.

"Working Day" means a day on which clearing banks in the City of London are (or would be but for a strike, lock-out or other stoppage affecting a particular bank or banks generally) open during banking hours and "Working Days" shall be construed accordingly.

2. Interpretation

- 2.1 Headings in this Agreement are for convenience only and shall not affect the interpretation of this Agreement.
- 2.2 References to any gender shall include any other gender and the singular shall include the plural and vice versa as the context admits or requires.
- 2.3 References to any statute or any section thereof or legislation generally shall, unless the context requires otherwise, be construed as a reference to that statute or statutory provision as from time to time amended, consolidated, modified, extended or re-enacted and all instruments, orders, by-laws and regulations for the time being made, issued or given thereunder, or deriving validity therefrom, and any reference to law or legislation generally shall, unless the context requires otherwise, be construed as a reference to all law or legislation of England and Wales or the United Kingdom and directives and all other legislation of the European Union that are or is directly applicable to the United Kingdom.
- 2.4 The word "including" shall be construed so as not to limit the generality of any words or expressions in connection with which it is used.

SCHEDULE 2

Part 1

Maximum Sum

£56,000,000

Part 2

Grant distribution (subject to clause 3 of the Particulars)

Financial Year

Current Financial Year
£16,000,000

Next Financial Year
£14,000,000

Subsequent Financial Year 2013/14
£13,000,000

Subsequent Financial Year 2014/15
£13,000,000

Part 3

Grant Payment Terms

Subject to the provisions of this Agreement, we shall pay funding not exceeding the Maximum Sum into the bank account details of which are notified to us in writing:

Quarterly in advance by installments to be determined by us having regard to your cash flow requirements and following receipt of a valid claim on 1 April, 1 July, 1 October and 1 January in each Financial Year.

These Grant Payment Terms will be subject to review at the mid point of this Agreement (i.e. March 2013) and if appropriate altered by agreement between us.

Particular items of expenditure to be funded by Grant to be capped

In respect of each Financial Year the total amount of funding for the relevant head of expenditure shall not under any circumstance be exceeded by more than 10% without our express prior written consent.

SCHEDULE 3
Evaluation Requirements

1. You will be required to facilitate and support us, so far as reasonably required, in relation to all requests for assistance in connection with evaluation including: provision of beneficiary details to enable surveys (by telephone, email etc.) to be undertaken; assistance with consultation exercises; facilitating contact with staff, stakeholders and partners for interview purposes; providing access to management information systems including financial data; and assistance to identify examples of good practice case studies.
2. You will be required to collect relevant monitoring and evaluation data as may be set out to you in an Evaluation Plan. This will include tracking, where appropriate, the achievement of outputs and outcomes throughout the Financial Years in which the Grant is payable.

SCHEDULE 4

Financial Activities & Outputs Report format as at the date of this Agreement

Pursuant to Condition 6.1.1 you will provide the following information to us by email:

Actual income and expenditure and budget to date against individual heads of expenditure as set out in the Business Plan. To include commentary and explanation of any variance against budget.

Full year expenditure and income forecasts against projections set out in the Business Plan. To include commentary and explanation of any variance against budget.

A progress statement against the Business Aims set out in the Business Plan.

A report against the Key Performance Indicators, and provision of data and market intelligence information as set out in the Business Plan.

SCHEDULE 5
Business Plan

Each Business Plan will include the following information:

- 1 Review of performance against the previous Business Plan (not applicable for the Current Financial Year 2011/12).
- 2 Detailed particulars of the objectives (the "Business Aims") including:
 - (a) key activities to achieve the Business Aims, including priority sectors and markets;
 - (b) key performance indicators;
 - (c) income and expenditure projected for that financial year in support of the Business Aims, including apportionment of GLA Grant Funding;
 - (d) market context and strategic framework which underpin the Business Aims;
 - (e) assessment of risks in relation to the proposed activities and plans to mitigate such risks;
 - (f) significant milestones during that financial year;in such a form as the GLA shall from time to time by notice to the Company reasonably require.
- 3 Forecast financial statements and budgets for the financial year to which the Business Plan relates in such format and with such content as the GLA shall from time to time by notice to the Company reasonably require.
- 4 General information including:
 - (a) management structures;
 - (b) staffing;
 - (c) governance structures; and
 - (d) business continuity plans.
- 5 Such other information as the GLA shall from time to time by notice to the Company require.

Appendix 2

Schedule 2

Part 1

Maximum Sum

£53,954,741

Part 2

Grant Distribution (subject to clause 3 of the Particulars)

2011/12 Financial Year

£15,854,741 *

2012/13 Financial Year

£14,100,000**

2013/14 Financial Year

£12,000,000

2014/15 Financial Year

£12,000,000

* up to £29,741.00 of which is available solely in relation to costs incurred in respect of the London's China Representative Activities

** up to £100,000.00 of which is available solely in relation to costs incurred in respect of the London's China Representative Activities

Part 3

Grant Payment Terms

Subject to the provisions of this Agreement and Part 4 of this schedule 2, we shall pay funding not exceeding the Maximum Sum into the bank account details of which are notified to us in writing:

- up to £53,825,000.00 of which shall be paid quarterly in advance by instalments to be determined by us having regard to your cash flow requirements and following receipt of a valid claim on 1 April, 1 July, 1 October and 1 January in each Financial Year; and

- up to £129,741.00 of which shall be paid quarterly in arrears by instalments to be determined by us having regard to your fixed and variable costs of undertaking the London's China Representative Activities and receipt of a valid claim.

Particular items of expenditure to be funded by Grant to be capped

In respect of each Financial Year the total amount of funding for the relevant head of expenditure shall not under any circumstance be exceeded by more than 10% without our express prior written consent provided always that funding for expenditure incurred on the London's China Representative Activities shall not be exceeded at all without our express prior written consent.

Part 4

Termination of Engagement of London's China Representative

In the event that you are required under PRC Labour Contract Law to make a payment to the person engaged as London's China Representative (or alternatively to Beijing Foreign Enterprise Human Resources Service Co. Limited on behalf of the person engaged as London's China Representative) as a result of your termination and/or the expiry of his/her engagement on or before 31 March 2013 the GLA shall provide additional funding equal to such required payment provided always that the availability of such additional funding is and shall be conditional upon you:

- providing us with written evidence (to our reasonable satisfaction) of any such requirement under PRC Labour Contract Law to pay such sum and the amount of such sum to the person engaged as London's China Representative (or alternatively to Beijing Foreign Enterprise Human Resources Service Co. Limited on behalf of the person engaged as London's China Representative);
- using your best endeavours to ensure that any such termination is managed in a manner which minimises any sums which might become so payable under PRC Labour Contract Law;
- (save as for where we provide you with written instructions to terminate expressly his/her engagement where no such notification shall be required from you) notifying us in writing of any proposals for the termination of his/her engagement on or before 31 March 2013 at least 6 calendar months in advance of the date on which it is proposed any notice to terminate is to be served;
- providing us with copies of all documentation received by you and which you propose to send in respect of any such proposed and/or actual termination; and
- providing us with any other information, documentation and/or assistance we request from time to time concerning or related to any such proposed and/or actual termination and the amounts required to be payable by you to the person engaged as London's China Representative (or alternatively to Beijing Foreign Enterprise Human Resources Service Co. Limited on behalf of the person engaged as London's China Representative) under PRC Labour Contract Law.

Appendix 3

Schedule 6

You shall become responsible for London's representative function in China from 13 February 2012 and ensure that:

1. you engage FESCO (Beijing Foreign Enterprise Human Resources Service Co., Ltd) to provide a person to act as London's chief representative;
2. you provide one desk for London's chief representative within its Beijing office accommodation at no additional charge to the GLA;
3. you work constructively with London's chief representative sharing information as appropriate to maximise the potential of both organisations and promote London's position within China;
4. the London's chief representative continues to facilitate the closure of the London Development Agency's liaison office in Beijing and ensure that the full closure is completed by 30th April 2012 in accordance with the Chinese regulatory and statutory framework.

For the avoidance of doubt you shall not and the GLA shall agree the London's chief representative's activities including the agreeing of an annual work plan, priorities and targets, day-to-day and periodic performance management.

Appendix 4

Schedule 7

Grant Claim Form

Please submit a copy of this form, **signed by your Chief Finance Officer**, by email to your project manager.

Grantee Details	
Name:	London & Partners Ltd
Address:	6th Floor 2 More London Riverside London SE1 2RR
Timing of claims:	Monthly <input type="checkbox"/> In advance <input type="checkbox"/> Quarterly <input type="checkbox"/> In arrears <input type="checkbox"/>

Claim Details	
Period for which expenditure is being claimed:	Q []
Maximum annual grant (£):	[]
Received to date (£):	[]
Outstanding (£)	[]
Amount claimed this period (£)	[]

Signature of Chief Finance Officer			
Signature	Name in BLOCK letters	Position	Date

Signature of GLA Budget Holder			
Signature	Name in BLOCK letters	Position	Date

GREATERLONDONAUTHORITY

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Len Duvall AM
Chair of the GLA Oversight Committee
City Hall

Our ref:

Date: 30th March 2015

Dear Len

GLA Oversight Committee – 24 February 2014

Thank you for your letter of 12 March regarding resilience activities.

To answer the requests made by your Committee in turn:

- On the record of Mayor's Advisory Group (MAG) meetings, I agree with the Committee that a confidential record should be kept which is sufficient to provide an audit trail in the event that one is required for a review or an enquiry of some description – steps have been put in place to ensure that such a record is maintained;
- On the Assembly's recommendations relating to victim support following the 7 July bombings, I am grateful to the Committee for raising this important issue – this work is being carried forward through the Forum's capability development groups, especially in the area of humanitarian assistance and recovery, and also through the Partnership's Gold Summits and associated training events; and
- On Public Health England's (PHE) review of Ebola procedures, I understand that PHE reviewed procedures following the Pauline Cafferkey case and has subsequently amended its procedures in the light of that review.

Yours sincerely



Sir Edward Lister
Chief of Staff and Deputy Mayor of London, Planning and Policy

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LONDONASSEMBLY

Len Duvall AM, Chair of the GLA Oversight Committee

Boris Johnson
Mayor of London
City Hall
London
SE1 2AA

City Hall
The Queen's Walk
London SE1 2AA
Switchboard: 020 7983 4000
Minicom: 020 7983 4458
Web: www.london.gov.uk
Ref: 10/OC

16 April 2015

Dear Mayor

Request by the Assembly for information to be included in the Mayor's 2015-16 Annual Report

Section 46 (2) (d) of the GLA Act 1999 states that the Mayor's annual report must include 'information of such descriptions as the Assembly, prior to the beginning of the financial year to which the report relates, has notified the Mayor that it wishes to be included in the annual report'.

The Assembly wishes the annual report for 2015-16 to include the following information in respect of each of the aspects of London set out in the bullet points below. The reason for these requirements is that it will enable the Assembly, and Londoners, to assess the progress made in delivering the Mayor's statutory responsibilities and the Mayor's key manifesto commitments, and the GLA's contribution to the achievement of progress in those areas.

The Assembly requires that the annual report should include statistical information showing the position in relation to each of the following indicators on 31 March 2016 and, where possible, 31 March 2015 and 31 March 2014. This will enable the Assembly and Londoners to assess progress during the course of the Mayor's term of office.

For each indicator, the information should refer where necessary to external sources of evidence and further information. Wherever possible, the information should be provided on the same basis for each year, and in such a way as to afford comparison from one year to the next. The indicators to which these requirements for information relate are as follows.

The GLA group

1. Data showing the representation of equalities groups at different pay levels within the GLA group of organisations.
2. Number of employees whose remuneration in 2015-16 was at least £50,000, expressed in brackets of £5,000.
3. Details of remuneration, job title and any bonuses and benefits-in-kind for senior employees whose salary is at least £50,000.
4. Name of employees whose salaries are £150,000 or more.
5. The ratio between the highest paid taxable earnings for the given year (including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) and the median earnings figure of the whole of the authority's workforce.

Crime and safety

6. Levels of crime on public transport.
7. Levels of reported violent crime, including levels of hate crime against particular groups of Londoners.
8. Levels of reported serious youth violence perpetrated by young people.
9. The amount of funding provided by MOPAC to support rape crisis centres and the outputs and outcomes achieved as a result.
10. Numbers of police officers, police community support officers, police civilian staff and Safer Transport Team officers provided for in the Mayor's budget for 2015/16 and how many are employed on 31 March 2016.
11. Numbers of firefighters provided for in the Mayor's budget for 2015/16 and how many are employed on 31 March 2016.
12. Number of persons charged for possession of offensive weapons/points and blades.

The London economy

13. Levels of international investment in London.
14. Numbers of employers in London adopting the London Living Wage.
15. Levels of employment among equalities target groups, and numbers of people at age 16-18 not in employment, education or training.
16. Percentage of goods and services procured by the GLA group from small and medium sized businesses.
17. List of the projects funded by the Mayor's Regeneration Fund and the number of people employed in its associated projects on 31 March 2016.
18. Numbers of SMEs in London with below average broadband speeds (and presented on a map)
19. Breakdown by borough of SMEs in receipt of Super-Connected Cities vouchers (and presented on a map)

Housing

20. Numbers of new family-sized affordable homes that have been built in London.
21. Numbers of long term empty homes in London.
22. Numbers of rough sleepers in London.
23. Number of new homes built in London meeting level three, four, five and six of the Code for Sustainable Homes.

Transport and environment

24. Congestion levels on roads in inner and outer London.
25. Air quality (as measured by PM10 and NOx) and carbon emissions in London.
26. Proportion of journeys made by private transport, cycling and walking.
27. Cyclist casualty rates per million cycle journeys.
28. Number of pedestrians killed or seriously injured in London (including a subsection on the number of children killed or seriously injured).
29. Number of fatal and major incidents involving buses, including borough breakdowns.
30. Number of households taking up home insulation schemes in London.
31. Information showing carbon emissions caused by, or attributable to, the GLA group.
32. Monthly cycle hires.
33. Total cycle kilometres travelled on each Cycle Superhighway corridor.
34. Lost customer hours on London Underground.
35. Excess waiting time for each bus route.

Health and education

36. Slope Index of Inequality for Life Expectancy across London boroughs and by gender.

37. Healthy Life Expectancy across London boroughs and by gender.
38. Attainment and achievement levels for pupils at key stages 1 and 2, including breakdown by borough and breakdown for pupils in receipt of the pupil premium and those not.

Yours sincerely

A handwritten signature in black ink that reads "Len Duvall". The signature is written in a cursive style with a large, prominent 'L' and 'D'.

Len Duvall AM

Chair of the GLA Oversight Committee

Cc: Martin Clarke, Executive Director of Resources

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Len Duvall AM
Chair of the GLA Oversight Committee
City Hall
The Queen's Walk
More London
London SE1 2AA

Our ref: MGLA041214-3792

Date: 16 JAN 2015

Dear Len

Thank you for your letter of 3 December 2014 requesting further information following on from my appearance at the Greater London Authority Oversight Committee to discuss employee remuneration in the GLA Group.

In response to your specific requests:

- That a consistent approach to exit payments across the GLA Group be established

I am assuming that when you refer to a consistent approach to exit payments you mean that the same terms are applicable across each of the Functional Bodies. As you will understand, each of the Functional Bodies is a separate statutory entity and their approaches to exit payments will be dependent upon long standing practices, many of which have been collectively agreed with their respective trade unions. Therefore, it is a matter for each Functional Body to look at the arrangements for exit payments and to negotiate any changes with their trade unions.

My Mayor's Office for Policing And Crime (MOPAC) staff, unlike GLA employees, are members of the Civil Service Pension Scheme. Rules around exit which trigger pension liability (voluntary or compulsory) are managed within that scheme of which the Cabinet Office has ultimate oversight.

Whilst achieving one overarching policy to apply to all of the functional bodies is challenging, a starting point is to ensure that each organisation slavishly follows its current policy as set out with no variations. This will ensure consistency of application within organisations.

- That greater transparency be provided in terms of pay policies, senior employee remuneration and payments for loss of office, across the GLA Group, particularly with reference to London & Partners and the London Pensions Fund Authority

As a result of the latest changes to the DCLG's Transparency Code, it will be a requirement of all of the functional bodies from early 2015 to publish significant amounts of salary related data. This will specifically include pay policies and senior employee remuneration.

MAYOR OF LONDON

MOPAC is a relatively new organisation. Senior salaries have been informed by Hay benchmarking, which is the agreed approach for salary evaluation in MOPAC, informed by some external market advice. Senior salaries are published on the website. MOPAC is currently reviewing a number of its HR policies and will publish a fuller pay policy in due course.

On the matter of publishing information on payments for loss of office across the GLA group, a number of these payments are arrived at through a prescribed formula, e.g. the GLA's Compensation Payments Policy. Typically, these formulae are based on an individual's age, length of service and salary. Therefore, it may be inappropriate to publish the totality of the information which might identify an individual. Certain payments are required to be published in the accounts of organisations and I can confirm that the GLA complies with statutory accounting requirements.

London & Partners and the London Pensions Fund Authority are not formally GLA functional bodies. What they chose to publish is a matter for them. However, I am willing to write to the Chief Executives of both organisations asking them to follow the lead of the GLA and its functional bodies, and to publish salary data in the spirit of greater transparency.

- That the Assembly be informed of the start of the process for the extension of the contract of the Commissioner of Police of the Metropolis.

There is currently no process underway for the taking of this decision which is reserved to the Mayor and Home Secretary. The Committee will be kept informed at the appropriate time.

I hope that this information addresses Committee Members' enquiries.

Yours ever,



Boris Johnson
Mayor of London

Subject: Action Taken Under Delegated Authority

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 30 June 2015

This report will be considered in public

1. Summary

- 1.1 This report summarises the action taken by the Chair of the GLA Oversight Committee under delegated authority since the date of the last meeting.

2. Recommendation

- 2.1 **That the Committee notes the action taken by the Chair of the Committee under delegated authority.**

3. Background

- 3.1 Under the Chair's standing delegation as set out in Standing Orders, the Chair may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of any of that body's functions including entering into correspondence on that body's behalf.

4. Issues for Consideration

- 4.1 Under the Chair's standing delegation as set out in Standing Order 10.2 and in consultation with the Deputy Chairman and party Group Leaders, the Chair wrote to the Executive Director, Housing and Land, seeking further information in relation to the Committee's question and answer session on the Royal Albert Dock development. The Chair's letter and the Executive Director, Housing and Land's response are attached as **Appendix 1**.
- 4.2 Also arising from the Committee's discussion on the Royal Albert Dock development, the Chair wrote to London & Partners seeking further clarification on points raised by the Committee. The letter and response is attached as **Appendix 2**.

4.3 Following her attendance at the Committee’s 20 November 2014 meeting in relation to the Mayor’s Annual Equalities Report, the Deputy Mayor for Education and Culture provided information at the request of the Committee (which was reported formally to the Committee at its meeting in February 2015). Subsequently, the Deputy Mayor for Education and Culture wrote to the Chair with additional information relating to Key Stage 4 attainment data of Gypsy and Roma children and Traveller children of Irish heritage for London. This additional information and, for reference, the original response from the Deputy Mayor for Education and Culture are attached as **Appendix 3**.

5. Legal Implications

5.1 Under section 34 of the Greater London Authority Act 1999 (as amended), the Authority, acting under the Mayor or Assembly, may do anything that is considered to facilitate or is conducive or incidental to the exercise of any of the functions of the Assembly.

5.2 The Assembly may, under section 54 of the GLA Act 1999 (as amended) delegate relevant functions to individual Members. The decision making function on this matter has, accordingly, been properly delegated by the Assembly, through one of its committees, to the Chair of the Assembly.

6. Financial Implications

6.1 There are no financial implications arising from this report.

List of appendices to this report:

Appendix 1 Correspondence with the Executive Director, Housing and Land, GLA.

Appendix 2 Correspondence with London & Partners

Appendix 3 Correspondence with the Deputy Mayor for Education and Culture

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: John Barry, Principal Committee Manager Telephone: 020 7983 4425 Email: john.barry@london.gov.uk

Len Duvall AM, Chair of the GLA Oversight Committee

David Lunts

Executive Director, Housing and Land
Greater London Authority
City Hall
London
SE1 2AA

City Hall
The Queen's Walk
London SE1 2AA
Switchboard: 020 7983 4000
Minicom: 020 7983 4458
Web: www.london.gov.uk
Ref: 64/2015

17 April 2015

Dear David

GLA Oversight Committee – 24 March 2015, Royal Albert Dock

Following my letter of 31 March, I have written to Sir Edward Lister to ask for additional information from London & Partners with respect to our discussions on 24 March. The Committee would also appreciate your team's contribution in respect of further questions relating to due diligence and the procurement process. Therefore, I would be grateful if you could provide the following additional information arising from the discussion:

Due diligence

- What factors were looked at when undertaking due diligence and did these go beyond just financial issues? What were the procedures that were followed and how did they differ from the due diligence that is undertaken for a British-based firm?
- The Head of Financial Services told us that the GLA received advice on due diligence from Grant Thornton and Burges Salmon. Specifically, what did this advice cover?
- The Head of Financial Services told us that \$25 million was placed by ABP in a UK bank as an escrow account. Can you confirm that this is the right amount. How was that figure arrived at?
- Can you provide clarification on the level of access London & Partners had to ABP's accounts in order to undertake effective due diligence: which financial records were secured and translated?

Procurement process

- What references, if any, were made to housing in the original brief as set out in the OJEU notice to redevelop Royal Albert Dock?
- Did ABP's first proposal include a housing element? If not, when was housing first mooted?
- The Assistant Director, Strategic Projects and Property told the Committee that "the discussions with us and the local authority during the pre-planning process led to incorporation of an element of housing within the overall scheme, particularly in relation to place-making and making it more of an active place 24/7 rather than what was being led

through the employment-led brief". When did these discussions take place? Was it before or after ABP submitted its proposal? Was it before or after the other bidders dropped out?

- Were other bidders made aware the discussions between the GLA and LB Newham that led to the incorporation of a housing element in ABP's tender?
- How did inclusion of a housing element affect ABP's evaluation criteria scores?
- Confirmation on whether the GLA/LDA asked London & Partners to specifically seek a Chinese developer and/or Asian occupiers, and if so, what the benefits of this strategy would be.

The Committee is of course very keen to resolve its outstanding concerns on this matter as quickly as possible and I therefore look forward to receiving your response at the first opportunity. I would be grateful if, in your formal response to the Committee, you copied in the committee officer, whose details are at the bottom of this letter.

Yours sincerely



Len Duvall AM
Chair of the GLA Oversight Committee

CC – Sir Edward Lister, Board Chairman, London & Partners

Len Duvall AM
Chair of the Oversight Committee
London Assembly
City Hall
London
SE1 2AA

Our ref: duvall1105

Date: 11 May 2015

Dear Len

RAD Oversight Committee Questions

Further to the meeting of the Oversight Committee on 24 March 2015 I am pleased to clarify the outstanding points in your letter of 17 April 2015.

Due diligence

- What factors were looked at when undertaking due diligence and did these go beyond just financial issues? What were the procedures that were followed and how did they differ from the due diligence that is undertaken for a British-based firm?

Initial due diligence questions were asked as part of the standard Pre-Qualification Questionnaire (PQQ) process by the LDA on all bidders – PQQ attached. These went beyond financial matters.

In a procurement of this complexity, due diligence is integral to the entire process and covers a range of issues including:

- Legal and financial status of any contracting parties;
- Ultimate holding companies and associated companies;
- Integrity of the submissions;
- Reasonableness of the assumptions;
- Viability of the scheme;
- Identities of key individuals;
- Sources of finance;
- Compliance with Money Laundering regulations
- Security.

The due diligence undertaken with respect to a foreign corporation does not differ substantially from that undertaken on a UK entity. The degree of difficulty experienced in performing satisfactory financial due diligence checks will vary greatly, e.g. audited accounts for companies registered in the UK are readily available from Companies House but similar arrangements do not exist in other countries. This means that the aid of lawyers, independent accountants and other local firms may be enlisted to assist in the process.

Where the greatest difference exists is in terms of the security that may be sought to protect the GLA's interests as a result of the findings of the due diligence process. There is no 'perfect' outcome and there will always be risk regardless of the standing of the development partner and the objective is to mitigate that risk to an acceptable degree.

As explained to the Committee, this has been achieved in this instance by incorporating terms into the development agreement that ensure that the GLA has security over assets in the UK at appropriate levels throughout the development of the site that will mitigate any risk to the GLA in relation to its asset, i.e. the land at Royal Albert Dock.

- The Head of Financial Services told us that the GLA received advice on due diligence from Grant Thornton and Burges Salmon. Specifically, what did this advice cover?

This related to reviews of submissions by bidders to support the OJEU decision making process. Specifically, Grant Thornton reviewed all financial aspects of the submissions while Burges Salmon undertook legal due diligence. In addition, Burges Salmon, by virtue of their presence in Hong Kong, established the credentials of the independent firm of accountants that had provided a translation of accounts drawn up in Chinese.

- The Head of Financial Services told us that \$25 million was placed by ABP in a UK bank as an escrow account. Can you confirm that this is the right amount. How was that figure arrived at?

During negotiations, ABP advised that they would be seeking external sources of finance for the project. While there was no requirement for ABP to demonstrate that they had access to finance for the whole project at this stage, it was considered expedient to ensure that we were dealing with an entity of some substance, i.e. that they could demonstrate an ability to access sufficient funds to take them through the planning stage. Various options were discussed including letters of support from Bankers (2 of which were obtained). During these discussions, ABP advised us that they had placed US\$25m in their bank account to demonstrate good faith and evidence of this was also provided.

- Can you provide clarification on the level of access London & Partners had to ABP's accounts in order to undertake effective due diligence: which financial records were secured and translated?

London & Partners had no access to ABP accounts and were not asked to provide any due diligence relating to the accounts.

Procurement process

- What references, if any, were made to housing in the original brief as set out in the OJEU notice to redevelop Royal Albert Dock?

No direct reference was made to housing in the OJEU notice, however it references:

"Integrates complementary alternative uses which may include (but not limited to): education, transport, health, leisure, retail, ICT, etc, in order to provide convenient local amenities for residents and employees."

- Did ABP's first proposal include a housing element? If not, when was housing first mooted?

Yes, as business residential (serviced apartments) amongst other ancillary uses.

- The Assistant Director, Strategic Projects and Property told the Committee that "the discussions with us and the local authority during the pre-planning process led to incorporation of an element

of housing within the overall scheme, particularly in relation to place-making and making it more of an active place 24/7 rather than what was being led through the employment-led brief". When did these discussions take place? Was it before or after ABP submitted its proposal? Was it before or after the other bidders dropped out?

As part of the bidding process the bidders had meetings with the London Borough of Newham as the local planning authority, during the Outline Solution stage. At this point ABP's proposal already included serviced apartments.

Pre application discussions with the planning department of the London Borough of Newham and the GLA took place post contract award as ABP worked up their masterplan and design for the scheme, prior to the submission of the planning application.

- Were other bidders made aware of the discussions between the GLA and LB Newham that led to the incorporation of a housing element in ABP's tender?

As the initial discussion with the London Borough of Newham was mid procurement, it would not have been appropriate to pass details of another's bid to other bidders.

The further discussions took place post contract award as part of the pre-application planning process and therefore other bidders were not notified.

- How did inclusion of a housing element affect ABP's evaluation criteria scores?

As it represented quite a low proportion of the total floorspace it would not have had a material impact on the scoring.

- Confirmation on whether the GLA/LDA asked London & Partners to specifically seek a Chinese developer and/or Asian occupiers, and if so, what the benefits of this strategy would be.

The GLA / LDA did not ask London & Partners to specifically seek a Chinese developer and / or Asian occupiers.

Yours sincerely,



David Lunts

Executive Director – Housing and Land

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Len Duvall AM, Chair of the GLA Oversight Committee

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Ref: 2/2015-16

28 May 2015

Dear Gordon

London and Partners' Role in Crystal Palace Redevelopment Proposal

Further to the recent discussions between the GLA Oversight Committee and London & Partners, I would be grateful if you could provide clarification of your role in the Crystal Palace Redevelopment proposals, and in particular, the allegations in The Sunday Times' recent article that Lord Bates of Langbaugh (Parliamentary Under Secretary of State for Criminal Information) and his wife Xuelin Li Bates met with "London planners" on behalf of the ZhongRong Group (*Minister faces quiz over link to new Crystal Palace*, 12 April 2015).

The meeting (which took place on the 16 November 2012), as officially recorded in the document attached at Appendix 1, involved the attendance of a member of staff from London and Partners – Jeff Cao, Head of Asia Pacific – who is listed alongside Lord and Lady Bates as an applicant.

I write therefore to seek clarification on London and Partners' role in this application and would be grateful for your comments in relation to the following questions:

- What role Mr Cao took at the meeting;
- What other work London & Partners undertook for the ZhongRong Group with respect to this application; and
- Whether London and Partners received any additional money for attending this meeting on behalf of the ZhongRong Group.

The Committees is particularly concerned that, on the face of it, London & Partners' role in this matter might be construed as having strayed beyond its core "brokering" function and into the realm of strategic advice.

I would be grateful to receive your response at your earliest convenience and ask that, in your formal response to the Committee, you copy in the committee officer, whose details are at the bottom of this letter. Please note that I have copied this letter to Sir Edward Lister.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Len Duvall', written in a cursive style.

Len Duvall AM
Chair of the GLA Oversight Committee

CC – Sir Edward Lister, Board Chairman, London & Partners

Enc. – Appendix 1 – Technical Planning Advice Note (REF: PDU/1295b, 16 November 2012)

GREATER LONDON AUTHORITY

TECHNICAL PLANNING ADVICE NOTE (REF: PDU/1295b)

16 November 2012

Crystal Palace Park, Bromley

in the London Borough of Bromley

The proposal

A recreation of Great Exhibition glass-house buildings is proposed on the original site. Uses proposed to be contained within these buildings include a 6 star hotel, retail uses (mainly jewellery showrooms and sales) and art galleries together with 1800 car parking spaces. The floorspace proposed is 2 million sq.m.

The applicant

Is Zhongrong Group and the architect is Dominique Hertenberger.

Context

1 Following on from a meeting in August between the Mayor, Edward Lister and Rick Blakeway a meeting was held on 30 October 2012 with the following attendees:

GLA

- Richard Blakeway- Deputy Mayor for Housing, Land and Property
- Fiona Fletcher-Smith, Executive Director of Development and Environment
- Martin Clarke, Executive Director Resources
- Stewart Murray, Assistant Director, Planning
- Lan Feng, Principal Policy Officer- International Promotion

Applicant

- Xuelin Bates- Architect and property developer representing Zhongrong Group
- Lord Bates (Xuelin's husband)
- Jeff Cao- Head of Asia Pacific, London and Partners

Site description

2 Crystal Palace Park is located in the London Borough of Bromley immediately to the north-east of Upper Norwood town centre. The park is bounded by Crystal Palace Parade to the west, Crystal Palace Park Road to the north, Thicket Road to the east and Anerley Hill/Crystal Palace to Sydenham railway line to the south. The majority of the park fronts directly onto these roads/railway line, although along parts of Crystal Palace Park Road and Thicket Road there are residential properties in between. The Park is on the north-west tip of the borough boundary. The London Boroughs of Croydon, Lambeth, Southwark and Lewisham all adjoin the Park boundary.

3 Crystal Palace Park Road (A234), Crystal Palace Parade (A212) and College Road (A2199), which joins Crystal Palace Parade are all part of the Strategic Road Network. The nearest Transport for London Road Network is the A205, located approximately 2km away from the site. Crystal Palace national rail station and London Overground is located 500m away from the top site (however it should be noted that there is a steep slope between the station and top site which could be regarded as a significant barrier to accessibility). Adjacent to the southern boundary of the site, whilst Penge West national rail station is located just beyond the eastern boundary of the Park. Both stations offer regular services to Central and South-East London. Crystal Palace bus terminus is also located adjacent to the western boundary of the site and is served by ten different bus services. A further seven bus services run close to the north, east and south of the park respectively along Westwood Hill / Crystal Palace Park Road and Anerley Hill. Given the proximity of the rail and bus station, it is considered that the development site is well located at the south-western boundary and as such, records a public transport accessibility level (PTAL) of 6, out of a range of 1 to 6 where 6 is considered as excellent. Due to the size of the park, this PTAL however decreases gradually to 2 in certain areas of the park and particularly towards the north-eastern boundary.

4 The Park was originally laid out between 1852 and 1855 to accommodate the relocated and enlarged 'Crystal Palace' – the building designed and built by Joseph Paxton for the **Great Exhibition in Hyde Park**. Paxton imposed a strong symmetrical design for the park, orientating it around a Central Walk (Paxton Axis) with a maze, rosary gardens, English landscape garden, Italianate garden cascades, fountains and basins on either side. The Crystal Palace itself was located on the western side of the park, fronting Crystal Palace Parade, on what is now known as the 'top site'. The Park and Palace were used for a huge range of activities including shows, exhibitions, concerts and mass meetings of numerous organisations, there was a charge for entry, which varied depending on the event. It was also home to the FA cup final between 1895 and 1914. The Park is regarded as the world's first theme park for mass entertainment. The company running the Palace and the Park was declared bankrupt in 1911 and in 1913 it was bought for the nation. It was run by the London County Council and its successor the Greater London Council. The London County Council commissioned a masterplan for the Park in 1954 which involved the construction of a national exhibition centres and national sports centre. The latter was completed in 1964. The remainder of the masterplan was never implemented. Between 1937 and 1972 the Park accommodated a motor racing circuit. On abolition of the Greater London Council in 1986 it was transferred to the Bromley Council. The GLA has a leasehold interest in the National Sports Centre.

5 The Park is 80 hectares and now comprises open parkland (grassland and trees) with pathways, access roads and car parks, cricket pitch, fishing lake, maze, along with buildings and structures related to park maintenance and sport and recreation that are mostly located in the centre of the Park. The main built elements include the National Sports Centre (which includes a 50m swimming pool and other indoor sports facilities), the athletics stadium, Lodge Tower (which provides accommodation for athletes), seven houses, the Italian Terraces, the Paxton Axis, BBC television transmitter mast, a caravan site, tidal lakes in the north and south-east, a concert stage, the Crystal Palace Park museum the base of the Brunel water tower, the subway to the former Crystal Palace 'high level' Station, dinosaur statues and geological features, the former City Farm and covered reservoir.

Details of the proposal

6 A recreation of Great Exhibition glass-house buildings is proposed on the original site. Uses proposed to be contained within these buildings include a 6 star hotel, retail uses (mainly jewellery showrooms and sales) and art galleries together with 1800 car parking spaces. The floorspace proposed is 2 million sq.m.

Strategic planning issues and relevant policies and guidance

7 The relevant issues and corresponding policies are as follows:

- Economic development *London Plan; the Mayor's Economic Development Strategy; Employment Action Plan;*
- World city role *London Plan;*
- Urban design *London Plan;*
- Mix of uses *London Plan;*
- Regeneration *London Plan; the Mayor's Economic Development Strategy;*
- Transport *London Plan; the Mayor's Transport Strategy;*
- Parking *London Plan; draft Revised Early Minor Alteration to the London Plan; the Mayor's Transport Strategy;*
- Retail/town centre uses *London Plan ;*
- Open land *London Plan; All London Green Grid SPG;*
- Green Belt/MOL *London Plan;*
- Employment *London Plan; Land for Industry and Transport SPG;*
- Biodiversity/Geodiversity *London Plan; the Mayor's Biodiversity Strategy; draft Tree and Woodland Strategies; London's Foundations (Geodiversity) SPG;*
- Access *London Plan; Accessible London: achieving an inclusive environment SPG; Planning and Access for Disabled People: a good practice guide (ODPM);*
- Culture *London Plan; Mayor's Cultural Strategy;*
- Historic Environment *London Plan;*
- Sustainable development *London Plan; Sustainable Design and Construction SPG; Mayor's Climate Change Adaptation Strategy; Mayor's Climate Change Mitigation and Energy Strategy; Mayor's Water Strategy ;*

8 For the purposes of Section 38(6) of the Planning and Compulsory Purchase Act 2004, the development plan in force for the area is the 2006 Bromley Unitary Development Plan and the 2011 London Plan.

9 The following are also relevant material considerations:

- The National Planning Policy Framework and Technical Guide to the National Planning Policy Framework
- the Bromley Core Strategy (Issues and Options stage)
- The Early Minor Alteration to the London Plan

Case history

10 Outline planning permission was granted by Bromley Council for the following description of development in 2008. The decision was upheld by the Secretary of State following a call-in Inquiry in December 2012. The Crystal Palace Community Association challenged this decision by way of judicial review and in June 2012 this was dismissed and the decision upheld. The Claimants have lodged an application to appeal this decision and a decision as to whether they have been granted leave to appeal is awaited.

11 Comprehensive phased scheme for landscaping and improvement of park comprising demolition of and alterations to existing buildings and structures including removal of existing hard surfaces; changes of use including part of the caravan site to public open space and museum to park rangers base; erection of new buildings and structures for various uses including museum, park maintenance facilities, community facilities, information kiosk, greenhouses, retail kiosks, cafes, toilets classroom, children's nursery, treetop walk, student accommodation, up to 180 residential units, new regional sports centre; alterations to ground levels with new pedestrian paths, vehicular access roads, car parking highway works, water features.

Land use principle

12 Whilst the economic, cultural and heritage benefits of the proposal are acknowledged the impact on the Metropolitan Open Land will need to be assessed. In order to properly assess the impact of the proposal the quantum of the individual uses should be set out and supplied as soon as possible.

13 London Plan Policy 7.16 sets out that Metropolitan Open Land should be treated in the same way as Green Belt. It then goes on to state that "the strongest protection should be given to London's green belt, in accordance with national guidance. Inappropriate development should be refused, except in very special circumstances"

14 The policy guidance of paragraphs 79-92 of the National Planning Policy Framework (NPPF) on Green Belts states that the Green Belt serves five purposes:

- to check the unrestricted sprawl of large built-up areas;
- to prevent neighbouring towns merging into one another;
- to assist in safeguarding the countryside from encroachment;
- to preserve the setting and special character of historic towns; and
- to assist in urban regeneration, by encouraging the recycling of derelict and other urban land.

15 Paragraph 87 of the NPPF states that inappropriate development is, by definition, harmful to the Green Belt and should not be approved except in very special circumstances. In addition, paragraph 89 of the NPPF states that 'a local planning authority should regard the construction of new buildings as inappropriate in Green Belt'. Paragraph 89 sets out that when considering any planning application, local planning authorities should ensure that substantial weight is given to any harm to the Green Belt. 'Very special circumstances' will not exist unless the potential harm to the Green Belt by reason of inappropriateness, and any other harm, is clearly outweighed by other considerations.

16 By definition the development proposed is inappropriate development and will have a substantial impact on the MOL both by its appearance, its introduction of new uses and the substantial number of visitors it will attract.

17 That said it should be noted that the proposal is a recreation of a historic structure, albeit taller than the original, which attracted substantial users and there may be demonstrated very exceptional circumstances.

18 The previous application accepted that restoration of the rest of the park which was in a poor condition, including the dinosaurs, and refurbishment of the Sports Centre could constitute *Very Special Circumstances* for the development of housing on part of the park in order to fund the works.

19 The Stage I report also set out that there was a unique combination of factors in this case to suggest that very special circumstances do exist. Firstly, the Park is not a traditional urban Victorian park (such as Victoria Park or Battersea Park, which is both of a similar size and was both previously run by the GLC). It was a private park to which an entrance fee was charged with a huge indoor attraction and an eclectic range of attractions. It is commonly accepted as being the World's first amusement park. The historical legacy of these remains – in the form of the listed Terraces, the top site, the dinosaurs etc. These legacy features represent a significant cost, which are exceptional and not common to any other park in London. Secondly, the presence of the listed National Sports Centre and the athletics track and spectator stands significantly detract from the quality of the park – they represent a severe physical barrier in the middle of the park and give rise to further exceptional costs to remedy the problems they cause. Of course they are valued features in their own right, but nevertheless do not fit well with the rest of the Park. The fact that they were part of a much larger proposal for an exhibition centre that was never completed is also relevant. The partial implementation of a much bigger plan has resulted in truncated features such as the elevated walkways. Dealing with these problems is an exceptional cost that is unique to the history of this park.

20 Other factors that have some relevance are the historical precedent established by Paxton, of selling off parts of the edge of the park for residential development to fund ongoing maintenance and the fact that many other parks and open spaces of this size or character in London have alternative sources of funding – e.g. through the Royal Parks Agency, Corporation of London and precept on Council tax, although this is not the case for all parks of this size.

21 Very special circumstances have previously been justified for uses which have substantial public benefits such as educational and health uses. Given the unique combination of factors at play here the employment and economic benefits of this proposal together with its cultural and historic benefits may be able to constitute very special circumstances given the public benefits they bring and if the applicant proposes improvements to the park and sports centre of a similar manner to those previously proposed. In addition the applicant will need to demonstrate these very special circumstances and clearly set out the number of jobs the proposal is expected to generate and the likely economic impact on the surrounding area. The impact of the level of traffic likely to be generated will also need to be taken into consideration.

Retail, leisure and hotel uses

22 The London Plan and NPPF set out that retail and leisure uses should be located in town centres and the London Plan sets out that hotels should be located in town centres outside the Central Activities Zone.

23 This site is outside of a town centre and as such generally a sequential assessment and retail impact assessment is required. Given the unique nature of the use it may be possible to make an argument that a sequential test is not required. The applicant will need to clearly set out how the offer differs from usual offers to justify this and the application may need to be conditioned to such a use. A retail impact assessment should be submitted.

24 Whilst the site is not in a town centre justification may be possible for the hotel location given the unique nature and opportunity of the site.

Heritage

25 Whilst the recreation of the glasshouses to the site is welcomed and its positive heritage impact is acknowledged the applicant will need to demonstrate that the proposal does not have an adverse impact on the listed terraces and other heritage assets on the wider site either by virtue of its bulk or the impact of the number of visitors.

Biodiversity

26 As the wider park is in a Site of Borough Importance for Nature Conservation the biodiversity implications of the proposal should be assessed.

Energy

27 Whilst the aspiration to restore the glasshouses to the site is welcomed given the high level of glazing it will be important to have early discussions around the energy strategy and in particular energy efficiency and the levels of cooling required.

Transport

28 The local highway network is not particularly suited to a large increase in traffic. The nearby Upper Norwood / Crystal Palace triangle with local shopping centre operates as a one-way system, which experiences queuing and congestion at peak times. The use of public transport modes should be encouraged. Whilst the scale of the uses is acknowledged, given the PTAL of the site a reduction in parking numbers should be considered. In any case the level of parking will need to be robustly justified. It should be noted that temporary car parking is occasionally provided on the lower terraces below the development site to serve major events in the park, as part of a major event planning process which includes road closures and diversions in the surrounding area to ensure that the local road network operates efficiently.

29 Rail network constraints would prevent any major increase in rail frequencies.

30 At Crystal Palace station, recent internal improvements have been carried out to re-open the former historic ticket hall in September 2012, and lifts are due to open in 2013, which helps to provide improved internal circulation – though with any major new development all internal circulation impacts would need to be investigated. Impact on train services would also need detailed investigation and potential mitigation. When irregular major athletics events are held, there are lengthened train services and additional staffing and information as part of major event planning.

31 There is a steep hill from the station to the top of the park which would be regarded as a barrier to access and connectivity from the station to the site. The Crystal Palace Tramlink extension would have provided a link from the station to the top of the park, or there may be other alternatives to provide an accessible link from the station to the development site.

32 There is an existing bus station accessed off Crystal Palace Parade which provides standing space for terminating routes and bus stops – which reflects the provision of bus services around the local south London area coming to a hub at Crystal Palace. This bus standing provision would need to be retained and potentially enhanced, especially if there would be significant increases in the number of people using bus services to access the development proposal Tramlink extension feasibility work drew up proposals for an integrated tram terminus / bus station in that location.

Tramlink

33 Significant feasibility and development work was carried out on the Crystal Palace extension before it was shelved as a project in 2008. The extension would connect to the existing Tramlink network at Harrington Road with options to utilise part of the National Rail corridor towards Birkbeck and Beckenham Junction as far as Crystal Palace station and there were three alignment options to connect to a terminus near the existing bus station adjacent to the original Crystal Palace site. The park alignment options were designed to dovetail with the LDA's Masterplan proposals within which an alignment was safeguarded.

34 TfL are currently drafting a Tramlink Strategy which prioritises enhancements to the existing system (additional platform at Wimbledon, double-tracking more of the Wimbledon branch), and three potential extensions; Harrington Road to Crystal Palace, Wimbledon to Sutton and Beckenham Junction to Bromley. The Crystal Palace alignment and business case are currently being refreshed, alongside a feasibility study into the potential extension to Sutton so that both projects are at a comparable level of design. It is expected that this work would be available in mid 2013. Tramlink enhancements are included in the London Plan, however there is no commitment to funding in the TfL Business Plan.

35 Following further discussion with the Mayor about Tramlink enhancements, in the current economic climate it is clear that any large infrastructure project needs to be able to generate additional jobs and homes and/or other types of development to prove viable, and local Boroughs have been made aware of this. TfL are undertaking a series of studies to look at development potential along the extension routes.

36 Whilst the Crystal Palace extension is only one of the options being considered to improve connectivity and capacity in south London should it be decided to go ahead with it any development of the scale proposed would be expected to include a substantial contribution to this extension.

Conclusion

37 The principle of recreating the Great Exhibition glasshouses on their original site is strongly supported in terms of supporting London's World City role and achieving the exceptional strategic development of Crystal Palace as a major destination. The planning and technical appraisal process will be an important next step to provide further justification for the nature and scale of the envisaged mixed use development. In addition, discussion is encouraged early on to ensure that a robust case can be demonstrated on the very special circumstances arguments for the scale and uses proposed, particularly the retail/shopping elements, hotel and leisure uses as well as the transport impacts of the proposal.

38 It should be noted that it would be expected that these proposals would come forward as part of a package to restore and upgrade the park and sports centre and to make a contribution to the tramlink extension

39 There would need to be close dialogue between the GLA, Transport for London, Bromley Council and neighbouring Borough Councils and communities on the vision and masterplanning of

this significant strategic development. Clearly, there could be demonstrated very significant community and wider London benefits providing the planning policy tests and local impacts are fully addressed.

40 Early technical advice and establishment of a competent planning and transportation consultancy team for the development is highly recommended who could then engage closely with the GLA's Planning Team and TfL, alongside the Local Planning Authority, Bromley Council. The key contacts at the GLA Planning are as follows: -

Stewart Murray, Assistant Director – Planning
[REDACTED]

Colin Wilson, Senior Manager – Planning Decisions
[REDACTED]

Justin Carr, Strategic Planning Manager (Development Decisions)
[REDACTED]

Emma Williamson, Principal Strategic Planner
[REDACTED]

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Len Duvall AM
Chair of the GLA Oversight Committee
City Hall
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3 June 2015

Dear Mr Duvall

I refer to your letter of 28 May requesting clarification of London & Partners' role in the proposed redevelopment of Crystal Palace.

Perhaps I can explain some background to this project.

Mr Cao leads London & Partners' Asia Pacific Inward Investment team. The team identified in 2011 that there might be opportunities for investment from ZhongRong Group. The team met with the Group's Chairman to discuss investing in London and it subsequently introduced him to relevant London contacts, including at the GLA.

There are two errors in the official record of the meeting which you refer to in your letter. The meeting took place on 2 November 2012 and Mr Cao did not attend as an applicant.

GLA officials asked Mr Cao to attend the meeting because it related to a potential significant investment into London by a major Chinese company that London & Partners had previously been in contact with. Mr Cao attended in his capacity as London & Partners' Head of Asia Pacific. We have subsequently pointed out the error in the meeting note to the GLA.

I can confirm categorically that London & Partners did not carry out any work on behalf of Zhongrong Group in relation to its planning application and London & Partners has never received any payment from Zhongrong Group.

Yours sincerely



GORDON INNES
Chief Executive Officer

c.c. Sir Edward Lister

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MAYOR OF LONDON**Len Duvall AM**

Chair of the GLA Oversight Committee
City Hall
London SE1 2AA

Date: 23 January 2015

Dear Len,

Thank you for your letter dated 3 December 2014, sent on behalf of the GLA Oversight Committee, requesting additional information, following my attendance at its meeting on 20 November. Please accept my apologies for my delayed response. This has largely been due to officers investigating whether it is possible to obtain data on the educational attainment of London's Traveller community pupils, as this is not publically available.

The Department of Education can provide this data. They will be publishing national data on Key Stage 4 (KS4) for 2014 at the end of this month. They will then be in a position to be able to collate and provide us with the KS4 attainment of Gypsy and Roma children and Traveller children of Irish heritage (separately) for 5 A*-C for London as a whole. They will also provide this data by gender. We can expect to obtain this in early February.

Super-Connected Cities programme

Details of the Mayor's actions undertaken to ensure Black and Minority Ethnic groups are aware of the Super-Connected Cities programme and to monitor the ethnic make-up of the businesses that sign up to it.

We are promoting the Broadband voucher scheme element of *the Super-Connected Cities programme*

- through the GLA website
- on the back of promoting other business activities
- on TfL poster sites
- through paid for advertising, such as in the Metro
- through media coverage
- by distributing leaflets
- using social media.

The application process for the Broadband voucher scheme element of *the Super-Connected Cities programme* is designed to be as light touch as possible and to be consistent with the application process used elsewhere in the country. It does not collect data on the ethnic make-up of the businesses that sign up to the Broadband voucher scheme.

It is possible to gain some indication of the likely take up by BAME businesses from known data and data that is gathered from the application process: Namely the BAME population of the boroughs, the number of vouchers issued by borough and the number of SMEs by borough. From this it is possible to map the total vouchers per 1000 SMEs in the borough against the percentage of the population which is from BAME groups (see Table 1 on the next page).

This shows that Newham is the borough with the largest BAME population, but the take up of broadband vouchers is amongst the lowest. Even accounting for the relatively low number of SMEs in the Newham, the take up rate is low.

We have worked closely with LB Newham to promote the availability of the scheme among the Borough's businesses and are continuing to do so. Officers attended the Newham Business Forum in October 2014 to present and take questions from local businesses, which was well received by those who attended. In addition we work closely with a number of internet service providers who we know are active in Newham and are encouraging them to enhance their promotion efforts.

We will continue to support all Borough events where possible and are exploring new ways of sharing information with Borough partners to ensure that they are equipped to deliver messages about the Voucher Scheme.

Table 1: Broadband voucher scheme recipients and BAME population by borough

Ranking 1	Borough	Total vouchers	% of population from BAME groups (2013)	Ranking 2
1	Hackney	15.4	45.7	12
2	Hammersmith and Fulham	11.4	33.5	23
3	Sutton	11.2	23.1	28
4	Islington	10.2	32.7	24
5	Redbridge	10.2	60.7	3
6	Haringey	10	40	18
7	Enfield	9.4	41.2	16
8	City of London	9.1	22.6	29
9	Camden	8.3	34.6	22
10	Croydon	7.5	47.2	10
11	Tower Hamlets	7.3	55.5	5
12	Westminster	7.1	40	17
13	Brent	6.6	64.9	2
14	Southwark	6.5	46.9	11
15	Kensington and Chelsea	6.2	30.7	25
16	Greenwich	5.3	39.6	19
17	Kingston upon Thames	4.8	27	27
18	Lewisham	4.4	48.4	9
19	Waltham Forest	4.4	49.5	8
20	Bromley	4.2	16.9	31
21	Merton	4.1	36.5	21
22	Lambeth	4	43.5	14
23	Barnet	3.9	37.1	20
24	Ealing	3.5	52.4	6
25	Barking and Dagenham	3.4	45.7	13
26	Havering	3.4	13.6	33
27	Wandsworth	3.3	29.4	26
28	Richmond upon Thames	3.2	14.7	32
29	Newham	3	72.4	1
30	Harrow	2.7	60.2	4
31	Hounslow	2.4	50.2	7
32	Hillingdon	1.9	19.6	30
33	Bexley	1.4	42.4	15

Ranking 1 is the order of the total vouchers per 1000 SMEs in the borough
Ranking 2 is the order of the boroughs by percentage of BAME population

Inequalities in broadband access

Details of how the Mayor has attempted to address inequalities of broadband access across the capital.

The Greater London Authority has been allocated £25 million from the government to deliver a focused digital connectivity plan for London. The GLA's Superconnected Cities Programme (SCCP) has two strands:

- offering micro-grant vouchers towards the connection costs incurred by businesses to make high speed broadband accessible to Small and Medium Enterprises (SMEs) to support economic growth and
- a public-building Wi-Fi hotspot scheme which will see free wifi provision in museums. These have in total a footfall of thirty million people.

We have just launched our Digital Inclusion Strategy for London. This outlines the London picture on digital exclusion, including groups which are not online, the work being done to address this and work the Mayor will undertake with partners to address the barriers people experience to exclusion.

We will implement the LEP's Growth Deal Digital Skills Programme, which aims to improve digital skills education and training, improve access to employment and help address the skills gap in the industry. This will also reduce the incidence of digital exclusion for future generations.

Following the successful Connectivity Summit, convened by the Mayor in September, he will provide leadership and ambition by bringing together internet providers and those organisations working in this area as part of the new Connectivity Advisory Group. Affordable and high speed broadband will form part of their key work areas to ensure this is championed and addressed at the highest level.

The Mayor is intending to ask Government to review Ofcom's powers in ensuring affordable broadband availability across London and the UK, and to ask them to review line rental costs and arrangements.

Education and attainment of the Traveller community

A commitment to provide more granular detail in monitoring and in future Annual Equalities Reports on the education and attainment of the Traveller community

We will provide this as soon as we receive the data from the DfE.

Disability hate crime

Data in respect of disability hate crime, for inclusion in the next Annual Equalities Report;

The MPS has been collecting data on disability hate crime since 2011. We will happily include this in future editions of the Mayor's Annual Equalities Report.

Table 2 Disability Hate Crime

	2011/12	2012/13	2012/14
Number of offences reported	152	108	114
Sanction detection rate	23.7%	17.6%	16.7%

Annual Equalities Reports traffic-lighting system

An undertaking to recalibrate the traffic-lighting system used in Annual Equalities Reports to be more stringent and more accurate

We will give careful consideration to the traffic light rating within the Mayors Annual Equalities Reports.

Debt

Details of what actions are being taken to address the issue of debt.

Actions being taken to address debt were detailed in the Mayor's response to the Assembly's Economy Committee's investigation into personal debt (letter to Baroness Jones of Moulsecoomb AM, MGLA081014-8855, 21 November 2014)

We supported Toynbee Hall and the Capitalise Debt Advise Partnership in the past to analyse their client data, with a view to identifying and mapping debt trends. The results were published on the London datastore website.

We are providing advice and input into Toynbee Hall's pilot study in the borough of Tower Hamlets to determine the location and proximity of paid for and free cash machines, banking services, payday loans, cash convertor and money shops in the borough and the impact these may have on the decision making of residents. In addition we helped Toynbee Hall and Capitalise devise a questionnaire which is currently being trialled among debt advice clients in Tower Hamlets.

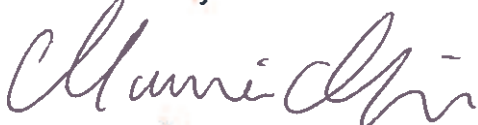
We promote free debt services and credit unions on the GLA website and through the Mayor's annual Know Your Rights campaign.

Last year the Mayor's London Schools Excellence Fun awarded the Personal Finance Education Group £75,000 to work with 102 teachers in 12 London schools to help pupils improve their financial literacy skills. The first tranche of teachers engaged in the project are now working with other schools across the capital to disseminate successful methods for teaching financial education, which became part of the national curriculum in September. A further £70,000 has been allocated to help expand the number of teachers and the number of pupils participating and benefiting from this initiative.

We also have in place a number of measures that either contribute to increasing the incomes or decreasing the outgoings, of those on low incomes, and thus play a part in helping people not to fall into debt. These include

- encouraging older people to take up the benefits to which they are entitled, through the Mayor's annual Know Your Rights campaign
- keeping down the GLA's share of the Council Tax
- raising and promoting employers implementation of the London Living Wage
- installing energy efficiency measures through the Mayor's RE:NEW programme, helping to reduce people's energy bills
- providing concessions on fares.

Yours sincerely



Munira Mirza

Deputy Mayor of London for Education and Culture

cc John Barry, Senior Committee Officer

MAYOR OF LONDON

Len Duvall AM
Chair of the GLA Oversight Committee
City Hall
London SE1 2AA

Date: 9 March 2015

Dear Len

You may recall that I promised in my letter of 23 January to provide Key Stage 4 attainment data of Gypsy and Roma children and Traveller children of Irish heritage for London.

I am pleased to be able to now provide this data from data provided by the Department of Education (DoE). See the table below.

Percentage of pupils at the end of key stage 4 achieving 5+A*-C grades at GCSE and equivalents, 2013/14, by gender (%)

	Gender	London	England
Gypsy/Roma	Boys	22.6	11.0
	Girls	22.9	15.2
Traveller of Irish heritage	Boys	23.5	21.2
	Girls	>8*	12.7
All pupils	Boys	65.4	57.7
	Girls	75.8	70.2

*We have explored with the DoE as to why this figure is so low and have not been able to ascertain any reasoning for it.

Yours sincerely



Munira Mirza
Deputy Mayor for Education and Culture

cc John Barry, Senior Committee Officer

Subject: Annual Governance Statement 2014-15

Report to: GLA Oversight Committee

Report of: Head of Paid Service and Executive Director of Resources
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Date: 30 June 2015

This report will be considered in public

1. Summary

- 1.1 Each year the GLA's Annual Governance Statement is presented in draft to the GLA Oversight Committee for Members' views. The current draft of the 2014-15 Statement is appended to this report.

2. Recommendation

- 2.1 **That the Committee comments on the draft GLA Annual Governance Statement for 2014-15.**

3. Background

- 3.1 The Annual Governance Statement is provided in draft to the Authority's external auditors by the end of June each year. At about the same time, the Assembly's Audit Panel and GLA Oversight Committee are consulted on the Statement. The Mayor and the Head of Paid Service sign off the final version in September.

4. Issues for Consideration

- 4.1 The issues arising are highlighted in the Statement at **Appendix 1**. The Statement attempts to provide a balanced view of the Authority's governance arrangements, incorporating assessments and feedback received from its internal auditors and from the Assembly. The content of the Statement is ultimately a matter for the Mayor, acting on the professional advice of suitably qualified officers.

5. Legal Implications

- 5.1 There are no legal issues directly arising from this report.

6. Financial Implications

6.1 There are no financial issues directly arising from this report.

List of appendices to this report:

Appendix 1 – Draft GLA Annual Governance Statement 2014-15

Local Government (Access to Information) Act 1985
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List of Background Papers: None

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DRAFT

Greater London Authority
Annual Governance Statement 2014-15

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1. Scope of responsibility

- 1.1. The Greater London Authority (GLA) is responsible for ensuring that its business is conducted in accordance with the law and proper standards; and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The GLA also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2. In discharging this overall responsibility, the GLA is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which includes arrangements for managing risk.
- 1.3. The GLA has a corporate governance framework consistent with the principles of the 2007 CIPFA/SOLACE Framework *Delivering Good Governance in Local Government* (and its 2012 addendum) and two sets of other CIPFA guidance:
 - *Application Note to Delivering Good Governance in Local Government: a Framework*; and
 - *Statement on the Role of the Chief Finance Officer in Local Government*.
- 1.4. This Statement explains how the GLA delivers good governance and meets the requirements of Regulation 6 of the Accounts and Audit Regulations 2015 in relation to the consideration and approval of a statement on internal control. It also describes the most significant work undertaken in the year to review and strengthen governance at the GLA and notes issues arising.
- 1.5. The commitments given in this Statement will be monitored during the course of 2015-16 (where appropriate) and will be revisited in the GLA's Annual Governance Statement for 2015-16.

2. The purpose of the governance framework

- 2.1. The governance framework comprises the systems and processes, culture and values by which the GLA is directed and controlled, and its activities through which it accounts to, engages with and leads the community. It enables the GLA to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services, and in accordance with legislative requirements.
- 2.2. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.
- 2.3. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of the GLA's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised and to manage them efficiently, effectively and economically.
- 2.4. The governance framework has been in place at the GLA for the year ended 31 March 2015 and up to the date of approval of the annual report and statement of accounts.

3. The governance framework

3.1. The key elements of the systems and processes that comprise 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 Statement is the GLA's alone – the bodies with which the GLA works have their own governance statements – the GLA's work cannot be viewed in isolation. That is particularly the case in respect of the operations of the GLA Group, encompassing the GLA and its functional bodies. The agents include:

- the executive Mayor and the Mayor's appointed advisors;
- the London Assembly;
- the functional bodies through their boards;
- the officers of the GLA and the functional bodies; and
- London's local authorities and other external stakeholder organisations.

3.2. 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 and decisions. The Assembly is also able to investigate other issues of importance to Londoners, publish its findings and recommendations, and make proposals to the Mayor. The Assembly has a number of committees, with the GLA Oversight Committee, the Confirmation Hearings Committee, the Audit Panel, the Budget and Performance Committee and the Budget Monitoring Sub-Committee having explicit governance roles.

3.3. 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 for Communities and Local Government (DCLG). DCLG has set out how it views the systems governing that relationship by issuing, in October 2012 through its Accounting Officer, an 'Accountability System Statement for the Greater London Authority'. The Statement was issued with the GLA's endorsement and is available via:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/128876/2238554.pdf

Identifying and communicating the GLA's vision of its purpose and intended outcomes for citizens and service users

3.4. The Mayor identifies and communicates his vision and intended outcomes for Londoners and service users through a number of published statutory and non-statutory strategies, programmes and project plans. These are informed by and reflect regular and meaningful consultation, and the GLA uses a number of types of communication to present them, including: its website and social media channels; press briefings and press releases; and meetings with stakeholders and agents.

- 3.5. The Mayor's programme forms the basis of an Authority-wide corporate plan, known as the Business Plan. The Business Plan translates the Mayor's ambitions into priorities and actions for the GLA and its constituent units and makes clear who is accountable for what. It is publicised to staff and published for external stakeholders on london.gov.uk. The work of the Assembly and its Secretariat forms part of the plan.

Reviewing the GLA's vision and its implications for the GLA's governance arrangements

- 3.6. Mayoral strategies are subject to regular review with reference to both the Mayor's vision and the GLA's operating environment. As circumstances demand, strategies and/or their associated action plans are updated.
- 3.7. There is an annual GLA Group-wide budget setting process. This process, which is subject to continuous scrutiny by the Assembly, as well as consultations with stakeholders, has the important purpose of seeking to ensure there are sound medium and longer-term financial plans within which Mayoral priorities and objectives are adequately funded, while recognising areas of risk and uncertainty will inevitably exist.
- 3.8. The budget reflects the Mayor's vision and ambitions, set out variously in his Vision 2020, the London Infrastructure Plan 2050 and the Long Term Economic Plan for London, among others. The budget and the Mayor's vision and ambitions in turn inform the GLA's Business Plan, which is refreshed annually.
- 3.9. The GLA's governance arrangements are flexed as the vision and the plans that flow from it change so that they are robust but also support delivery. That includes making changes to the GLA's decision, performance and risk frameworks.

Measuring the quality of services for users, to ensure they are delivered in accordance with the GLA's objectives and to ensure that they represent the best use of resources and value for money

- 3.10. The GLA has well-embedded corporate performance management systems which support and are supported by arrangements at programme and unit levels.
- 3.11. Quarterly financial management information is reported to and reviewed with directors and cost centre managers. Progress against corporate initiatives, key performance indicators and against budgets is formally reported quarterly. Project reporting is on a monthly basis to the Mayor's Investment and Performance Board (IPB). This is complemented by both regular and exception based reporting to the Mayor and his advisors by senior officials.
- 3.12. The GLA publishes an annual report and assurances are provided by internal and external auditors on key controls and indicators.

- 3.13. Performance is also managed and monitored at a GLA Group level, again through formal quarterly reports detailing financial and service performance, for each functional body, and through reporting to the Mayor and his team.
- 3.14. In addition to the regular and periodic performance monitoring activities, the Assembly's scrutiny function encourages constructive challenge and impetus for enhancing performance.

Defining and documenting the roles and responsibilities of the executive, non-executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the GLA and partnership arrangements

- 3.15. The Mayor's principal role as the executive of the strategic Authority for London is to promote economic development and wealth creation, social development, and the improvement of the environment. The Mayor has strong executive powers to provide strategic leadership and a range of duties and responsibilities designed to ensure that the programme on which he was elected can be delivered.
- 3.16. The exercise of Mayoral functions by officers within the GLA is documented in and governed by the Scheme of Delegation. It reserves the required and otherwise appropriate responsibilities to the Mayor and provides managers with the authority necessary to conduct routine business. The Scheme is reviewed and updated periodically and presented at least annually to the Assembly for its information. There is also a documented Scheme of Delegation in respect of the Head of Paid Service's statutory staffing responsibilities for the GLA.
- 3.17. The Assembly's committees have published terms of reference and there is a documented Scheme of Delegation for the exercise of Assembly functions within the GLA.
- 3.18. A Corporate Governance Framework Agreement for the GLA Group covers the Group's powers and duties and sets out both the respective roles and responsibilities of each body within the Group and the core governance requirements they are to adhere to.

Developing, communicating and embedding codes of conduct, defining the standards of behaviour for Members and staff

- 3.19. The GLA (the Mayor and Assembly acting jointly) has established a Standards regime, under the provisions of the Localism Act 2011, which has been in operation in its current form since 1 July 2012. Within the regime, all complaint-related functions are delegated to the GLA's Monitoring Officer whose role it is also to oversee the GLA's Code of Conduct for elected Members. In addition to handling complaints, the

Monitoring Officer is responsible for the extant framework governing the registration and disclosure of interests and of gifts and hospitality and for providing related advice.

- 3.20. A revised version of the Authority's Gifts and Hospitality Policy was issued in May 2014 following a comprehensive review and having consulted with the Mayor, London Assembly and GLA Group functional bodies.
- 3.21. In accordance with his commitment to promote transparency and accountability within the Mayoralty and across the GLA Group, the Mayor has published details of all of his advisors on the GLA website together with their declarations of interest and of gifts and hospitality. The Head of Paid Service has done likewise for GLA directors and has also published a GLA organogram together with details of senior managers' pay and responsibilities.
- 3.22. The GLA's Protocol for Mayoral Appointments sets down the process by which Mayoral appointments are made and details the conduct requirements for such appointees
- 3.23. At the end of 2014-15 and in the run up the General Election, the Monitoring Officer re-circulated the guidance document on the proper use of the Authority's resources to the Mayor's Office, Assembly party groups and all senior managers, and provided briefings on the rules relating to the pre-election period to a number of teams across the organisation.
- 3.24. The GLA also has a Code of Ethics and Standards for its staff. The Code seeks to promote the highest standards of conduct in public service and ensure that its standards and statutory obligations are fully met. The Code features prominently in formal induction processes and is published on london.gov.uk.

Reviewing the effectiveness of the GLA's decision-making framework, including delegation arrangements, decision making in partnerships and robustness of data quality

- 3.25. A revised Mayoral Scheme of Delegation was published in June 2014. The key changes were as follows.
 - The financial decision-making thresholds were revised so that the following were required:
 - Delegated Authority Record (DAR) for spending up to £10,000 (previously £5,000);
 - Assistant Director decision form (ADD) for up to £50,000 (unchanged);
 - Director decision form (DD) for up to £150,000 (previously £125,000); and
 - Mayoral decision form (MD) for over £150,000 (previously £125,000).
 - The Head of Government & EU Relations and the International Relations Manager were specified as senior managers following the change in their reporting line.

- As requested by Internal Audit, an explicit reference was made to arrangements which apply when senior officers are on leave.
- Consequential changes were made to ensure consistency with the other key governance documents.

The June 2014 version of the Scheme remained in force for the remainder of 2014-15. Concurrently, a review was undertaken which informed further refinements to the scheme for 2015-16.

- 3.26. As a related development, and to ensure that the GLA follows best practice, from 1 June 2014 equalities implications have been captured in GLA decision forms.
- 3.27. The GLA's Financial Regulations are an important companion to the Scheme. The Regulations are kept under review and were updated and approved for the year covered by this Statement. Changes included clarifying roles and responsibilities following the finance team restructure and making the Regulations consistent with the Mayoral Scheme of Delegation and other key governance documents.
- 3.28. The London Assembly's Scheme of Delegation is reviewed annually and reaffirmed at its annual meeting.
- 3.29. The GLA's most important partnerships are those that exist within the GLA Group. Bodies within the Group have their own decision making arrangements and the Group's Corporate Governance Framework Agreement requires that each organisation codifies these arrangements and reports its decisions.
- 3.30. Where issues of interest to the Mayoral team arise, and which may result in or bear upon a decision, these are flagged by the body in question and discussed. Such discussions may lead to a formal Mayoral delegation or direction. The use of the power of direction is kept under ongoing review and a list of all directions is appended to this Statement.
- 3.31. GLA companies are another avenue through which decisions may be taken. The process is defined by the Mayoral Scheme of Delegation, integrated with the GLA's decision making arrangements, and reviewed periodically alongside the regular review of that document.
- 3.32. For other partnerships the GLA's guiding principle is to ensure that decisions concerning its resources, including resources for which it is accountable, remain subject to the Authority's own decision making processes. The GLA maintains a register of its key partnerships and categorises each according to its decision making role – as defined by the GLA's partnership guidance. Periodically the efficacy of these partnerships is reviewed.
- 3.33. The London Enterprise Panel is one of the GLA's most important partnerships. Although it does not formally take decisions, it does have significant influence over decisions that are ultimately taken by the GLA. The governance of the LEP was reviewed in the year

covered by this Statement. That included an assessment of the LEP's in principle decision making processes. The review led to:

- a refresh of membership, including the Chair of London Councils becoming a deputy chair;
- exploration of working relationships at a sub-regional level in the capital; and
- strengthened arrangements to ensure the LEP is able to add maximum value, such as streamlining of agendas. One manifestation was a LEP letter to the Chancellor, post-election, setting out priorities.

3.34. The GLA's Use of Statistics Code of Practice and Data Quality Framework (DQF) exist to ensure the GLA produces, makes use of and publishes data which meet widely recognised and exacting standards. The DQF was reviewed and updated at the start of 2014-15.

Reviewing the effectiveness of the framework for identifying and managing risks and demonstrating clear accountability

3.35. The GLA's approach to risk management is set out in its Risk Management Framework (RMF). It describes how the GLA realises the benefits of risk management by:

- communicating the value derived from, and the importance the GLA places on, effective risk management;
- setting out ten principles to underpin the GLA's approach to risk management;
- highlighting the practices and mechanisms that are at the core of the GLA's risk management framework;
- being clear about what the GLA expects of its staff – their roles and responsibilities – in managing risk; and
- providing practical guidance, grounded in best practice, for staff to follow.

3.36. The Framework was most recently reviewed and refreshed for March 2015. The review was informed by a prior assessment of the GLA's risk management practices against a risk maturity model. The refreshed RMF includes a new requirement that Executive Directors provide an annual 'risk management assurance statement'.

3.37. The RMF identifies four specific levels, or perspectives, as a focus for GLA risk management: corporate risks; programme risks; project risks and risks associated with decision-making. Mechanisms are embedded to monitor risk at all these levels. In the year, the Corporate Risk Register – concerned primarily with corporate and programme risks – was updated twice and considered by the Corporate Management Team, the Investment and Performance Board and Audit Panel. Project risk was captured and reported as part of regular reports to the Investment and Performance Board; and assessed at the project initiation stage. Risks associated with decisions were outlined on the related decision form. These corporate mechanisms were supplemented by processes at the departmental level.

Ensuring effective counter-fraud and anti-corruption arrangements are developed and maintained

- 3.38. The GLA continues to place a high priority on its anti-fraud work and officers have worked with Internal Audit to identify areas which have the highest potential for fraud. In the year, Internal Audit undertook reviews of the use of corporate credits cards and of grants issued by the GLA. The outcome of these reviews have been reported to the Audit Panel Members.
- 3.39. Flowing from the review of the grant award process, the GLA acknowledged that there was a need to create systems which monitored grant awards across all of its programmes and projects. To address Internal Audit's recommendations, work is underway to establish a database of organisations in receipt of grants from the GLA, including a data matching exercise. The database will ensure that any issues with a recipient, or prospective recipient, are recorded, providing an audit trail and ensuring issues identified by one part of the business inform decisions made by other parts. The database will be operational and in use by 1 April 2016.
- 3.40. Internal Audit also identified some specific issues relating to the Super Connected Cities Programme. Those issues are being thoroughly investigated and a confidential audit report will be shared in due course with the Mayor and Audit Panel Members.
- 3.41. As well as the two reviews cited above, a report on the receipt of gifts and hospitality will be completed in 2015-16.
- 3.42. The GLA will continue to take a proactive approach to identifying and reviewing areas where the risk of fraud is relatively high.
- 3.43. Internal audit supported the biennial National Fraud Initiative in 2014-15 which is an exercise run by the Audit Commission that matches electronic data within and between public and private sector bodies to prevent and detect fraud.

Ensuring effective management of change and transformation

- 3.44. The GLA's Management of Change procedure provides the framework for dealing with reorganisations and restructures arising from:
- management reviews;
 - the introduction of new or revised working practices;
 - changes to political administration; and
 - changes in the Authority's business or policy priorities.

The procedure aims to ensure such change is fair, transparent and carried out systematically.

- 3.45. Following a period of major change in and initiated by events in 2012 – devolution of functions to the GLA, the London 2012 Games and the GLA elections – revised staffing structures have bedded down. Where changes to the establishment have taken place, they have been subject to appropriate consultation including with staff, UNISON and the GLA Oversight Committee.
- 3.46. The GLA has robust arrangements for managing projects, programmes and risk, and these are deployed to ensure any major transformation is undertaken effectively. A case in point is the establishment in April 2015 of the Old Oak and Park Royal Development Corporation (OPDC).

Ensuring the GLA's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010)

- 3.47. CIPFA's Statement on the Role of the Chief Financial Officer lists five principles, set out below together with how the GLA meets each.
- *Principle 1: The Chief Financial Officer in a public service organisation is a key member of the Leadership Team, helping it to deliver and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest*
 - The Executive Director of Resources is the GLA's Chief Financial Officer and is a member of both the Corporate Management Team (CMT) which meets weekly and the Investment & Performance Board which meets monthly. He also chairs the officer level Governance Steering Group. All Mayoral and Director Decision Forms must be signed by the Executive Director of Resources – an additional check to ensure probity in the GLA's expenditure of public funds.
 - *Principle 2: The Chief Financial Officer in a public service organisation must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and alignment with the organisation's overall financial strategy*
 - As noted above, all MD and DD Forms must be signed by the Executive Director of Resources, ensuring that all material decisions have the input of the GLA's Chief Financial Officer. The decision pro formas include sections on both risks and financial implications. The organisation's financial strategy is overseen by the Executive Director of Resources with the support of the Head of Financial Services and his team. The strategy and its implementation are scrutinised by the Assembly and its Budget & Performance Committee and Budget Monitoring Sub-Committee.

- *Principle 3: The Chief Financial Officer in a public service organisation must lead the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively*
 - The Executive Director of Resources is accountable to both the Mayor and the Assembly for the good financial management of the organisation's finances. Value for money is a key principle underlying the GLA's approach and its Chief Financial Officer has led on delivering efficiency programmes, including the shared services initiatives, in the period since May 2008. The Assembly meets in public and regularly questions the Executive Director of Resources and other senior officials on their stewardship of funds.
- *Principle 4: The Chief Financial Officer in a public service organisation must lead and direct a finance function that is resourced to be fit for purpose*
 - The Executive Director of Resources line manages both the Head of Financial Services (GLA focus) and the Assistant Director of Group Finance (GLA Group focus) under whom the GLA's finance staff sit. Finance staff focus on key priorities such as treasury management, budget monitoring, financial advice and presentation of financial information. The team includes suitably qualified and experienced individuals covering a wide range of technical, GLA and GLA Group financial issues.
- *Principle 5: The Chief Financial Officer in a public service organisation must be professionally qualified and suitably experienced*
 - The role description for the post of Executive Director of Resources requires the post-holder to be a qualified accountant with suitable experience. The current post-holder is a member of CIPFA and has over thirty years' experience of working in public sector finance. There is also significant experience of financial administration in the public sector within the finance team.

Ensuring the GLA's assurance arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010)

3.48. CIPFA's Statement on the Role of the Head of Internal Audit lists five principles, set out below together with how the GLA meets each.

- *Principle 1: The Head of Internal Audit in a public service organisation plays a critical role in delivering the organisation's strategic objectives by championing best practice in governance, objectively assessing the adequacy of governance and management of existing risks, commenting on responses to emerging risks and proposed developments.*
 - The GLA's Internal Audit Service is provided by the Mayor's Office for Policing and Crime (MOPAC) and the Head of MOPAC's Internal Audit Function is also Head of Internal Audit for the GLA.

- The Head of Internal Audit advises senior management and the Audit Panel on the principles of good governance and provides an annual assessment of the adequacy and effectiveness of GLA governance and risk management arrangements, based on an approved programme of work. Regular meetings are held between the GLA's senior managers and senior representatives of Internal Audit to discuss emerging risks and proposed developments.
- The annual work programme can be amended, in discussion with the Audit Panel, to reflect additional work identified in order to address significant emerging issues.
- *Principle 2: The Head of Internal Audit in a public service organisation plays a critical role in delivering the organisation's strategic objectives by giving an objective and evidence based opinion on all aspects of governance, risk management and internal control.*
 - The Head of Internal Audit provides an objective annual opinion on the adequacy and effectiveness of governance, risk management and internal control to senior management and the Audit Panel. This draws on evidence from an annual work programme, which is reported in the public domain.
 - Internal Audit reviews and the annual audit opinion inform the GLA's Annual Governance Statement and improvement plans.
- *Principle 3: The Head of Internal Audit must be a senior manager with regular and open engagement across the organisation, particularly with the Leadership Team and with the Audit Committee.*
 - The Head of Internal Audit is a senior manager who engages regularly with and attends meetings involving the Corporate Management Team, other senior managers and the Audit Committee. The Head of Internal Audit provides reports to the Head of Paid Service and Chief Finance Officer.
- *Principle 4: The Head of Internal Audit must lead and direct an internal audit service that is resourced to be fit for purpose.*
 - The Head of Internal Audit conducts an annual assessment of resources required to deliver an appropriately scoped and diverse risk based audit plan. Any concerns or issues would be raised with senior management and as required the Audit Committee.
- *Principle 5: The Head of Internal Audit must be professionally qualified and suitably experienced.*
 - The Head of Internal Audit is a member of the Chartered Institute of Internal Auditors and has thirty years' internal audit experience.

Ensuring effective arrangements are in place for the discharge of the monitoring officer function

- 3.49. The GLA's Monitoring Officer works with the Authority's elected politicians and chief officers to promote high standards of ethical conduct.
- 3.50. The Monitoring Officer has specific and formal duties underpinning this role:
- To deal with any alleged breach by the Mayor or Member of the London Assembly of the formal Code of Conduct for GLA Members, and to make decisions as to whether or not any such allegations are valid.
 - To operate the Authority's wider Standards regime, including the registration and declaration of interests, gifts and hospitality received.
 - To report (to the Mayor and London Assembly) on contraventions or likely contraventions by any part of the Authority of any enactment or rule of law.
 - To report on any maladministration or injustice where the Local Government Ombudsman has carried out an investigation into GLA-related matters.
 - Working with the Authority's other statutory officers and the Head of Governance, to provide advice to the Authority on corporate governance matters, including matters relating to the proper use of the Authority's resources.
- 3.51. The Monitoring Officer seeks to be fully transparent in the conduct of his work by: publishing all decisions made on complaints received against Members, providing a public update on all MOPAC-related complaints to each meeting of the Assembly's Police and Crime Committee and by presenting an annual report to the Assembly. The Monitoring Officer's report for 2014-15 report can be found at item 8 of the agenda for the 17 March 2015 meeting of the Assembly's Audit Panel:
- www.london.gov.uk/moderngov/documents/s44900/13%20-%20Annual%20Report%20of%20the%20Monitoring%20Officer%20Regarding%20Complaints%20Against%20Elected%20Members.pdf

Ensuring effective arrangements are in place for the discharge of the head of paid service function

- 3.52. The Head of Paid Service (HOPS) is the GLA's most senior official and leads the Corporate Management Team. He has the power, after consulting the Mayor and the Assembly, to appoint such staff as he considers necessary for the proper discharge of the functions of the Authority, having regard to the resources available and the priorities of the Authority.
- 3.53. The HOPS cannot sensibly exercise all of those functions falling to the role personally and so has made delegations to other officers in the GLA. These are set out in the HOPS Scheme of Delegations – Staffing. The Scheme is supported by a protocol describing the procedures that should be followed by the HOPS or officers with delegated powers when using the staffing powers vested in the HOPS.

- 3.54. The Assembly has delegated its role as a consultee in this regard to the GLA Oversight Committee. In 2014-15 the HOPS continued to provide regular updates to the Committee on staffing matters and on the Authority's workforce; and to consult with it on proposed changes to the GLA establishment.
- 3.55. The roles of HOPS and Greater London Returning Officer (GLRO) are vested in the same individual. Appropriate arrangements are in place to ensure the GLRO role is discharged effectively, including: a dedicated budget; a dedicated and formal decision making process (through GLRO decision forms); and a structured programme approach to effectively delivery the 2016 elections

Undertaking the core functions of an Audit Committee, as identified in CIPFA's Audit Committees – Practical Guidance for Local Authorities

- 3.56. The roles and responsibilities of the Audit Committee are discharged, as a function of statute, by the Mayor. He is supported in this regard by the Assembly's Audit Panel.
- 3.57. The Audit Panel has well-established terms of reference, informed by CIPFA guidance. The Audit Panel: provides challenge; raises the profile of internal control, risk management 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 effective development of risk management, whistleblowing, and anti-fraud and corruption policies.
- 3.58. In March 2015 the Audit Panel agreed an improved process for making in-year changes to internal and external annual audit plans. The Panel's Chair and Deputy Chair are now informed in writing of any changes at the first opportunity.

Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful

- 3.59. The GLA's decision-making framework requires compliance with relevant laws, internal policies and procedures, and the GLA's Executive Director of Resources and Head of Governance & Performance are responsible for ensuring that appropriate professional advice on finance and legal matters is available and properly recorded.
- 3.60. All payments over £250 are published on the GLA's website along with all Mayoral, Director and Assistant Director decision forms. These arrangements are at the heart of the GLA's transparency arrangements.
- 3.61. Internal Audit's risk based programme of audit work 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 the law.

- 3.62. Following the devolution of housing and regeneration functions to the GLA in April 2012, it became apparent that there was an unintended deficiency in the GLA Act which barred the GLA from incurring expenditure on the transport related elements of those housing and regeneration programmes and projects. The Government acknowledged that this deficiency should have been addressed during the passage of the Localism Act 2011 through Parliament and rectified the oversight – with fully retrospective force – through the Infrastructure Act 2015. The matter has therefore been satisfactorily resolved. But it points to the need for the GLA to continue to monitor legislation affecting London as closely as possible.

Arrangements for whistle-blowing and for receiving and investigating complaints from the public

- 3.63. The GLA is committed to the highest standard of openness and accountability. In line with that commitment, the GLA encourages employees and others with serious concerns about any aspect of the GLA work to come forward and voice those concerns. It does this through a clear statement of its policy on london.gov.uk which can be accessed by all staff and the public and which sets out definitions and key points of contact. Internal Audit analyses areas likely to be susceptible to fraud and provides support to managers in investigating allegations of fraud, theft or impropriety. The GLA also maintains a facility for people to report matters confidentially to an independent third party.
- 3.64. The GLA has clear guidance on its complaints procedure, which also sets standards for responding to any complaints. Complaints are recorded by the Public Liaison Unit and that process includes recording which officer is responsible for handling the complaint and the timeliness of individual responses. Complaints' statistics are reported to the Assembly's GLA Oversight Committee on a six-monthly basis.

Identifying the development needs of Members and senior officers in relation to their strategic roles, supported by appropriate training

- 3.65. The GLA has robust and thorough processes for appraising and developing its staff, backed by a well-embedded competency framework and a training and development programme. The programme supports the achievement of the organisation's aims and objectives and a high performance culture at the GLA. In October 2014 the GLA launched a new management and leadership development strategy and has over the year improved significantly the resources and training available to managers and senior staff.
- 3.66. Good corporate governance principles are incorporated into induction training for all staff and elected members. On-line corporate governance training has been made mandatory for all staff and take-up is monitored. The content is refreshed regularly to reflect developments in practice.

Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation

- 3.67. In addition to the considerable consultation required by law on his statutory strategies and budget proposals, and consultation undertaken during the development of other programmes and plans, the Mayor has a range of arrangements designed to encourage individuals and groups from all sections of the community to engage with, contribute to and participate in the work of the GLA.
- 3.68. The arrangements include People's Question Time, which are meetings that give Londoners an opportunity to ask the Mayor and the Assembly about their plans, priorities and policies for London, and the State of London Debate, which is the Mayor's annual conference and largest mechanism for debate and direct engagement with policy makers, opinion formers and Londoners.
- 3.69. The GLA has also developed Talk London, an online research community of presently 10,000 Londoners, to promote and facilitate debate about improving London. In addition, and through the London Datastore, the London Dashboard provides regular updates on key indicators of London life. Improved versions of the Datastore and Dashboard were launched in October 2014.
- 3.70. Other channels of consultation include: the periodic London Survey, most recently conducted in November 2014; a regular 'Talking Points' survey; telephone surveys; and consultation on specific plans and policies.
- 3.71. The External Affairs directorate works to ensure that all communication to Londoners is audience-focused, meaning that it is relevant to the audience and is written in plain language. A major review of the GLA's website has been ongoing during 2014-15, and following a period in beta, a new site is expected to go live towards the end of 2015.
- 3.72. The GLA also has well-developed arrangements and standards for dealing with and monitoring Mayoral correspondence and Freedom of Information requests.
- 3.73. The Assembly carries out consultations and engagement with Londoners in order to inform its investigations. This includes a programme of site visits and informal meetings, written consultations, online surveys and consultation and formal committee meetings. The Assembly also hosts a programme of receptions and events at City Hall.

Incorporating good governance arrangements in respect of partnerships and other group working as identified by the Audit Commission's report on the governance of partnerships, and reflecting these in the GLA's overall governance arrangements

- 3.74. As already alluded to, the GLA has three principal groups of partners or stakeholders:
- the company it has established – GLA Land and Property (GLAP) – to manage its land and property transactions;
 - its permanent functional bodies and the Mayoral Development Corporations (MDCs) it has created in accordance with the provisions of the Localism Act; and
 - London boroughs and other key public sector and business stakeholders across London and beyond.
- 3.75. GLAP is a company wholly owned by the GLA. The company's activities have been fully integrated into the Mayor's Scheme of Delegation for the GLA and regular board meetings are held to ensure compliance with company law. The GLA is not aware of any governance issues arising in relation to GLAP.
- 3.76. There are a series of arrangements in place, mainly defined by legislation and differing slightly according to each organisation, governing the GLA's relationship with Transport for London (TfL), MOPAC, the London Fire and Emergency Planning Authority (LFEPA) and the MDCs. There are currently two MDCs: the London Legacy Development Corporation (LLDC) and the OPDC. The OPDC was established on 1 April 2015 and preparatory work included laying the foundation for effective governance and oversight, and constituting and appointing members to the body's Board.
- 3.77. In the case of LFEPA, the Mayor has asked the Department for Communities and Local Government (DCLG) to reform its governance to reflect the Mayor's accountability for resourcing. DCLG has undertaken a consultation exercise on the Mayor's proposed reforms.
- 3.78. As referred to previously, the Corporate Governance Framework for the GLA Group covers its powers and duties, sets out respective roles and responsibilities and how they should relate to each other. The framework is based on the seven established 'Nolan principles' that underpin effective and ethical corporate governance in public service.
- 3.79. The other partnerships in place (ie. with boroughs, voluntary organisations, business and others) vary tremendously in role, size and resourcing. Oversight of these partnerships is at team level. The GLA maintains partnership guidance to promote effective oversight of partnerships. It also maintains a register of the Authority's most significant partnerships.

4. London Assembly scrutiny of governance issues

- 4.1. The London Assembly has a key role to play in holding the Mayor to account and scrutinising GLA governance, services and functions.
- 4.2. The Assembly provides regular challenge of the GLA's governance arrangements in a number of key ways:
 - Mayor's Question Time, where the Mayor is required to attend ten 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;
 - confirmation hearings for key appointments (see below);
 - the work of scrutiny committees; and
 - other work on internal corporate governance.
- 4.3. Mayoral nominees for nine 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. In the case of a tenth office, the Deputy Mayor for Policing and Crime, the Assembly confirmation hearing is binding for candidates who are not Assembly Members.
- 4.4. The nine offices to which non-binding confirmation hearings apply are:
 - Chair and Deputy Chair of Transport for London;
 - Chair of the London Fire and Emergency Planning Authority;
 - Chair of the London Cultural Strategy Group;
 - Chair and Deputy Chair of the London Pensions Fund Authority;
 - Chair of the London Waste and Recycling Board; and
 - Chair of a Mayoral Development Corporation (of which there are currently two).
- 4.5. Appendix C provides details of governance and related issues raised by the Assembly in 2014-15.

5. Extant risks and future governance challenges

Extant risks

5.1. At the time of the most recent update to the corporate risk register (March 2015), there were 18 corporate risks. The most serious risks were:

- Air quality: EU policy such that London is at risk of penalties arising from EU infraction processes.
- London 2012 Legacy: The GLA is exposed to financial risk due to overspends on, or reduced income from, existing LLDC projects, requirement to underwrite risks and provide cash-flow support for the cultural and higher education quarter (Olympicopolis).
- Health & Safety - City Hall and Squares: Breach in processes/procedures (or procedures not rigorous enough) leading to a health and safety or security incident (including an act of terrorism).
- Funding constraints: Government grant and other external funding – including the New Homes Bonus topslice allocated to the London Enterprise Panel – falls, placing significant constraints on the GLA's budget that cannot be managed without impacting on services and Mayoral priorities.
- GLA budget setting: The unique process for setting the GLA Group / GLA budgets – involving the Mayor, Assembly and functional bodies – creates complexity that means statutory requirements are not fulfilled, either by the Mayor or by the Assembly, and budgetary priorities are not adequately reflected.

Governance challenges

5.2. Governance challenges centre on:

- Continued resource pressures arising from the constrained funding environment, and in particular:
 - the GLA has yet to receive a full financial settlement from Government for the period 2016-17 and beyond; and
 - the GLA's exposure to the risks arising from the financial standing of its functional bodies, particularly the LLDC and the OPDC given the GLA is their principal funder and funder of last resort.
- Helping to ensure the success of the OPDC, established on 1 April 2015.
- Responding to a new Government's agenda, which will have significant funding and policy implications.
- Identifying and managing the risks arising from the GLA's financial transactions portfolio; and in particular ensuring the GLA is able to both maximise outcomes and meet its commitment to repay Government loan funding for Housing Zones and the London Housing Bank.
- Preparing so as to manage effectively the likely significant transformation and change following the GLA elections in 2016.

- Monitoring a suite of 100 GLA programmes which cut across a wide variety of subject areas and account for £100m of revenue spend and £0.8bn of capital spend in 2015-16:
 - the GLA's Investment and Performance Board (IPB) takes an active role in ensuring value for money is achieved, proper governance arrangements are in place and areas of underperformance are challenged;
 - key performance indicators and Mayoral commitments are also tracked to identify, and take action, on any areas of underperformance.
- Maintaining a large amount of data on the GLA website and ensuring that it remains timely, accurate and easily accessible, particularly during the period a newly designed website is developed and goes live in late 2015.
- Addressing issues raised by Internal Audit in their review of the GLA's grants process, referred to at paragraph 3.39 above.

6. Disclosure

- 6.1. No significant developments or events relating to the governance system have occurred between the end of the 2014-15 financial year and the signing off of the Authority's financial statements in September 2015.

Boris Johnson
Mayor of London

Date: September 2015

Jeff Jacobs
Head of Paid Service

Date: September 2015

Appendix A: Internal audit assurance ratings in 2014-15

Overview

No 'limited assurance' ratings were received in the year, compared with two in the previous year.

Of the 17 risk and assurance reviews conducted, eight received a 'substantial assurance' rating and nine an 'adequate assurance' rating. Of the 18 follow up reviews, 14 were rated substantial and four adequate.

Internal Audit's Annual Opinion for 2014-15 states:

The GLA has an effective internal control environment with an improved risk management framework supporting the achievement of its overall strategic objectives.

Risk and Assurance Reviews

Audit Title	Rating
Delivery of Mayor's Outer London Fund & Mayor's Regeneration Fund	Substantial
Youth European Social Fund (ESF) Projects	Substantial
Housing - Compliance Audit Programme	Substantial
Sports Legacy Programme	Substantial
Mobile Portable Devices	Substantial
Budgeting Control Framework	Substantial
Treasury Management	Substantial
Royal Albert Dock Procurement Review	Substantial
Income from the GLA Estate	Adequate
Performance Management Analytical Review	Adequate
Procurement	Adequate
London's European Office	Adequate
Sundry Income/Debtors (incl. Fees & Charges)	Adequate
Creditors - Ordering, Receiving & Payments	Adequate
Rough Sleepers Project	Adequate
Growing Places Fund	Adequate
Payroll - Review of Main Areas	Adequate

Follow Up Reviews

Audit Title	Rating
Decision Making Framework - Mayoral & Directorate	Substantial
General Ledger	Substantial
Energy and Environmental Policy Development and Implementation	Substantial
London Plan Implementation	Substantial
Sickness Monitoring & Control (aka Attendance Management)	Substantial
Mayor's Mentoring Programme	Substantial
Performance Management Framework	Substantial
Regeneration Funding & Control	Substantial
ICT Procurement	Substantial
Housing Grants Monitoring & Control	Substantial
Recruitment Control Framework	Substantial
Financial Control Framework	Substantial
Delivery of Mayor's Outer London Fund & Mayor's Regeneration Fund	Substantial
Performance Management Analytical Review	Substantial
Estates Strategy & Management of Assets	Adequate
Decent Homes Programme	Adequate
Mayor's Economic Development Strategy	Adequate
Procurement	Adequate

Appendix B: Mayoral directions issued to the GLA's functional bodies in 2014-15

Good GLA governance involves full transparency over any directions issued to the GLA's functional bodies. The GLA 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.

In 2014-15 seven directions were issued to TfL; one direction was issued covering both TfL and LLDC; and five were issued to the LFEPa.

MD No.	Body	Title	Date	Decision
1334	TfL	Aviation	9/4/14	<p>1. Extend until 30 September 2015 the Direction given to Transport for London (TfL) on 13 May 2011 (MD806, as amended by MD1037 and MD1080) under section 155(1)(c) of the Greater London Authority Act 1999 ('the GLA Act'). This Amended Direction (attached as Annex 1) will be reviewed on or around 30 September 2015.</p> <p>2. Authorise TfL under section 38(1) of the GLA Act to exercise the Mayor's powers under sections 30 and 34 of the GLA Act to do all things necessary and expedient to undertake the works required by the Amended Direction in accordance with the terms of the annexed delegation.</p> <p>3. Authorise Daniel Moylan as a member of the TfL Board to oversee the work that TfL will undertake pursuant to the Amended Direction.</p>
1359	LFEPa	8 Albert Embankment	16/6/14	<p>That the Mayor directs LFEPa in the manner set out at Appendix 3 to this decision form, namely:</p> <ul style="list-style-type: none"> • Not to proceed to, or take any preparatory steps in relation to, the disposal of 8 Albert Embankment except for and pending completion of the actions set out below; • To write to all members of the London Development Panel, no later than 31 July 2014, inviting them to provide informal advice and input on issues relating to the development and its viability, by way of soft market testing; and • Within eight weeks of the receipt of the information from the soft market test, to report back to the Mayor of London on the conclusions reached as a result of that test and to await the Mayor of London's response before taking any action in relation to the disposal of 8 Albert Embankment.
1368	TfL	Travel provisions for Team London volunteers	18/6/14	<ul style="list-style-type: none"> • To direct TfL under sections 155 and 174 of the Greater London Authority Act 1999 to provide 550 Oyster cards to enable the Team London volunteers and managers to travel on the TfL Network and National Rail (where the Train Operating Companies accept Oyster) to their training day and volunteering at assigned venues during the period of 1 July to 31 August, and • To delegate to TfL the necessary powers to deliver the proposals specified in the Direction under sections 30, 34 and 38 of that Act; and • To approve the GLA providing a revenue grant of up to £7,730 to TfL pursuant to section 121 of the GLA Act to reimburse TfL for the cost of National Rail journeys taken using the Team London Oyster cards.

MD No.	Body	Title	Date	Decision
1355	TfL	Garden Bridge Development Proposals	27/6/14	<p>1. Delegates to TfL the exercise of the Mayor's powers under sections 30 and 34 of the Greater London Authority Act 1999 ("the GLA Act") in accordance with the Delegation contained in Appendix A to this Decision.</p> <p>2. Directs TfL to use its powers and the powers delegated to it under (1) above to:</p> <p>(i) provide funding of up to £30 million to the Garden Bridge Trust ("GBT"), for the purposes of securing the delivery and construction of the Garden Bridge, on such terms and conditions and in such form or manner as considered appropriate by TfL;</p> <p>(ii) do anything that it necessary or expedient for the purposes of (i) above; and</p> <p>(iii) do anything that is conducive or ancillary to the above activities.</p> <p>in accordance with the Direction contained in Appendix A, and to make budgetary provision in that regard.</p>
1369	LFEPA	Disposal of 9 former fire stations	11/7/14	<p>The Mayor directs LFEPA in the manner set out at Appendix B to this decision form; namely in relation to the sale by LFEPA of nine of its former fire stations at Belsize, Bow, Clerkenwell, Downham, Kingsland, Silvertown, Southwark, Westminster and Woolwich:</p> <p>1. To report to the Mayor of London with all available information on the bids submitted to LFEPA within twelve weeks of their receipt; and</p> <p>2. To await the Mayor of London's response before entering into any agreements to dispose of the nine former fire stations.</p>
1380	LLDC & TfL	Invictus Games	18/7/14	<p>In recognition of the significance of London playing host to the 2014 Invictus Games and as a city contribution towards the staging of the event, the Mayor:</p> <ul style="list-style-type: none"> • Directs the LLDC to waive fees, totalling £585,808, relating to the staging of the 2014 Invictus Games on Queen Elizabeth Olympic Park as at Appendix B to this form; and • Directs TfL to provide 1,000 'pay as you go' Oyster cards at a cost to TfL of approximately £66,000, for use by carers, families and friends of the athletes who will be participating in the 2014 Invictus Games as at Appendix D to this form.
1318	TfL	Contactless Payments and Oyster Cap	8/8/14	<p>The Mayor approves:</p> <ol style="list-style-type: none"> 1. The introduction of daily caps for bus fares paid by contactless payment cards (CPCs), at the same values as the equivalent Bus & Tram Oyster daily caps, and 2. The introduction of weekly (Monday to Sunday) caps for bus fares paid using CPCs, at the same values as the equivalent 7 Day Bus & Tram Pass, on a date determined by TfL; and approves 3. The extension of acceptance of CPCs to the Underground, Docklands Light Railway, London Overground, trams and National Rail services where Oyster is accepted, at the rates published in MD1299 for Adult PAYG using Oyster, 4. The introduction of multimodal daily caps for fares paid using CPCs at the same value as the equivalent Oyster daily caps, and weekly (Monday to Sunday) caps for fares paid using CPCs at the same values as the equivalent 7 Day Travelcard, and 5. The introduction of a new maximum fare which may be applied in the event of a failed tram revenue inspection, as set out below, from the 16 September 2014 or a later date determined by TfL; and 6. Signs the attached Direction to TfL under section 155 (1)(c) of

MD No.	Body	Title	Date	Decision
				the Greater London Authority Act 1999 to implement the proposal.
1385	LFEPa	Partial performance	22/7/14	<p>The Mayor directs LFEPa in the manner set out at Appendix B to this decision form; namely:</p> <ul style="list-style-type: none"> • To instruct the London Fire Commissioner to take a report to the 2 October 2014 LFEPa meeting investigating the benefits and risks to LFEPa associated with withholding payment from firefighters for part or the whole period of duty on which they are on strike; • To provide the Mayor of London with copies of the ballot result and the notification of the industrial action for the Fire Brigade Union's current action on its pension dispute with Government; and • To provide the Mayor of London with a copy of the employment contract LFEPa has in place with its firefighters.
1418	TfL	January 2015 Fare Changes	10/11/14	<p>(i) Approves the proposed revisions to TfL fares to be implemented from 2 January 2015 as set out below; and</p> <p>(ii) 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 2 January 2015.</p>
1439	TfL	MOPAC TfL Delegation ANPR	27/1/15	<p>The Mayor delegates to Transport for London the exercise of the power in section 30 of the Act for the Mayor, acting on behalf of the GLA, to do anything which the Mayor considers will further the promotion of social development in London, in order for TfL to provide the Metropolitan Police Service with general access to a feed of the data collected by and through TfL's ANPR cameras. This is on the basis that doing so will further the promotion of social development in Greater London by assisting with the detection and prevention of crime.</p> <p>The Mayor directs TfL to provide such access as set out in Appendix E.</p>
1464	LFEPa	Bow and Silvertown fire station	10/3/15	<ul style="list-style-type: none"> • Directs LFEPa in relation to the disposal former fire station sites at Bow and Silvertown in the form attached at Appendix B to this decision form; and • Provides a letter of comfort to LFEPa as to its financial position in the form attached at Appendix C to this decision form.
1486	LFEPa	Disposal of fire station at Southwark Hadston	26/3/15	<p>That the Mayor directs the London Fire and Emergency Planning Authority (LFEPa) in relation to the disposal of Southwark former fire station site in the form attached at Appendix B to this decision form.</p> <p>That the Mayor provides a letter of comfort to LFEPa as to its financial position in the form attached at Appendix C to this decision form.</p>
1478	TfL	Croxley Rail Link	26/3/15	<ol style="list-style-type: none"> 1. Directs TfL to take over responsibility for delivering the entire project including civil engineering works, systems and the procurement of additional rolling stock. 2. Directs TfL to provide £46.5m of funding towards the costs for delivering Croxley Rail Link based on a total cost of the project of £284.5m on the basis that the Government increases TfL's overall borrowing requirement by £30m and that £16m will be funded from the TfL capital budget (the remaining costs of £238m are to be funded from Hertfordshire County Council and the Department for Transport). 3. Directs TfL to be responsible for any cost overruns above the

MD No.	Body	Title	Date	Decision
				current project estimate of £284.5m.

Appendix C: Governance and related issues raised by the Assembly

2015/16 Budget for the GLA Group

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 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, 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.

At its meeting in January 2015, following consideration of the draft Budget, the Assembly agreed one amendment and four Budget Related Motions. These are set out in the published minutes of the meeting.

At its meeting in February 2015, following consideration of the final draft Budget, the Assembly did not agree any amendments to the Budget by the requisite majority, and in accordance with Paragraph 8(5) of Schedule 6 to the GLA Act 1999 (as amended), the Assembly was deemed to have approved, without amendment, the Final Draft Consolidated Budget for 2015/16. The Assembly did agree two Budget Related Motions and those are set out in the published minutes of the meeting.

Strategies and plans

The Mayor is statutorily required to consult the Assembly on certain key strategies. Assembly committees usually respond to such consultations on the Assembly's behalf and the consultation responses are published on london.gov.uk.

In addition, the Mayor must lay before the London Assembly the final versions of those key 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.

On 6 February 2015, the Assembly considered the Further Alterations to the London Plan (FALP) and agreed a motion to reject the alterations; however, the motion only attracted a simple majority of votes cast in its favour and not the two-thirds majority required in law formally to reject the draft Strategy. The motion and the additional formal proposals to the Mayor, under section 60(1) of the GLA Act 1999 (as amended) in relation to the contents of the FALP represented the Assembly's comments on the strategy.

Confirmation Hearings

During 2014-15 the London Assembly held one confirmation hearing, in February 2015. This related to the proposed appointment of Gareth Bacon AM to the office of Chairman of LFEPA. The Confirmation Hearings Committee recommended that the Mayor should proceed with the appointment.

The transcript of the question and answer session held with Gareth Bacon AM and the letter of recommendation to the Mayor in relation to the appointment are published on london.gov.uk.

Mayoral Development Corporations

Section 197 of the Localism Act 2011 gives the Mayor powers to designate any area of land in Greater London as a Mayoral Development Area for the purposes of setting up an MDC. In relation to the proposal to designate a Mayoral Development Area covering Old Oak and Park Royal, the Mayor laid his proposals before the Assembly at its meeting on 17 December 2014. Under Section 197 of the Act, the Assembly may reject the Mayor's proposal by a two-thirds majority of Assembly Members present and voting. The Assembly did not agree by the requisite majority to reject the proposal, but it did agree a motion which called on the Mayor formally to respond to some specific concerns raised and to develop an MDC proposal which addressed the issues identified.

Improving transparency and governance

The Assembly's committees play a key role in scrutinising policy areas and delivery in depth and in bringing information into the public domain. The Assembly, through several of its committees, has maintained its focus on the transparency of the GLA Group, for example recommending the Mayor insist on transparency commitments from organisations (such as London & Partners) which receive significant funding from the GLA.

The Budget & Performance Committee supports the Assembly's scrutiny of the Mayor's budget. In January 2015 the Mayor responded to the Budget & Performance Committee's Pre-Budget Report, accepting a number of recommendations to improve the quality of the budget document and to provide further information on issues such as housing, policing and apprenticeships to help the Assembly's scrutiny.

Assembly work at several committees influenced the Mayor and TfL in introducing flexible ticketing arrangements to help encourage part-time working, leading to the introduction of a price cap on peak time pay as you go travel. Following further work at the Budget Committee, the Mayor also agreed that TfL should review the impact of the introduction of the Pay As You Go daily cap after six months.

Following a Channel 4 News report about the redevelopment of Royal Albert Dock, on 19 November 2014, the London Assembly considered a motion relating to the procurement process of the redevelopment. After the debate at Mayor's Question Time, the Assembly's Audit Panel considered a report prepared by the GLA's Internal Audit service (the Interim Review of Royal Albert Dock Procurement) and at its meeting on 24 March 2015. The GLA

Oversight Committee put questions on the matter to a number of guests including the Chairman and Chief Executive of London & Partners.

Improved transparency on senior employee remuneration has also been a focus for the Assembly this year. At its meeting of 23 July 2014, the GLA Oversight Committee put questions to invited guests on senior pay in the GLA Group, including the Mayor and the Transport for London Commissioner. The Committee subsequently called on the Mayor to establish a consistent approach to exit payments across the GLA Group and asked for greater transparency in terms of pay policies, senior employee remuneration and payments for loss of office.

Subject: Shared Services: Consultation on Shared Insurance Functions

Report to: GLA Oversight Committee

Report of: Executive Director of Resources

Date: 30 June 2015

This report will be considered in public

1. Summary

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

2. Recommendation

- 2.1 **That, prior to the Mayor's Decision under section 401A of the Greater London Authority Act, the Committee comments on the proposal for a shared service arrangement for TfL to undertake GLA's insurance arrangements, as described in this report, as soon as mutually practicable.**

3. Background

- 3.1 The GLA's insurance arrangements are currently handled within the Treasury section. The insurance programme was relatively small and did not require a dedicated resource with specialist insurance knowledge/experience. However, following the transfer of functions from the LDA, there was a significant increase in the GLA's property portfolio and the associated risks and liabilities that go alongside ownership of a large property portfolio. The GLA's annual insurance premium is just over £600,000 per annum; this includes the Mayoral election contingency cover, which is separate from the main GLA insurance as it is a bespoke insurance cover.
- 3.2 Following GLA group wide discussions, it is proposed that TfL will provide the GLA with professional support and management relating to all insurance matters. This is alongside TfL providing insurance services to the London Pensions Fund Authority (LPFA) and the London Legacy Development Corporation (LLDC), which both have small insurance programmes and lack a dedicated insurance officer. Under this arrangement the GLA group will benefit from an enhanced insurance function delivered by an experienced and qualified TfL Group Insurance Team.

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3.3 TfL will resource the position through the recruitment of an additional part time post within the TfL Group Insurance Team, the post will be based at LLDC offices in Stratford, but will still report directly to the TfL Group Insurance Manager. It is anticipated that TfL would be in a position to start providing insurance services to the GLA from once this proposal has been agreed.

4. Issues for consideration

4.1 Under the proposal, TfL Group Insurance will become responsible for the provision of the GLA's insurance programme, namely:

- To ensure that the GLA has adequate insurance cover, for its day to day activities and any such insurance that may be required by law, through its long term agreement insurance programme (Schedule 1);
- To provide advice and assistance on all aspects of insurance and risk management particularly in respect of the insurance implications relating to any contracts that the GLA may enter into;
- To examine and provide technical insurance advice on the wording of contracts, insurance policies, lease agreements and other relevant documents;
- To meet with the relevant Authority officers at regular intervals, to review the insurance needs of the GLA and provide relevant advice;
- To administer the tender process in consultation with the GLA for the appointment of GLA insurance brokers;
- To administer the EU tender process for the GLA's insurances when the current long term agreements come to an end;
- To handle all claims and liaise with insurers and brokers on behalf of the GLA;
- To ensure that effective cover is in place as soon as possible where any new risk commences e.g. acquisition of a property;
- To liaise with insurers and regularly update GLA officers in respect of any new or outstanding claims; and
- Advise on insurance requirements for Mayoral and Assembly elections.

4.2 There are no TUPE implications as the GLA has no existing staff with sufficient permanent involvement in the activities covered by this arrangement.

5. Legal Implications

- 5.1 Section 401A of the GLA Act 1999 permits the GLA and the functional bodies to provide professional technical and administrative services to one another, or for them to delegate the discharge of such functions between themselves. The Insurance activities described in this report fall within the ambit of s 401A. The Mayor is required to consult the Assembly on any proposal involving the GLA.
- 5.2 Administrative arrangements between public bodies that are in the public interest and that do not involve the placing at a competitive advantage or disadvantage of any particular private sector commercial supplier generally fall outside EU public procurement rules, particularly if the activity in question is performed on a cost recovery basis, as is the case here. Therefore the LLDC can appoint the GLA under s 401A without having to go through an OJEU (Official Journal of the European Union) public procurement process.
- 5.3 The GLA's Executive Director of Resources will continue to be subject to his personal statutory responsibilities concerning the proper administration of the GLA's financial affairs, notwithstanding TfL's appointment to perform the insurance activities described.
- 5.4 If there were any employees wholly or mainly assigned to the insurance activities currently performed at the GLA those employees would automatically transfer to TfL under the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") upon delegation of those functions to TfL. GLA have informed TfL that there are no employees wholly or mainly assigned to the functions/services transferring so it is considered that TUPE will not apply.

6. Financial Implications

- 6.1 Approval is being sought to enter into a shared service agreement with TfL for the provision of the GLA's insurance services, based on the costing of officer time required.
- 6.2 TfL has determined that provision of the insurance function would only require 21 hours per week and that the GLA share of those costs will 20% of the direct costs and the general costs of providing an insurance service per annum.
- 6.3 The annual cost to the GLA will be some £20,000 per annum and this proposal will be funded from the Financial Services Insurance Budget. Where there are additional insurance charges arising from new service requirements, these will fall to the relevant service budget to meet. If the proportion of time were to exceed 20% of TfL's direct costs, these additional costs would be met from the relevant service budget that would be causing the increased workload.

List of appendices to this report:

Appendix 1 – GLA insurance programme

Local Government (Access to Information) Act 1985

List of Background Papers: none

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GLA Insurance Programme.

- Travel
- Motor
- Terrorism
- Property GLA and GLA Land & Property
- Fidelity
- Computer
- Marine
- Legal Assistance
- Public Liability - main
- Public Liability - Top –up
- Employers Liability
- Marine Impact Greenwich peninsular River wall
- GLA Life Assurance Scheme
- Engineering
- Mayor’s Contingency Cover (Elections)
This policy is separate from then GLA main insurance programme as it is a bespoke insurance policy

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Subject: Survey of National Rail Passengers	
Report to: GLA Oversight Committee	
Report of: Executive Director of Secretariat	Date: 30 June 2015
This report will be considered in public	

1. Summary

- 1.1 This report asks Members to approve expenditure on a survey of National Rail passengers, to be commissioned by the Transport Committee.

2. Recommendations

- 2.1 **That the Committee agrees that expenditure of up to £5,000 be authorised for the Transport Committee to commission an external contractor to conduct a survey of London residents on attitudes to National Rail services; and**
- 2.2 **That the Committee notes that the Executive Director of Secretariat, in consultation with the Chair of the Transport Committee, will commission the external contractor to carry out the rail survey, subject to the Committee approving the recommendation.**

3. Background

- 3.1 In line with its terms of reference, the GLA Oversight Committee has the power to approve all scrutiny-related Assembly expenditure and proposals for use of rapporteurs, in conformity with the Assembly's decision-making framework procedure. The Committee is therefore being asked to consider the use of resources to facilitate the investigation, rather than to discuss the details of the investigation.
- 3.2 The Transport Committee is undertaking an investigation into National Rail services in London. The following terms of reference for the investigation have been agreed:
- To consider major problems facing the rail network in London and how these could be addressed.
 - To examine the case for devolving more National Rail services to the Mayor and Transport for London, and different models of devolution that may be used.
 - To identify steps the Mayor and Transport for London could take to help achieve further devolution of National Rail services.

4. Issues for Consideration

- 4.1 It is proposed that the Committee's investigation should include a survey of London residents, to establish current attitudes towards, and experience of, National Rail services in London, identify passenger priorities for improving services and their views on proposed devolution options. The respondents to the survey would all be National Rail passengers.
- 4.2 It would not be possible to undertake this work in-house due to a lack of expertise in specialist survey design and implementation and resources. An external contractor would have the relevant expertise and experience to design, conduct and analyse a properly weighted survey in order to produce findings for the Committee to pursue in its investigation.
- 4.3 Existing passenger surveys have tended to review passenger satisfaction with existing services, rather than seeking to explicitly identify the key service improvements which passengers would like to see prioritized in franchise discussions. The survey will also provide an indication of the extent to which passengers are supportive in principle of plans to devolve national rail services in London to the Mayor and TfL. This could potentially provide the Committee with evidence to support recommendations to Government in support of these proposals.
- 4.4 The Assembly has recently used external contractors to conduct surveys for its investigations on taxi and private hire and online crime, which worked well. This proposal has been developed in light of that experience. In summary, the external contractor would be required to:
- Design and conduct a survey of Londoners' current views on National Rail services in London;
 - Set out the findings from the analysis of data in a written report in autumn 2015; and
 - (Potentially) present the findings from the analysis of data to the Transport Committee.
- 4.5 Officers have already tested interest in the work with a number of market research companies. Subject to advice from potential contractors, we expect that the research would be carried out via a telephone or internet survey of at least 500 Greater London residents who use National Rail services, potentially as part of an omnibus survey also including questions on other topics. No formal agreement has yet been made with a contractor. The GLA Oversight Committee is asked to approve this expenditure, in order that the Assembly can appoint the contractor to begin work in early July 2015.
- 4.6 The Assembly's Decision Making Framework includes a requirement that all four of the following criteria be considered by committees in deciding whether external technical assistance is required and appropriate on any given project. Paragraphs 4.5 – 4.9 of this report are designed to demonstrate that all four of the criteria set out below have been addressed and that the proposed external support is necessary and appropriate.
- That the proposed project requiring technical assistance is clearly and tightly defined. This would ordinarily mean that the consultant would be used for a discrete piece of technical analysis or research rather than simply as an adviser for the whole of a scrutiny;
 - That the proposed project cannot be readily undertaken by in-house staff, either because of a lack of necessary expertise or because of a lack of capacity;

- That the analysis required from consultants is not readily available and cannot be acquired elsewhere; and
- That the information required from consultants would be a significant contribution to the aims of the scrutiny.

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 All costs arising from the appointment of an external contractor to provide technical advice and support for the investigation would be met from the 2015/16 scrutiny programme budget. Subject to approval, there is provision of £5,000 for commissioning this external support during 2015/16.

6.2 The contract would be let and managed in accordance with relevant GLA policies and procedures. As this project is consultancy based, the requirements of the GLA's Expenses and Benefits Framework and the Financial Regulations would also be adhered to.

List of appendices to this report:

None.

<h3>Local Government (Access to Information) Act 1985</h3>
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<p>List of Background Papers: None</p>
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Subject: Research to Support the Health Committee's Investigation into Tuberculosis in London

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 30 June 2015

This report will be considered in public

1. Summary

- 1.1 This report seeks approval for expenditure to commission an external contractor to undertake survey work to support the Health Committee's investigation into Tuberculosis (TB) in London.

2. Recommendations

- 2.1 **That the Committee approves expenditure up to a maximum of £5,000 from the 2015/16 scrutiny programme budget, to commission external contractors to undertake survey work to support the Health Committee's investigation into tuberculosis in London**
- 2.2 **That the Committee notes that the Executive Director of the Secretariat, in consultation with the Chair of the Health Committee, will commission the external contractors, subject to the Committee approving this expenditure.**

3. Background

- 3.1 In line with its terms of reference, the GLA Oversight Committee has the power to approve all scrutiny-related Assembly expenditure and proposals for use of rapporteurs, in conformity with the Assembly's decision-making framework procedure. The Committee is therefore being asked to consider the use of resources to facilitate the investigation, rather than to discuss the details of the investigation.
- 3.2 The Health Committee agreed, at its meeting on 24 June 2015, to conduct an investigation into tuberculosis in London with the following terms of reference:
- To examine how the new national TB Strategy will be implemented in London; and
 - To consider how the Mayor and the GLA could further support the reduction of TB in London

- 3.3 It is proposed that the Committee's investigation should include a population-wide survey of London residents, to establish current levels of awareness of, and attitudes towards, TB as a public health issue for London. The survey will seek to examine potential attitudinal barriers to prevention and diagnosis. This will identify areas to develop communications strategies for challenging misconceptions about TB which can delay diagnosis and affect treatment outcomes.
- 3.4 It would not be possible to undertake this work in-house due to a lack of expertise and resources. An external contractor would have the relevant expertise and experience to design, conduct and analyse critically a properly weighted survey in order to produce findings for the Committee to pursue in its investigation.
- 3.5 Discussions with TB researchers in London, and a literature review of existing work, have indicated that there are few examples of population-based surveys on awareness and attitudes to TB on a city-wide level. Studies on awareness and stigma have tended to be small scale, qualitative studies, focusing on specific national or community groups. By contrast, there have been population based (national) comparative surveys on attitudes to, and awareness, of HIV dating back to at least 2000.¹
- 3.6 Undertaking a statistically representative survey will allow the Committee to gauge the level of understanding of tuberculosis at a city-wide level, while also allowing for more granular analysis at borough level and within specific population groups. This could potentially inform future targeted awareness-raising activity, supporting the outcomes of the national TB strategy.
- 3.7 The Assembly has recently used external contractors to conduct surveys for its investigations on taxi and private hire and on online crime, which worked well. This proposal has been developed in light of that experience. In summary, the external contractor would be required to:
- Design and conduct a survey of Londoners' attitudes to, and awareness of, tuberculosis;
 - Set out the findings from the analysis of data in a written report; and
 - (Potentially) present the findings from the analysis of data to the Committee.

4. Issues for Consideration

- 4.1 The Health Committee agreed to recommend to the GLA Oversight Committee that it approves expenditure to a maximum of £5,000 to commission external contractors to provide research and survey work to support the tuberculosis investigation. Provisional discussions with specialists in the field suggest this sum would enable the Committee to procure the technical advice and support required to conduct a public survey of Londoner's awareness of, and attitudes to, tuberculosis. If the Oversight Committee approves this expenditure, the contract would be awarded in early July, and work could begin immediately to produce findings to inform the Health Committee's investigation.

¹ see <http://www.nat.org.uk/media/files/publications/jan-2011-hiv-public-knowledge-and-attitudes.pdf>

Assembly Decision Making Framework

- 4.2 The Assembly's Decision Making Framework includes a requirement that all four of the following criteria be considered by committees in deciding whether external technical assistance is required and appropriate on any given project:
- That the proposed project requiring technical assistance is clearly and tightly defined. This would ordinarily mean that the consultant would be used for a discrete piece of technical analysis or research rather than simply as an adviser for the whole of a scrutiny.
 - That the proposed project cannot be readily undertaken by in-house staff, either because of a lack of necessary expertise or because of a lack of capacity.
 - That the analysis required from consultants is not readily available and cannot be acquired elsewhere.
 - That the information required from consultants would be a significant contribution to the aims of the scrutiny.
- 4.3 Paragraphs 3.3-3.7 above are designed to demonstrate that all four of the criteria set out in the previous paragraph have been addressed and that external support for this project is necessary and appropriate.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

- 6.1 All costs arising from the appointment of an external contractor would be met from the 2015/16 scrutiny programme budget. Subject to approval, there is provision of up to £5,000 for commissioning this external support during 2015/16.
- 6.2 The contract would be awarded and managed in accordance with relevant GLA policies and procedures. As this project is consultancy based, the requirements of the GLA's Expenses and Benefits Framework and the Financial Regulations would also be adhered to.

List of appendices to this report:

None

Local Government (Access to Information) Act 1985
List of Background Papers: None
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Subject: Secretariat Quarterly Review, Quarter 4, 2014-15

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 30 June 2015

This report will be considered in public

1. Summary

- 1.1 This report presents an overview of the work and outputs of the Assembly core Secretariat during the fourth quarter of 2014-15 (January-March 2015). The report also highlights responses to previous reports that have been received during the period and indicates where the Assembly's recommendations have been accepted and implemented.
- 1.2 The purpose of the report is to inform the Committee's role of overseeing the work programme. The report is structured to reflect the committees agreed by the Assembly at its Annual Meeting in May 2014.

2. Recommendation

- 2.1 **That the Committee notes the core Secretariat quarterly monitoring report for the fourth quarter of 2014-15 (January-March 2015).**

3. The Mayor and GLA Group's Budgets and Performance

- 3.1 On 12 January 2015, the Mayor responded to the Budget and Performance Committee's **Pre-Budget Report**, accepting a number of recommendations to improve the quality of the budget document, and to provide further information on issues such as housing, policing and apprenticeships to help the Assembly's scrutiny. The Budget and Performance Committee held three meetings in early January to scrutinise the Mayor's draft budget, resulting in the publication of its **Response to the Mayor's draft consultation budget**, published on 20 January. As a result of the Committee's work, the Mayor agreed to include additional transparency requirements to its grant agreements with organisations such as **London & Partners**. He also agreed that TfL should review the impact of the introduction of the **Pay As You Go daily cap** after six months.

- 3.2 In March, the Committee examined various funding options for **Crossrail 2**. It reviewed reports prepared by London First and PricewaterhouseCoopers which considered how half of the cost of Crossrail 2 could be met by private sources. Representatives from both organisations gave evidence alongside the Mayor's advisor on Crossrail 2 and Aviation. With a draft Bill expected during the next Parliament, all parties agreed it was crucial to maintain the momentum on the project to ensure that it is brought to fruition, delivering numerous benefits to those living and working in London. The Committee also heard evidence from the Chairman of the **Independent Investment Programme Advisory Group** (IIPAG) who discussed its role advising TfL on its investment programme. The Chairman noted that IIPAG was fulfilling its existing remit but that consideration would have to be given to providing additional resources should its role be expanded in the future.
- 3.3 The Budget Monitoring Sub-Committee met in March to discuss the quarter three 2014-15 report of the **Mayor's Office of Policing and Crime** and the **Metropolitan Police Service**. The Committee questioned guests on the Met's staff composition and running costs, its commercial and information technology strategies, and the Operational Police Measure. The Metropolitan Police Service (Met) reported that its **staffing overspend was falling** but noted that it was using a **high volume of agency staff** to assist it through transition and to overcome issues with attracting and retaining permanent staff in certain roles. Finally, the Sub-Committee conducted a discussion with representatives from GLA Group Finance and Resources about various **revenue risks** faced by the GLA including forecasting income from council tax and business rates, and the possible impacts of further fiscal devolution to London. The guests reported that despite the Mayor indicating otherwise in his evidence session on the 2015-16 final draft budget, no proposals were actually being considered about funding additional projects from the surplus reserves.

4. London's Economy

- 4.1 In March 2015, the Economy Committee published *Final Demand*, its report on **personal problem debt**. The Committee recommended a number of actions to be taken by the Mayor, London boroughs, central Government and the Money Advice Service to address problem debt and promote affordable savings options. The report was well received by the debt sector. The Mayor has agreed to act on some of the Committee's recommendations, particularly those relating to public awareness and young people's understanding of illegal money lending.
- 4.2 During this quarter, the Committee hosted a seminar to explore the future of **financial services** in the capital. The event was attended by 50 stakeholders from business groups, think tanks and academia. A number of factors which could challenge London's financial services were covered during the discussion including: new regulatory frameworks; competition with other global financial centres; the relationship with Europe; growing public scrutiny; and changing investment trends. In March 2015 the Committee produced a podcast summary of the event.
- 4.3 And in its ongoing role in scrutinising the London Enterprise Panel (LEP), the Committee met in January with members of the **LEP's SME and Skills and Employment Working Groups** and the **Deputy Mayor for Business and Enterprise**. The Committee discussed a number of issues including London's economic outlook; initiatives aimed at support for SMEs; devolution of skills and employment programmes; the Mayor's commitments on job creation; apprenticeship starts and promoting the London Living Wage; the Committee's findings and recommendations on the issue of internships; and the work of London & Partners.

- 4.4 At its final meeting of the year in March 2015, the Committee examined difficulties faced by **microbusinesses** in the capital. In discussion with a panel of expert guests the Committee explored a number of issues including workspace regulation; support to meet financial and business requirements; business rates; and employment.

5. Housing

- 5.1 In February the Housing Committee published its report on the **regeneration of social housing estates**, *Knock it Down or Do it Up?*, which looked at how to improve the regeneration process, including the decision of councils or housing associations either to renovate or demolish. The report established best practice guidelines to ensure a robust decision-making process and early and on-going engagement with residents. It has received very favourable reviews in the trade press; was mentioned recently in the Financial Times; and is referenced numerous times in the recent Institute for Public Policy Research's report on estate regeneration. A response from the Mayor is expected shortly.
- 5.2 The Housing Committee held its second meeting on **Affordable Home Ownership** in February. Shared ownership is a topic of great interest to many Londoners hoping to get on the housing ladder. But the investigation has found little evidence that shared ownership is delivering on its original purpose: to help significant numbers of Londoners move on to full ownership in the private sector. Many now view it as an alternative form of long-term tenure. There are also concerns around the processes involved, including buying and "staircasing" (buying more of the property). A report on this topic will be published early in the new municipal year.
- 5.3 Two meetings took place in March. The first considered **the impact of investor buyers on the market for new-build properties in London**. The Committee heard conflicting views on the size and geographic extent of the so-called 'buy-to-leave' phenomenon (whereby properties are bought purely as an investment and left vacant), a topic which has attracted considerable media attention in recent months. The Committee agreed that the lack of robust data on this topic is hindering understanding of the significant role of investor buyers in the London new-build market. Accordingly, the Committee has written to the Mayor to ask him to consider whether he could support research into this matter to clarify the situation.
- 5.4 The last meeting of the year, in March 2015, provided an opportunity for Committee Members to question the **Deputy Mayor for Housing, Land and Property** on a range of issues. These included: tackling and preventing rough sleeping; the impacts of welfare reform in London; and the number of affordable homes built between 2011 and 2015. During the meeting the Deputy Mayor suggested he consult the Committee on the commissioning framework for the forthcoming rough sleeping programme. The Committee has now responded to this outline document, in consultation with external stakeholders, and awaits further detail later in the year.

6. Regeneration

- 6.1 March saw the Regeneration Committee publish its report, *The Regeneration Game*, on **stadium-led regeneration**. The report found that the potential benefits of stadium-led regeneration could

be enhanced if the Mayor introduced a charter for stadium-led regeneration in the London Plan. This would include commitments to pay stadium employees the London Living Wage; support the Mayor's housing targets for mixed and balanced communities; and establish a community forum to involve local groups in a new stadium before it is built. The Committee also recommend that all stadium expansion schemes are included within the categories of development that are referable to the Mayor, and that he publishes details of the clawback arrangements between the London Legacy Development Corporation and West Ham United FC, should the club be sold. The report secured commitment from two London football clubs to pay their staff the London Living Wage.

- 6.2 The Regeneration Committee held a **site visit to Smithfield Market** in February. Members received a briefing from the City of London about the City's objectives for the Smithfield and Farringdon area, before touring the market with representatives of Smithfield Market Tenants' Association.
- 6.3 Also in February, the Committee followed its site visit to **the Royal Docks** (in December 2014) with a meeting to discuss the Mayor and the LEP's role in regeneration of the area, and lessons from the redevelopment of Canary Wharf. Guests included a former Chief Executive of the London Docklands Development Corporation, along with representatives from the GLA, Centre for Cities, and London First. The meeting provided a robust debate on the challenges facing the Mayor in leading regeneration of the Docks such as land management; balancing commercial and residential development; and maximising investment through the Enterprise Zone.
- 6.4 In March, the Committee held a meeting on **high street regeneration**. This session followed up the Committee's 2014 work on the Outer London Fund and Mayor's Regeneration Fund, and looked ahead at the newly launched High Street Fund. The Mayor has introduced an innovative crowd-based match funding mechanism to enable non-public sector organisations to bid for support through the new High Street Fund. This was called for in the Committee's January 2014 report.

7. Planning

- 7.1 Tall buildings has been a subject of recent debate in London. On 9 March, the Chair of the Planning Committee, in consultation with the Deputy Chair, sent a letter to the Mayor to return to some of the issues in relation to **London's skyline and tall buildings**. The letter followed up developments that have taken place since the Assembly approved a unanimous motion on the subject in November 2014, and urged the Mayor to adopt new policies to control and protect London's skyline from the negative effects of tall buildings.
- 7.2 On 22 January 2015, the Committee met with a number of experts to discuss **options for accommodating London's forecast population growth of one million** in the coming decade. The Mayor's existing approach is to ensure growth takes place within the current boundaries, without encroaching on the Green Belt or London's protected open spaces. Members discussed a range of options for amending this approach in the future including: maximising London's brownfield potential; intensifying suburban development; accommodating growth outside of London; and relevant issues should greenfield development become a serious option.
- 7.3 A recurring theme in relation to accommodating London's growth is **the need to increase housing density**. On 18 March 2015, the Committee discussed the role of different housing 'typologies' in

increasing density. The discussion focussed on how to help accommodate a range of individuals and families, without sacrificing residential quality or sustainability. Members also reviewed the suitability of different approaches to locating new housing development in London including: opportunity Areas; estate renewal; small, infill and difficult sites; and options for suburban intensification.

- 7.4 On 18 March, the Committee noted the responses to its report **Localism in London**, published in November 2014. A number of positive comments were reported to Members as well as an update on progress in implementation of the Localism Act, received from the Department of Communities and Local Government. The Committee resolved to follow up and monitor a number of issues in the development of its future work programme.

8. Health

- 8.1 The Health Committee published its report on **general practice care in London** on 3 March. The report highlighted the increased pressures faced by London GPs, as demand reaches unprecedented levels, driven by London's rapid population growth. It also pointed to the need for better access to GP care, and improved patient satisfaction, by increasing the number of GPs; improving premises; and raising workforce morale. Launched at the Docklands Medical Centre, the report was well received by stakeholders and received widespread media coverage, including ITV London, London Live, the Guardian, the Evening Standard and specialist trade press.
- 8.2 At its meeting on 12 January 2015, the Health Committee discussed with the Mayor the findings and recommendations of the **London Health Commission**. Members sought the Mayor's views on the proposed convening role he would hold to ensure coherent delivery of stakeholders' responses to the recommendations; the suggested appointment of a London Health Commissioner; and making the case for more funds for public health and healthcare in London.
- 8.3 The Committee held the second evidence-gathering session on **mental health service provision in London** on 14 January with expert guests from the national mental health charity Mind, a mental health trust and a community support organisation. The discussion explored the contributing factors to poor mental health for BME individuals; the barriers they face in accessing mental health care and support; and ways in which the Mayor could help improve access to services and support. The Committee is due to publish its findings this summer.
- 8.4 On 4 March, Members of the Committee visited the Tuberculosis Centre at the Whittington Hospital in preparation for the launch of an investigation into **tuberculosis in London**. Members toured the facilities and met with clinical and nursing staff to talk about the challenges of managing and controlling tuberculosis in London. Members also met patients undergoing treatment at the Centre to discuss their experiences. The visit highlighted a number of areas of focus for the Committee's forthcoming investigation.

9. Environment

- 9.1 The Environment Committee published three reports this quarter. The report on **food waste recycling, Bag it or bin it?** was published in March. The report looked at ways to manage food waste better and reduce the financial costs and environmental harms of sending it to

landfill. Recommendations included collecting food and organic waste separately across all property types in every borough; that the Mayor should support London Councils in seeking resources from the government to support this; and that the Mayor should support food waste reduction and recycling programmes from his own resources. This report received extensive coverage on national and regional TV and radio, as well as in the trade press.

- 9.2 In February, the Committee published its response to the consultation on the proposed **Ultra Low Emission Zone** (ULEZ). The Committee argued for the zone to be introduced sooner than 2020; for it to be extended as soon as practicable beyond the central congestion charging zone into boroughs that wish to participate; and for the effect of the zone to be strengthened by progressively stepping up the charge for non-compliance. The Committee's views were reported in the national press and broadcast media, as well as the sector press and social media. Since the response, the Mayor has signed an order for a largely unchanged ULEZ. However the UK Supreme Court has also ordered the Government to produce a revised national air quality strategy and the Committee may revisit its call for a faster, wider, stronger zone as part of the response to that judgment.
- 9.3 In its report on **adapting to severe weather and climate change**, *Come rain or shine*, the Committee warned that London is not well prepared for the risks of severe weather, and that climate change is likely to make things worse. Recommendations addressed the need to update building standards and regulations, especially to keep homes cool in hot weather; to ensure that the drainage network is sufficient to deal with future heavy rainfall; to promote flood-resistant buildings in flood-prone areas; and to set out an updated action plan for the Climate Change Adaptation Strategy. Overall, the report found a need for Mayoral and other strategies to be driven by an assessment of weather and climate risks, and what needs to be done to adapt to those risks, especially as some of them increase. It was covered in sector press and local radio.
- 9.4 In February and March, the Environment Committee held meetings on London's **water issues**, and **biodiversity** respectively.

10. Policing and Crime

- 10.1 The Police and Crime Committee published two major reports this quarter. In March, the Committee published *Tightening the net: the Metropolitan Police Service's response to online theft and fraud* which examined trends in online theft and fraud and assessed how the Met is dealing with the threat to businesses and the public. The report recommended that the Met should appoint a senior ranking officer, responsible for ensuring the whole force is prepared to tackle online crime. It also recommended that the Office for National Statistics should introduce specific questions into the Crime Survey for England and Wales to measure online victimisation and that the Mayor, in partnership with the City of London Police and other key stakeholders, should lead a London-wide campaign during 2015-16 to draw attention to the threat of online crime, and raise awareness of the organisation Action Fraud.
- 10.2 The Committee's March publication on London's approach to **safeguarding children** – *Confronting Child Sexual Exploitation in London* – explored London's approach to protecting children and young people from sexual exploitation. The report recommended that the Mayor's Office for Policing and Crime (MOPAC) set out a clear performance monitoring framework for child sexual exploitation

(CSE) and asked all London Local Safeguarding Children Boards to ensure robust mechanisms are working to monitor the effectiveness of CSE strategies and procedures.

- 10.3 The Committee commenced its investigation into **youth reoffending** in January, to assess what more the Mayor could do to address the issue. As well as covering this at meetings in January, February and March, the Committee held a session to hear directly from young ex-offenders who have experience of the youth justice system in London. The group, who work with the charity User Voice, came from a variety of backgrounds: some had been placed into custody; others were in the early stages of working with Youth Offending Teams in the community. Members heard about their experiences of support received both in prison and in the community, and discussed with them what they wanted to see from an effective youth justice system.
- 10.4 The Police and Crime Committee continued to conduct regular question and answer sessions to hold MOPAC to account. A senior Met representative also attended each of the question and answer sessions this quarter. The Committee has, in particular, focused on the Met's role in counter terrorism. In January, for example, the Committee examined the Met's response to the terrorist attacks on the offices of Charlie Hebdo in Paris. In March, the Committee looked at the Prevent strategy, aimed at tackling radicalisation, in preparation for an investigation in the new municipal year. Other topics considered during this quarter included the application of the Local Policing Model; violent crime; the policing of protests; and the ethics of policing in London.

11. Transport in London

- 11.1 In January, the Transport Committee published a report on **door-to-door transport services**, following a meeting with service operators and users in late 2014. The report recommended a number of short, medium and long-term steps toward the greater integration of door-to-door services. TfL has since responded to the Committee to confirm it supports almost all of the recommendations. These will feed in to TfL's ongoing Social Needs Transport Review, which is examining provision of such services. One specific impact was that TfL's planned closure of the Capital Call service was suspended, as recommended by the Committee, until the outcome of this review.
- 11.2 The Committee followed up its work on London's **taxi and private hire services**, following the publication of a report on this topic in December. The Committee met TfL Commissioner Sir Peter Hendy in February, in front of a full public gallery, to discuss how TfL would be implementing the report's recommendations. Members also discussed the need for greater transparency around the Mayor's engagement with the industry, specifically the 'Cabbies Cabinet', a regular meeting between the Mayor and trade organisations. The Committee wrote to the Mayor to urge him to open up this process to scrutiny, with Sir Peter stating he would also recommend this step. Subsequent to this meeting, the Committee has obtained further details of how TfL received legal advice ahead of the decision to provide a private hire license to the operator Uber, an issue that has attracted considerable controversy.
- 11.3 In March, the Committee published a report on **TfL customer services**, following a rapporteurship investigation led by Valerie Shawcross CBE AM. The investigation found that TfL had made improvements to its customer service in recent years, for instance by developing its social media presence. However, there was still a need for an overarching customer charter to set out what

passengers can expect from TfL. The Committee also recommended TfL make it easier for passengers to complain; improve the transparency of its customer service performance measures; and designate responsibility for customer service to a member of the TfL Board. TfL responded to the Committee's concerns during the investigation by simplifying the menu options on its customer service helpline, which had been found to be confusing for callers.

- 11.4 The Committee has focused heavily on the **disruption for rail passengers at London Bridge**, as a result of Network Rail's Thameslink upgrade programme. The Committee met Network Rail in January following evidence of poor service performance in late 2014 and early 2015. A number of steps were taken to improve performance, including greater coordination between staff based at London Bridge and changes to the Southern timetable. However service disruptions continued to affect passengers, and the Committee called in Network Rail and Govia Thameslink Railway for an urgent meeting to discuss the ongoing problems in March. Following this meeting, the Committee received previously undisclosed information about levels of passenger compensation, and regular updates on service performance. The Committee will continue to monitor this situation.

12. Education Panel

- 12.1 The **Education Panel** met in February to discuss the performance of London's schools relative to other English regions and other comparable cities and countries. The Panel received a presentation from Andreas Schleicher, Director for the Directorate of Education and Skills OECD, by video conference. They also discussed Ofsted's view of how London's schools are performing, and the key challenges to raising standards for all children. Questions were put to Munira Mirza, Deputy Mayor for Education and Culture, about the effectiveness of the Mayor's programmes funded by the London School's Excellence Fund. In follow-up work, the Panel pressed the Deputy Mayor to reassess the cost of producing data to enable a separate Programme for International Student Assessment score for London which allowing comparisons to be made with key competitor city regions or nations.

13. Devolution Working Group

- 13.1 The **Devolution Working Group** held two meetings in February to discuss how London could benefit from further devolution of powers and resources. The Group heard initially from Sir Richard Leese, Chair of the Core Cities Group and Leader of Manchester City Council, and from Harvey McGrath, Vice-Chair London Enterprise Panel to discuss how the Greater Manchester Agreement would affect governance in the city and what practical additional powers would be devolved to the city region. A further meeting heard from Sir Edward Lister, the Mayor's Chief of Staff, Mayor Jules Pipe, Chair of London Councils, and Cllr Philippa Roe, Executive group lead Member for Devolution and Public Service Reform, about what a London proposition for further devolution should include. Further discussions were also held with Stephen Greenhalgh, Deputy Mayor for Policing and Crime, about how the criminal justice system could be devolved to London government and the benefits that would bring in terms of financial savings and greater service delivery efficiency.

14. Meetings of the full Assembly

- 14.1 The Assembly meets ten times every year to question the Mayor publicly on behalf of the electorate. There were three Mayor's Question Time meetings in the fourth quarter of 2014-15, held on 21 January, 23 February and 25 March 2015.
- 14.2 There were three Plenary meetings of the Assembly in the fourth quarter. On 28 January, the Assembly considered the Mayor's Consolidated Draft Budget Proposals for 2015-16. On 6 February, the Assembly put questions to, Sir Edward Lister, Chief of Staff and Deputy Mayor for Policy and Planning and Stewart Murray, Assistant Director for Planning, on the Draft Further Alterations to the London Plan. On 11 March, the Assembly noted the Mayor's commitments for 2014-15 and questioned the Mayor in his role as Chairman of the London Legacy Development Corporation. The Assembly also agreed to hold a confirmation hearing on appointing Gareth Bacon AM as Chairman of the London Fire and Emergency Planning Authority.

15. GLA Oversight Committee

- 15.1 At its meeting on 27 January 2015, the Committee was consulted on pan-GLA group collaborative procurement proposals and considered what information the Assembly wanted the Mayor to include in the Mayor's Annual Report for 2015-16.
- 15.2 On 24 February 2015, the Committee put questions to the Director, Old Oak and Park Royal Development Corporation, on proposals to share committee services with the Corporation. At the same meeting, the Committee also put questions to the Mayor's Chief of Staff and Deputy Mayor for Policy and Planning and the Head of Governance and Resilience on the GLA's resilience activities in 2014.
- 15.3 At its meeting on 24 March 2014, the Committee put questions to the Senior Adviser - Team London, Volunteering, Charities & Sponsorship, on her role and work at the GLA, and received a report updating the Assembly on the London Survey.
- 15.4 During the fourth quarter, the GLA Oversight Committee also considered a range of routine business items, including a workforce report, proposed changes to the GLA establishment and the allocation of the Assembly budget.

16. Events

- 16.1 In addition to many events associated with individual investigations, the Assembly has a programme of events in order to fulfil Members' representative roles, raise the profile of the Assembly, and engage Londoners in the work of the Assembly. For this quarter, the following took place:
- Network Rail lunchtime briefing on route studies, including the Sussex route – 21 January
 - Annual GLA Holocaust Memorial Day Ceremony – 26 January
 - City University student briefing ahead of Mayor's Question Time – Final Budget - 23 February
 - Chairman's Annual Event – Police Volunteers' Reception in London's Living Room – 5 March
 - Age Friendly Cities Conference in Canary Wharf – 16 March

- Transport for London lunchtime briefing on commercial activity – 18 March
- People’s Question Time in Wood Green – 19 March
- Alzheimer’s Society lunchtime briefing providing Dementia Friends training – 25 March

17. Legal Implications

17.1 The Committee has the power to do what is recommended in this report.

18. Financial Implications

18.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report: None

Local Government (Access to Information) Act 1985	
List of Background Papers: None	
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Subject: GLA Annual Equalities Report – Assembly Contribution

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 30 June 2015

This report will be considered in public

1. Summary

- 1.1 This report requests the Committee to consider the Assembly contribution to the Greater London Authority's (GLA) Annual Equalities Report 2014/15.

2. Recommendation

- 2.1 **That the Committee agrees the Assembly's contribution to the GLA's Annual Equalities Report 2014/15 in advance of its consideration of the full report at its meeting in October 2015.**

3. Background

- 3.1 The GLA has a statutory responsibility to produce an annual report that sets out the arrangements that have been put in place during the year to promote equality of opportunity and assesses how effective those arrangements have been.
- 3.2 The GLA Act 1999 (as amended) stipulates that this duty applies to the functions of the Authority that are exercisable by the Mayor acting on behalf of the Authority. However, as in previous years, for the 2014/15 annual equalities report, the Assembly has been asked to contribute to the report in order for it to provide a full picture of the activities of the Authority.

4. Issues for Consideration

- 4.1 A draft contribution from the Assembly to the annual equalities report is attached to this report at **Appendix 1**. The draft sets out examples of the work the Assembly undertook during 2014/15 to promote equality of opportunity and to investigate issues of importance to Londoners as they relate to equality of opportunity.

5. Legal Implications

- 5.1 Section 33(2) of the GLA Act 1999 requires that the Authority produce an annual report including information about the work undertaken during the year to promote equality of opportunity and an assessment of the effectiveness of that work.
- 5.2 The duty under section 33(2) applies to the functions of the Authority exercisable by the Mayor acting on behalf of the Authority (s.33(3)).

6. Financial Implications

- 6.1 There are no financial implications arising directly from this report.

List of appendices to this report:

Appendix 1 – Annual Equalities Report 2014/5 –Assembly Contribution

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Katie Smith Telephone: 020 7983 4423 E-mail: Katie.smith@london.gov.uk

The London Assembly is elected to hold the Mayor to account and investigate issues that matter to Londoners. An important part of its work is assessing the impact of the Mayor's policies on particular groups. Much of its work is carried out by Committees and below are some examples of how the Committees' work has considered equalities issues in 2014/15.

Safety and policing

Diversity in the Met Police¹ was a key focus for the Police and Crime Committee in 2014/15. In 2013, 11 per cent of the Met's officers were from a black, Asian and minority ethnic background, compared with around 40 per cent of the population. The Committee found that BAME women were particularly under-represented accounting for fewer than three per cent of the Met's police officers: out of 1,868 officers, only 14 were BAME women. The report recognised that the Met had made some progress, but said that more needed to be done to further increase the Met's diversity. The recommendations included: targeting BAME women as a specific group for recruitment, creating 'diversity champions' and supporting flexible working to address the rising number of female officers leaving the force. The Committee also recommended that the Met consider the legal implications of introducing schemes like those used in New York and Northern Ireland to increase diversity, if in the next two years other efforts to increase diversity prove unsuccessful.

That investigation also considered some of the issues LGBT police officers face and recommended that The Met should consider commissioning a survey. This survey should be similar to the one carried out by the Police Superintendent's Association of England and Wales that found four out of 10 LGBT senior officers had "experienced discrimination in the policing workplace." The survey also found that some senior police officers feel homophobia still exists in police forces, and coming out can impact on career prospects. The Superintendent's Association has developed an action plan in response to the survey's findings and the Committee felt this approach would be appropriate for the Met.

The Police and Crime Committee followed up its February 2014 report on **stop and search** – an issue that overwhelmingly affects young people and black, Asian and minority ethnic communities. The Committee held a meeting to explore the role of Community Monitoring Groups and the progress made in involving young people in improving how stop and search is carried out.

The Committee also published its report on **child sexual exploitation in London**.² It explored London's approach to protecting children and young people from sexual exploitation. The report recommended that MOPAC set out a clear performance monitoring framework for child sexual exploitation. The report also proposed that every London borough should establish a forum to engage with children and young people affected by sexual exploitation, including looked-after children and those who have previously gone missing. Since then, several London boroughs have used this work to further develop their approaches.

Housing, planning and environment

The provision of sites is a key issue affecting the **gypsy and traveller community** in London. The Housing Committee took evidence about the detrimental impacts on that community of a

¹ Police and Crime Committee, Diversity in the Met, December 2014

² Police and Crime Committee, Confronting Child exploitation in London, March 2015

lack of sites and the use of temporary and unauthorised sites. Subsequently, the Committee wrote to the Mayor highlighting examples of innovative practices elsewhere in the country on waiting list handling and temporary sites. The Mayor responded positively to the Committee, agreeing that the boroughs should be sharing and learning from such good practice and noting that his Traveller Pitch Funding would be open to applications to develop the 'toleration sites' discussed by the investigation.

The Housing Committee published its report on **rough sleeping and single homelessness**.³ The report focused on why one third of the rough sleepers who have been picked up by the Mayor's No Second Night Out programme still find themselves back on the streets. The report highlights how appropriate support to rough sleepers can be impeded by the fragmentation of provision, both geographic and functional, and made recommendations to the Mayor, the Government and the London Health Commission on how to rectify this. The Committee's health-related recommendations have been taken forward in the London Health Commission's recent report. In line with the Committee's observations regarding the quality of preventive work, the Mayor has now announced a No First Night Out pilot, which aims to prevent homelessness.

In September 2014, the Planning Committee wrote to the Mayor following his proposals to establish a **development corporation at Old Oak and Park Royal**. The Committee highlighted the importance of ensuring that all local residents and the local business community (and in particular the small and medium sized businesses) have mechanisms by which their views can be canvassed and heard. Members suggested scope for a Communities Committee to be created and to have formal status within the governance structure of the Mayoral Development Corporation (MDC) to ensure local representation, transparency and accountability for all groups living in the area. When the MDC was established in April 2015 the governing Board included two representatives from the local business community and local residents. The Mayor has also left the door open to establishing other committees in due course.

Older people and those with longstanding conditions such as asthma are more sensitive to the effects of air pollution. The Environment Committee investigated **how to reduce emissions from diesel vehicles**. The Committee also investigated how London can adapt to **the risks posed by severe weather**.⁴ Some risks, particularly the risk of mortality due to heat wave or cold weather, affect particular groups, for example, the over-75s, but also others with longstanding illnesses or disabilities, and those in poorly-insulated housing. The Committee's recommendations aim to prevent or mitigate these impacts, thereby positively benefiting these groups.

Transport

The Budget and Performance Committee welcomed the introduction of the lower daily **pay as you go (PAYG) cap** for peak time travel. This was a long-standing recommendation by the Committee and the Assembly. The Committee noted that lowering the daily PAYG cap would make travel cheaper for the part-time workers who are becoming an increasingly important part of London's labour force. Transport for London estimated that the cap will benefit 600,000 part-time workers every week. Evidence shows that part-time workers are statistically more likely to be women and less well-paid than full-time workers.

³ Housing Committee, No Going Back, July 2014

⁴ Environment Committee, Come Rain or Shine, March 2015

The Transport Committee published a report on **door-to-door transport services**.⁵ These are specialist services for disabled Londoners and include Dial-a-Ride, Taxicard, Capital Call and NHS Patient Transport. The Committee met the organisations responsible for commissioning or delivering services, other experts and a large group of service users. One older service user was invited to join the panel for a formal Committee meeting to share her experiences. The Committee recommended a number of steps toward the greater integration of door-to-door services. The report is being considered as part of the evidence base for Transport for London's ongoing Social Needs Transport Review.



Door-to-door transport services users at a Transport Committee meeting

The Transport Committee's made a number of recommendations for improvements in its report on **Transport for London's customer services**. TfL responded to the Committee's concerns during the investigation by simplifying the menu options on its customer service helpline, which had been confusing for some callers, especially people with communication difficulties. The report also addressed the importance of clear signage to indicate the rights of disabled passengers to use the priority space on buses. The Committee should receive the Mayor's response by the end of May 2015.

A key focus for the Transport Committee in 2014/15 **taxi and private hire services**.⁶ Its report made recommendations for improving the accessibility of London's taxi and private hire services, for instance on the use of wheelchair accessible vehicles by private hire operators. In its response, TfL set out the work it was undertaking with taxi manufacturers and private hire operators to improve accessibility.

The Transport Committee scrutinised the progress of the **Crossrail** scheme. In June the Committee received confirmation that all Crossrail stations would be step-free, having written to the Secretary of State for Transport to urge this move earlier in 2014. This will ensure that the line will be accessible to many passengers with mobility problems.

⁵ Transport Committee, Improving Door-to-door Transport in London: Next Steps, January 2015

⁶ Transport Committee, Future Proof – Taxi and Private Hire Services in London, December 2014

Education, skills, employment and income

The Education Panel continued its work reviewing the role of the Mayor in supporting education opportunities for young people from more **disadvantaged backgrounds**. Annually, between 3,000 and 5,000 young people in London receive specialist support. The Panel heard from a range of experts about the challenges facing alternative provision (education provided outside of the mainstream classroom) and pupil referral units. Despite the input from dedicated professionals, educational outcomes for many of these young people fall well behind their peers in mainstream education. The Panel explored whether the GLA could include the outcomes for post-16 children who leave pupil referral units and alternative provision within a more strategic examination of the wider post-16 field. The Panel also suggested that further work should be carried out to explore a pan-London kite mark for AP quality assurance.

The Economy Committee published a summary of findings from its surveys on **internships** in the capital.⁷ Of those who responded to the surveys, fewer than four in ten were paid the National Minimum Wage or above. Furthermore, five times as many young people told us that they would be able to do an internship if they were paid the London Living Wage. The Mayor responded to the Committee by offering to support good quality paid internships and to commission research into the role of internships in London.

The Economy Committee published its report on **personal problem debt** in the capital.⁸ In particular the report highlighted the marked shift from consumer debt to essential living costs debt for a significant number of lower-income Londoners. The Committee's recommendations included proposals for increased monitoring of problem debt in the capital, developing communication techniques to reach young people and harder-to-reach groups and increase awareness of illegal money lending.

The Assembly unanimously agreed a motion calling for the Government to prioritise **better enforcement of the National Minimum Wage** and for the Mayor to support this.

London has seen several redevelopment schemes around existing or new football stadia and the Regeneration Committee was interested to establish who benefits from such regeneration. It published its report on **the impact of football stadia development on local regeneration**⁹ in March 2015. The Committee examined examples of clubs and London boroughs working to improve access to employment for long-term unemployed people and residents living in deprived areas. The reports' recommendations included the development of a charter for stadium developments which would include football clubs committing to paying the London Living Wage and consulting with a diverse range of local community and stakeholder groups.

Health and wellbeing

Andrew Boff AM is leading a review of **access to health services for d/Deaf people** on behalf of the Health Committee. This included a half-day event to discuss a range of access issues with health care providers and d/Deaf service users and the levers open to the Mayor to promote and support improved access. Further stakeholder engagement took place during early 2015 and the Committee is due to publish its findings shortly.

⁷ Economy Committee, Internships in London, December 2014

⁸ Economy Committee, Final Demand, March 2015

⁹ Regeneration Committee, The Regeneration Game, March 2015



Attendees at the Health Committee’s event with d/Deaf service users and healthcare providers

The Health Committee published its report on **access to GP care**.¹⁰ The Committee hosted two public meetings to discuss the challenges facing primary care and general practice within the context of wider pressures on the healthcare system in the capital. The Committee also explored alternative approaches to improving access to GP services, including alternative service models, technology and patient involvement and how these alternatives might improve access for groups who currently have disproportionately poorer access.

The Health Committee discussed access to mental health support at two committee meetings, set aside for its **review of mental health services** in London (September 2014, and January 2015). The review focussed on the experiences of two specific user groups - young people black, Asian, and minority ethnic individuals. The Committee is due to publish its findings shortly.

Ageing and older people

A cross-party panel of Assembly Members spoke at the GLA’s *Successful Cities, Positive Ageing* conference in March 2015. The conference explored how London and other cities should respond to the challenges of an ageing society.



¹⁰ Health Committee, Access to GP Care, March 2015

Victoria Borwick AM, Darren Johnson AM, Caroline Pidgeon MBE AM and Jennette Arnold OBE AM at the *Successful Cities, Positive Ageing* conference

The panel highlighted a number of issues including: the high numbers of people over 65 who experience food poverty and malnutrition, drawing on findings from the Assembly's previous report into food poverty in the capital; the Transport Committee's work on improving accessibility to London's transport system; the Housing Committee's previous report identifying the challenges ahead in providing housing that meets the needs of older people; and the Assembly's previous work on tackling fuel poverty in London and the barriers which older people face in insulating and otherwise improving their properties.

In March 2015 a cross-party group of Assembly Members became *dementia friends* at a session led by the Alzheimer's Society. A *dementia friend* learns about what it's like to live with dementia and how to help people with dementia feel understood and included in their community.



Diversity of guests at Committee meetings

Assembly Committees aim to attract a diverse range of guests to appear at formal meetings, in order to ensure that a variety of perspectives inform investigations and that our work reflects the diversity of Londoners. Committees also strive to ensure that guests have a positive experience of the Assembly and are able to contribute fully to its work. This year, the Assembly piloted a new survey of Committee guests to collect information on diversity characteristics and to invite feedback on the experience of appearing at a Committee meeting. From May 2015, the survey will be sent to guests appearing before all Assembly Committees.

Assembly events

The London Assembly jointly hosted an annual Holocaust Memorial Day Ceremony in partnership with the Mayor, the Holocaust Memorial Day Trust and the Holocaust Educational Trust.

The Chair of the Assembly also hosted an evening reception to celebrate the work and commitments of London's diverse police volunteers. Police Volunteers act as advocates for the police, increasing understanding and building relationships in the communities they live and work in. The reception brought together over 200 police volunteers from across the whole of London.

Subject: Work Programme for the GLA Oversight Committee

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 30 June 2015

This report will be considered in public

1. Summary

- 1.1 This report provides details of some proposed work and the schedule of meetings for the current Assembly year (2015/16). The Committee has a rolling work programme so work may continue beyond each Assembly year.

2. Recommendations

- 2.1 **That the Committee agrees its work programme for 2015/16, as set out in this report and identifies any additional issues it wishes to consider at future meetings.**
- 2.2 **That, having previously agreed to appoint John Biggs AM as rapporteur to carry out a follow-up investigation into transparency in the GLA Group and wider GLA family, the Committee agrees the terms of reference of the investigation as set out in the report.**

3. Background

- 3.1 The GLA Oversight Committee has the following overall functions:
- Management and administration of the budget of the Assembly and Secretariat, and overseeing the Assembly's scrutiny work programme;
 - Having oversight, on behalf of the London Assembly, of the Greater London Authority's (GLA) corporate governance policies and activities;
 - Maintaining a watching brief in respect of the activities of the senior officers appointed by the Mayor; and
 - Responding to consultations from the Head of Paid Service and scrutinising the Head of Paid Service function.
- 3.2 Additionally, it was agreed at the Annual Assembly meeting of 11 May 2012 that the GLA Oversight Committee's terms of reference include provision to scrutinise any actions or decisions taken by the Mayor on matters relating to education. The Committee can also scrutinise civil contingency

arrangements in London, the provision of services to the public and the performance of utilities in London.

4. Issues for Consideration

4.1 The main work areas of the Committee are summarised below.

Assembly Budget and Scrutiny Work Programme

4.2 The Committee allocates the Assembly's budget and receives a report in March each year on that subject (following the approval of the overall amount of the budget and in advance of the start of the financial year in question).

4.3 The Committee receives quarterly monitoring reports from the Secretariat, scheduled for the Committee meetings in June, September, November and January.

4.4 The Committee approves individual proposals for non-routine expenditure from the scrutiny programme budget which are referred to the Committee by the subject-related committees during the year. The timing of these reports depends upon when the subject-related committees approve projects and refer proposals for expenditure.

4.5 The Committee approves proposals for rapporteurships referred from subject-related committees during the course of the year.

4.6 The Committee also has the power to consider any issue which does not fall into the remit of one of the subject-related committees (for instance, cross-cutting equalities and governance issues).

Staffing Consultations and Appointments

4.7 The Committee will be invited to respond to consultations from the Head of Paid Service (HoPS) from time to time during the year. The Committee's role in relation to these consultations is reactive and therefore the work programme does not predict what reports will be presented and when.

4.8 The Assembly has a role in appointing the statutory officers to the Authority, and this Committee has delegated authority to fulfil that role as and when the need arises. At its meeting of 22 May 2012, the GLA Oversight Committee agreed that the Head of Paid Service Performance Review Panel be established as a working group, and this meets annually (with the most recent meeting held 16 December 2014).

Other Items of Consideration

4.9 At the Committee's meeting of 29 January 2013, it was proposed that the Committee receives quarterly updates on the evaluation of the Mayor's Mentoring Programme. It was agreed subsequently, given the Committee's level of contentment with the progress and direction of the programme over the previous year, that updates be provided bi-annually for 2014/15. Following the update received by the Committee at its meeting of 11 December 2014, the Committee agreed to have a further update following the final phase of the programme in autumn 2015 (scheduled for October 2015).

- 4.10 At its meeting on 21 March 2013, the Committee asked that it be consulted formally on the annual staff pay review; as the settlement reached in 2014 covered a two-year period, the annual pay review has not been scheduled as an item on the work programme for this Assembly year.
- 4.11 At its meeting on 25 February 2014, the Committee agreed to receive details of the progress made to address GLA workforce equalities issues, dealt with as part of the Committee's regular Workforce Monitoring Report and update.

Scrutiny of the Head of Paid Service Function

- 4.12 The Committee usually receives reports on the following issues during the course of the year:
- Annual Workforce Monitoring Report, incorporating complaints monitoring (plus a six-monthly update); and
 - Governance.
- 4.13 The Committee also receives a report on the Draft Annual Governance Statement (dealt with elsewhere on this agenda).

Shared Services

- 4.14 Having previously considered a number of consultation proposals from the Mayor for shared services, the GLA Oversight Committee continues to receive an annual update on the progress of shared services across the Group and considers any proposals that may come forward. Following its consultation on shared services proposals in relation to the Old Oak and Park Royal Development Corporation (OPDC) at its meeting in February 2015, the Committee also requested that as part of its annual shared services report it receives an update on the proposed arrangements for the OPDC, with particular reference to financial costs and potential conflicts of interest. It is proposed that shared services be dealt with over the course of three separate meetings to consider a range of pan-GLA group collaborations.

Treasury Management

- 4.15 It was agreed at its meeting of 11 September 2014, that the GLA Oversight Committee reviews the shared treasury management arrangement between the GLA and the London Pensions Fund Authority after a year of operation. The item will be considered as part of the Committee's annual update on shared services.

Mayor's Fund for London

- 4.16 At the November 2014 meeting of the Committee, it was proposed that the Committee considers scrutinising the Mayor's Fund for London; this item has been scheduled for consideration at its meeting on 17 December 2015.

State of London Debate

- 4.17 The Committee is consulted annually on arrangements for the State of London Debate but following the discussion at its 11 December 2014 meeting, it was agreed that it should undertake a broader review of the way in which the event is organised, with a view to assisting the next Mayoral administration. The State of London Debate is scheduled for consideration at the Committee's meeting on 17 December 2015.

Older People

- 4.18 In addition to fielding a cross-party panel of Assembly Members to attend the national Age Friendly Cities conference on 16 March 2014, organised jointly by the GLA, Positive Ageing in London and the UK Urban Ageing Network, it was agreed that the GLA Oversight Committee considers the Mayor's work on older people in London as part of the Committee's 2015/16 work programme and the matter has therefore been scheduled for the Committee's meeting on 10 March 2016.

Pan-GLA Group Collaborative Procurement Function

- 4.19 Following discussion of the procurement shared service function at its meeting in January 2015, the Committee requested an update in 2015/16 addressing the issues that had been raised during the meeting, namely:

- Named individuals in each organisation to be held to account;
- Clearly set out milestones showing what would be achieved in the first two years;
- More ambitious, but achievable targets for savings over a reasonable timescale, with clarity about what savings were being made;
- The planned approach to ethical and fair trade procurement; and
- A focus on ensuring that TfL's approach to efficiency would be closely monitored.

- 4.20 This item has been scheduled for discussion at the Committee's meeting on 17 September 2015.

Transparency of the GLA Group

- 4.21 In June 2013, the GLA Oversight Committee published *Transparency of the GLA Group* – authored by its rapporteur, John Biggs AM. At its meeting in March 2015, the Committee agreed a proposal to appoint John Biggs AM as rapporteur to carry out a follow-up investigation to assess the progress that has been made since the original report and to make recommendations to improve transparency in the GLA Group and the wider GLA family. The Committee is now asked to agree the following terms of reference for the investigation, as well as the proposal to have a scrutiny session on the subject at the Committee's meeting on 21 January 2016:

- to assess the extent to which the Transparency of the GLA Group (2013) recommendations have been implemented by the functional bodies;
- to review the approach of the organisations in the wider GLA family to transparency; and
- to develop recommendations to improve and transparency across the functional bodies and the wider GLA family.

Transport for London (TfL) Board Governance

- 4.22 Following a request from the Assembly's Transport Committee, it is proposed that the GLA Oversight Committee undertakes a review on behalf of the Assembly on TfL's corporate governance arrangements with a view to assessing whether they are fit for purpose. In particular, it is suggested that the review focus on the composition and membership of TfL's Board, the governance arrangements in relation to TfL's growing role in commercial development and conflicts of interest. It is proposed that this be dealt with at the Committee's meeting on 9 July 2015.

Garden Bridge

- 4.23 Following the passing of a motion at the London Assembly (Plenary) meeting in June 2015, which called on the Mayor to carry out a full audit of the Garden Bridge project's procurement, and to

remove Transport for London funding, it has been proposed that the Committee considers the matter at its meeting in September.

Meeting Dates

4.24 The table set out below shows the Committee's proposed meeting dates for the 2015/16 Assembly year and anticipated agenda items. This timetable and agenda items are reviewed and updated as appropriate.

Date of meeting	Main Agenda Items (subject to agreement)
Thursday, 9 July 2015 at 2.00pm in Committee Room 4	<ul style="list-style-type: none"> • HoPS Oral Update • HoPS Consultation Reports (if any) • TfL Board Governance • Workforce Report • People's Question Time
Thursday, 17 September 2015 at 2.00pm in the Chamber	<ul style="list-style-type: none"> • HoPS Oral Update • HoPS Consultation Reports (if any) • Secretariat Quarterly Monitoring Q1 • Shared Services – General/Collaborative Procurement • The Garden Bridge
Thursday, 22 October 2015 2.00pm Committee Room 5	<ul style="list-style-type: none"> • HoPS Oral Update • HoPS Consultation Reports (if any) • Assembly/ Secretariat Budget 2016/17 • The Mayor's Mentoring Programme • The Mayor's Annual Equalities Report 2014/15
Wednesday, 25 November 2015 at 10.00 am in Committee Room 5	<ul style="list-style-type: none"> • HoPS Oral Update • HoPS Consultation Reports (if any) • Draft Committee Timetable of Meetings 2016/17 • Secretariat Quarterly Monitoring Report Q2 • Shared Services – MOPAC/MPS • London Pensions Fund Authority
Thursday, 17 December 2015 at 2.00pm in Committee Room 5	<ul style="list-style-type: none"> • HoPS Oral Update • HoPS Consultation Reports (if any) • State of London Debate Consultation • Mayor's Fund for London
Thursday, 21 January 2016 at 2.00pm in Committee Room 5	<ul style="list-style-type: none"> • HoPS Oral Update • HoPS Consultation Reports (if any) • People's Question Time • Secretariat Quarterly Monitoring Report Q3 • Assembly's Requirements for Information to be Included in the Mayor's Annual Report • Transparency of the GLA Group

Date of meeting	Main Agenda Items (subject to agreement)
Thursday, 25 February 2016 at 2.00pm in Committee Room 5	<ul style="list-style-type: none"> • HoPS Oral Update • HoPS Consultation Reports (if any) • The Mayor’s Annual Equalities Report 2014/15 • Assembly Annual Report • Shared Services - Treasury Management/Single Property Unit •
Thursday, 10 March 2016 at 2.00pm in Committee Room 5	<ul style="list-style-type: none"> • HoPS Oral Update • HoPS Consultation Reports (if any) • Allocation of Assembly Budget • Workforce Report (update) • Older People

5. Legal Implications

- 5.1 The Assembly has the power to establish committees to discharge its functions, and the GLA Oversight Committee is one such committee. The work programme is in accordance with the GLA Oversight Committee’s terms of reference.

6. Financial Implications

- 6.1 There are no financial implications for the purposes of this report.

List of appendices to this report: None

Local Government (Access to Information) Act 1985

List of Background Papers: None

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