

**Greater London Authority (GLA)**  
**Annual Governance Statement, 2022-23**  
**Draft, 19 July 2023<sup>1</sup>**

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<sup>1</sup> The draft first published on 12 July 2023 has been amended by the information at Section 1.10

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

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

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

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

- 1.7. The GLA's governance framework is consistent with the principles of the 2016 CIPFA/Solace document, 'Delivering Good Governance in Local Government'. This AGS has been prepared with reference to that document. It has been structured around the principles in the 'International Framework: Good Governance in the Public Sector' (CIPFA/IFAC, 2014). Section 2 of this AGS demonstrates how the GLA is meeting the seven principles of the international framework of good governance in the public sector. For each principle, the left hand column sets out the GLA's current arrangements. The right hand column reflects on key actions and developments during the year covered by this AGS. In addition, these sections set out planned activity during 2023-24 which will be monitored and reflected upon in next year's AGS.
- 1.8. This AGS draws on a range of input and feedback resources, so as to capture different perspectives, including:
- the statutory officers and a range of other senior officers
  - internal audit
  - external audit
  - the London Assembly.
- 1.9. Although this AGS's focus is on 2022-23, it also reflects on relevant developments between the end of that financial year (that is, 31 March 2023) and publication. There is one specific issue that has emerged that requires reporting which is covered in Section 1.10 below.

### **Data Protection Breach**

- 1.10. The Mayor's Office for Policing and Crime (MOPAC) identified an issue with the permissions on two webforms on the London.gov.uk website, hosted by the GLA. A manual error meant permissions on the two webforms on the website made it possible for visitors to a particular part of the website to access the content submitted on those forms for a limited time. Following analysis by independent experts commissioned by the GLA there is no evidence that any of this information has been accessed by anyone with malicious intent or that it has been misused. Immediate steps were taken by the GLA to correct the error, as soon as it was notified by MOPAC, ensuring that all data held on the site is secure. MOPAC and the GLA also launched a full and thorough investigation into the circumstances and impact of the issue, supported by independent experts; 392 individuals were contacted in July to ensure compliance with the notification obligations under the UK GDPR. The Information

Commissioner's Office (ICO) was notified within 72 hours of the issue being identified and continues to be kept updated.

## 2. Description of arrangements and review of effectiveness

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

| Our arrangements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Actions and key developments 2022-23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <p>The seven Nolan principles for standards in public life frame the GLA’s governance procedures. Those procedures include a Protocol for Mayoral Appointments; Financial Regulations; an Expenses and Benefits Framework; a Contracts and Funding Code; Anti-Fraud and Anti-Money Laundering Frameworks; and a Whistleblowing Policy (including multiple and confidential reporting routes). The officer Governance Steering Group helps ensure these procedures remain up to date and fit for purpose.</p> <p>The Nolan principles are reinforced through a governance e-learning module that is mandatory for all new staff.</p> <p>The Code of Ethics and Standards for Staff incorporates the Nolan principles and promotes high standards of conduct in public service. It features prominently in staff induction.</p> <p>The Monitoring Officer works with Members to promote high standards of conduct and works with Members and Officers to advise on the proper use of the Authority’s resources. The Monitoring Officer oversees the registration of interests and of gifts and hospitality; and advises on other governance matters also. They are responsible for reporting legal contraventions to the Mayor and Assembly. Alleged breaches of the Code of Conduct for Elected Members are also reviewed by the Monitoring Officer. Their decisions are published, and an annual report is made to the London Assembly.</p> <p>Our decision-making framework requires and promotes compliance with relevant laws and internal policies and procedures, including ensuring decisions are taken objectively and any potential interests are declared. The framework is clear about the decisions that must by law and policy choice be taken by the Mayor (including any novel, contentious or repercussive proposal), and provides managers</p> | <p>The Monitoring Officer investigated two alleged <b>breaches of the Code of Conduct</b> during 2022-23, and their Annual Report outlining these cases was reported to Audit Panel in March 2023.</p> <p>The previous <b>Monitoring Officer</b> stepped down from their role at the end of 2022-23. A review undertaken by the Chief Officer of the role and workload of the Monitoring Officer concluded that the GLA establish it as a standalone post on a permanent basis (0.5 full-time equivalent (FTE), instead of being added on to the remit of an existing staff Member. This was endorsed, the appointment of the new Monitoring Officer was approved by the Mayor and Assembly in December 2022 and the new postholder took up post on 1 April 2023.</p> <p>We launched a review of <b>induction e-learning</b> requirements, including the corporate governance module, to ensure that the schedule of key learning for staff is manageable and enforceable.</p> <p>There were no complaints through our <b>whistleblowing</b> channels in 2022-23.</p> <p>The <b>Responsible Procurement Implementation Plan</b> was revised and published in August 2022, following internal review and consultation across the GLA Group and wider relevant stakeholders. The Implementation Plan sets out the actions that the GLA Group has prioritised to deliver the RP Policy themes by 2024.</p> <p>The GLA is part of the <b>London Anchor Institutions’ Network</b>, through which some of London’s biggest organisations are working collaboratively, leveraging their procurement, workforce and estates management capacity to tackle structural inequalities and the growing climate emergency. As part of this, the GLA has pledged to buy a greater share of its goods and services from small and diverse businesses, and</p> |

## Our arrangements

with the authority necessary to conduct routine business.

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

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

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

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

### *Links to further information*

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

## Actions and key developments 2022-23

we are ensuring our procurement processes encourage small and diverse businesses to enter our supply chain.

We received 25 **complaints** in 2022-23. Of these, 17 (68 per cent) were responded to within the timescales in the Complaints Policy.

We continued the organisational rollout of the **Let's Talk About Race** programme – the capacity and frequency of sessions was increased; and attendance monitored and chased from senior management levels. Attendance is a requirement of the probation period.

We undertook a **staff survey** of all staff in May 2022. Results have been shared by overall GLA and directorate, and actions included in Inclusion Strategy and directorate action plans – as well as other initiatives through Task and Finish Groups

We adopted a **Vulnerable Adults Safeguarding Policy**, and started work on the associated learning interventions required before it is formally launched (an e-learning module and then a more detailed trainer led learning programme for employees who will take up the designated lead role).

Internal Audit completed their review of **ethics and accountability**. Their report provided 'adequate' assurance and was reported to the London Assembly Audit Panel in March 2023. Management actions around ensuring policies are reviewed by their due date; to strengthen arrangements around declaring interests; and to ensure corporate governance e-learning is provided and tracked; are being taken forward in 2023-24.

An Internal Audit of **People Function Policies and Procedures** covering the application, accountability, roles and responsibilities relating to staff following policies and procedures commenced and will report in 2023-24.

Regular reporting and monitoring of **utilisation** of the GLA's new office spaces is in place and is reviewed by the Chief Officer and Chief of Staff. Utilisation steadily improved through 2022-23.

## 2023-24 Improvement Initiatives

- Agree a revised **Member Code of Conduct** (including related documents where appropriate) by January 2024 to take effect in May 2024.
- Review and update **policy documents relating to ethical governance** to respond to Internal Audit recommendation.
- Strengthen process on **registering and declaring interests by building into annual performance review process and reviewing guidance to staff.**
- A follow-up Internal Audit review **of Ethics and Accountability.**
- The recruitment of the new **Independent Persons** appointed under the Localism Act 2011 by March 2024.
- Review the GLA's **Equality Diversity and Inclusion learning arrangements**, including how to build on the Let's Talk About Race initiative.
- Complete the **review of induction e-learning arrangements** including corporate governance module.
- Roll out learning programmes to support **Vulnerable Adults Safeguarding Policy and formally launch policy.**
- Complete the Internal Audit review of **People Function Policies and Procedures.**
- An Internal Audit review of processes in place to ensure **grants and contract management** complies with the GLA Contracts and Funding Code.

## 2.2. Ensuring openness and comprehensive stakeholder engagement

| Our arrangements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Actions and key developments 2022-23                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <p>We have well-developed mechanisms to encourage individuals and groups from all sections of the community to engage with and participate in the GLA's work, including: People's Question Time; the State of London Debate; and our online community, 'Talk London'.</p>                                                                                                                                                                                                                                                        | <p>The <b>Engaging Londoners in Recovery</b> programme saw the launch of the London Engagement Collaborative, the development of a prototype for a Community Insights Hub to host community-led data, delivery of the third round of the Civic Futures Fellowship and evidence review of the use of peer-research across the GLA, which provided recommendations relating to how to mainstream this approach to engaging communities in GLA policy-making.</p> |
| <p>We consult widely when developing the Mayor's strategies and budget. We publicise such opportunities through various channels and hold consultation meetings with stakeholders. Consultation exercises are designed to ensure maximum reach, targeting individuals and communities whose voices are otherwise seldom heard.</p>                                                                                                                                                                                               | <p>We continued our work through the GLA Group Collaboration Board to ensure that <b>grants activity</b> is aligned across the GLA family. The team has concluded design phase two, namely scoping out processes and systems to enable the GLA group to develop a better understanding of civil society grant giving, and a proposal to establish a pilot Centre of Excellence has been agreed by the GLA Group Collaboration Board.</p>                       |
| <p>We communicate through traditional and digital channels, including social media, ensuring a broad reach. We have well-developed arrangements and standards for responding to Mayoral correspondence.</p>                                                                                                                                                                                                                                                                                                                      | <p>We completed our analysis of the <b>Survey of Londoners</b> to: collect data on topics where there are significant gaps in London's evidence base; assess the impact of COVID-19 on social outcomes for Londoners; and provide evidence and insight to inform the Recovery Missions and wider policymaking.</p>                                                                                                                                             |
| <p>The Assembly consults and engages with Londoners to help decide which issues it should investigate. Answers to Assembly Members' written questions to the Mayor are published on our website.</p>                                                                                                                                                                                                                                                                                                                             | <p>The GLA Group <b>Corporate Governance Framework Agreement</b> was confirmed by each GLA Group body confirming individually through their governing body by July 2022.</p>                                                                                                                                                                                                                                                                                   |
| <p>We routinely poll a representative sample of Londoners to provide insights into public opinion and behaviours, which support effective policymaking.</p>                                                                                                                                                                                                                                                                                                                                                                      | <p>A follow-up Internal Audit of <b>public correspondence</b> provided adequate assurance.</p>                                                                                                                                                                                                                                                                                                                                                                 |
| <p>The GLA's most important partnerships are within the GLA Group. There are a series of arrangements in place for GLA Group bodies, mainly defined by legislation and differing slightly according to each organisation, governing the GLA's relationship with TfL, the Mayor's Office for Policing and Crime (MOPAC), the London Fire Commissioner (LFC), and the Mayoral Development Corporations (MDCs): the London Legacy Development Corporation (LLDC) and the Old Oak and Park Royal Development Corporation (OPDC).</p> | <p>A <b>contact strategy</b> has been drafted and will be considered holistically as part of the GLA's digital transformation agenda as well as GLA Group Collaboration.</p>                                                                                                                                                                                                                                                                                   |
| <p>A Group Corporate Governance Framework Agreement sets out the core governance requirements each body must adhere to, and requires each to codify its governance</p>                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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

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

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

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

#### *Links to further information*

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

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## 2023-24 Improvement Initiatives

- **Progress GLA Group Grants Management Programme** – including initially through the piloting of a Centre of Excellence to improve the GLA Group position as a model funder of civil society and its ability to influence and deliver strategic objectives in partnership by pulling together internal and external data to fill evidence gaps.
- Approve **Contact Strategy** consistent with GLA's digital transformation and Group Collaboration agendas.
- Review the Corporate Governance Framework Agreement with all signatories

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

| Our arrangements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Actions and key developments 2022-23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <p>The Mayor identifies and communicates his vision and intended outcomes for Londoners and service users through thematic statutory and non-statutory strategies. Each strategy is supported by a thorough evidence base, which, where gaps were identified, draws on research by or commissioned with the GLA's City Intelligence Unit. Integrated Impact Assessments make clear and support understanding of how equalities, health, sustainability, climate change and community safety will be affected by the policies in question. The strategies must demonstrate how they will ameliorate any likely negative impacts on different Londoners and/or different geographical areas.</p> | <p>We have continued to work collaboratively with stakeholders and communities to deliver the <b>Recovery Programme outcomes</b> through a Mission-based approach.</p>                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>The Mayor publishes each of his statutory strategies which are updated as required, alongside important non-statutory Mayoral strategies such as the Equality, Diversity and Inclusion Strategy, and the Social Integration Strategy.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>The only update to the Mayor's statutory strategies was to update <b>the Mayor's Transport Strategy</b> to add through an addendum an additional proposal whereby the Mayor, through TfL and the boroughs, will seek to address the triple challenges of toxic air pollution, the climate emergency and traffic congestion through road user charging schemes including by expanding the Ultra Low Emission Zone London-wide.</p>                                                                                                                                                  |
| <p>The Mayor's Mayoral Policy and Delivery Unit (MPDU) brings together the Senior Advisors to the Deputy Mayors to oversee and drive delivery of the Mayor's priorities across portfolios. It also works to ensure policy development is joined-up and coordinated across the GLA family, provides steers on cross-cutting policy and delivery work, and leads the clearance of policy reports and documents.</p>                                                                                                                                                                                                                                                                              | <p>The Mayor published in November 2022 a new set of 14 <b>equality, diversity and inclusion objectives</b> to replace those published in 'Inclusive London' in 2018. Each objective sets out the Mayor's role in achieving this objective, the key policies and programmes that support it, and how we will track impact.</p>                                                                                                                                                                                                                                                        |
| <p>The London Partnership Board comes together to address London's challenges – providing a forum for strategic discussions to support policy and decision makers in the capital and beyond. It builds on the experience of responding to the COVID-19 pandemic, to enable the city to respond to current and future complex and cross-cutting challenges by convening London's leaders. It helps to co-ordinate London's response to these challenges, fostering collaboration between the city's partners at local, sub regional and city level to achieve shared goals, and achieve economic, social and environmental benefits.</p>                                                        | <p>We continued work on the <b>Planning for London</b> programme, which is gathering evidence to support the preparation of the next London Plan in the next Mayoral term. A series of deliberative engagement events took place with a diverse group of Londoners, recruited to reflect London's demographic makeup. Reports will be published that set out Londoners' views on the different planning challenges considered, and approaches to tackling them. The next phase of the programme will focus on engagement with stakeholders, with wide participation being sought.</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>We held the GLA's first <b>Policy Conference</b> as part of an ongoing programme to support policy and delivery teams across the GLA to deliver the Mayor's priorities by reviewing and developing their skills and knowledge.</p>                                                                                                                                                                                                                                                                                                                                                 |

*Links to further information*

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

**2023-24 Improvement Initiatives**

- Continue the '**Planning for London' programme**, focusing on engagement with stakeholders, with wide participation being sought.
- Continue to support **policy making and delivery capacity** across the GLA through a policy conference (June 2023) and series of masterclasses on key aspects.
- Publish the full refreshed Mayor's **Equality, Diversity and Inclusion Strategy**.

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

| Our arrangements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Actions and key developments 2022-23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <p>The GLA Group-wide budget-setting and capital spending plan processes, which are subject to scrutiny by the Assembly as well as consultation with stakeholders, ensure, as far as practical, that there are sound medium and longer-term financial plans within which Mayoral priorities and objectives are adequately funded – while recognising inevitable areas of risk and uncertainty. They direct resources to Mayoral objectives, including to support London’s recovery, entrepreneurial spirit, extraordinary diversity, creativity and tolerance. The budget sets out the funding source of those resources, including from the council tax precept.</p> | <p>A new <b>State of London report</b> was launched in June 2022 alongside a new version of the <b>London Resilience Dashboard</b> (in Beta phase) and we progressed plans to develop and publish an updated version of the report</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>We communicate with staff about the budget, and the budget-setting process so that they understand the process and their role in it.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>The Mayor issued <b>Budget Guidance</b> to the GLA Group to frame budget planning for 2023-24 and beyond, responding to the changed financial landscape and current Mayoral priorities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>All significant decisions are subject to a rigorous process with the facts and advice supporting each decision set out in detail through decision forms. The forms ensure legal and financial advice are included; and also that delivery mechanisms, equalities implications, risks, and links to the Mayor’s vision, strategies and priorities are all explicitly set out.</p>                                                                                                                                                                                                                                                                                   | <p>The <b>2023-24 GLA: Mayor budget</b> was constructed to ensure the GLA was focused on the Mayor’s key priorities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>The GLA uses survey evidence as appropriate to support Mayoral priorities, and ensure that policy and programmes have maximum impact.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Internal Audit completed a <b>review of the Adult Education Budget (AEB)</b>, with a focus on the process that ensures AEB delivery partners are appointing and managing subcontractors in line with GLA procedures and the GLA has appropriate processes in place to monitor subcontracting arrangements. Officers reviewed the recommendations and have developed mitigations for the risk identified in the audit recommendation which strengthened previous processes for managing subcontracting arrangements. A separate audit was conducted by MOPAC in September 2022 to review the £32m AEB Good Work for All Fund programme. A substantial rating was awarded to signify risks were seen to be managed effectively.</p> |
| <p>The Corporate Investment Board (CIB) – an informal advisory group chaired by the Chief of Staff and attended by the Mayor’s Appointees and Executive Directors – ensures there is appropriate review before decisions are taken and executed.</p>                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>We began discussions with the Tyndall Centre for Climate Change Research at the University of Manchester to adapt an <b>assessment tool that helps identify climate change</b> and wider environmental impacts of work, as well as possible mitigation measures, and can therefore be used to assess climate impacts on proposed decisions and ensure the GLA’s activities align with the Mayor’s net zero by 2030 target. Subsequently the scope was widened to explore how this tool could also be used to help strengthen <b>assessments of equalities considerations</b>, including the use of Equalities Impact Assessments (EQIAs), in response to one of the Equal Group’s recommendations.</p>                            |
| <p><b>Arrangements for London’s Recovery</b> encompasses:</p> <ul style="list-style-type: none"><li>• a London Partnership Board, co-chaired by the Mayor and the Chair of London Councils</li><li>• nine Missions with action plans to support their delivery, contributing to achieving one grand challenge, five outcomes, and cross-cutting principles</li></ul>                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

- an Anchor Institutions Steering Committee and working groups– harnessing the power and levers across London’s anchor institutions

#### *Links to further information*

- The Mayor’s budget and the budget setting process
- Mayor’s budget guidance for 2023-24
- Decision-making at the GLA
- Equalities, diversity and inclusion measures
- Social integration measures
- London Resilience Dashboard
- London Partnership Board

In March 2023, the London Recovery Board agreed to become the **London Partnership Board**, taking the lessons from responding to the pandemic and using the experience to help address the city’s complex and cross-cutting challenges.

As the city recovered from the pandemic, the range and type of issues facing London evolved. Much of the work of the programme became mainstream activity and was absorbed into existing work plans. The programme also adapted, as the direct impact on London’s social and economic fabric arising from the pandemic differed from what was expected when the programme was formed. For example, the impact on the Labour Market. New challenges have emerged such as the rapid increase in living costs. Long term challenges which underpin many of the missions continue to require focus and effort drawing on the partnerships and ways of working forged in recovery. As such, it was felt by partners that moving away from a focus on recovery was the right course of action.

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## 2023-24 Improvement Initiatives

- Publish an updated version of the **State of London** report in time for the June 2023 State of London debate.
- Further **Internal Audit of Adult Education Budget (AEB) arrangements** including a follow up audit to review updated processes for subcontracting arrangements and developing a dedicated assurance function to enhance monitoring of AEB delivery.
- Pilot a tool for considering **climate and equalities implications in decision forms** in an integrated manner.
- Review the **GLA’s governance arrangements** to ensure they support the delivery and monitoring of the key outcomes for Londoners.

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

| Our arrangements                                                                                                                                                                                                                                                                                                                                                                                                                                  | Actions and key developments 2022-23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <p>The Chief Officer is the organisation's most senior official and leads the Corporate Management team. As well as providing corporate leadership, the Chief Officer holds statutory staffing responsibilities (as HoPS). She provides regular updates on staffing and workforce matters to the Assembly's GLA Oversight Committee; and consults the Committee, and the Chief of Staff on behalf of the Mayor, on proposed staffing changes.</p> | <p>We continue to work at pace on <b>GLA Group collaboration</b>, supporting the Mayor to drive this forward and seizing the opportunity to enhance the GLA's capacity and reduce costs. Work on the portfolio continues and looks to increase the Group's capacity and reduce costs.</p>                                                                                                                                                                                                                                                                                                                                                      |
| <p>We have robust establishment control processes for the approval of staffing changes.</p>                                                                                                                                                                                                                                                                                                                                                       | <p>We continued preparations for a <b>shared IT service with TfL</b> which is now being taken forward for implementation in 2023-24.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>We have robust processes for appraising and developing our staff (with completion of annual performance reviews monitored corporately), backed by a competency framework and a learning and development programme, including a strategy for management and leadership development.</p>                                                                                                                                                         | <p>The new <b>GLA Group Public Health shared service</b> was established and we began to realise the benefits from this.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Ensuring a diverse workforce that is representative of London is a priority for the Mayor and the Chief Officer. The Diversity and Inclusion Management Board provides challenge, advice and input into our Equality, Diversity and Inclusion (EDI) improvement work, with the Inclusion Programme Steering group driving implementation of the EDI Strategy/action plan, with Corporate Management Team setting the direction.</p>            | <p><b>An Internal Audit of the GLA Group Collaboration Programme</b> provided adequate assurance.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>We publish gender and ethnicity pay gap analyses and action plans. Executive Directors oversee delivery of directorate-level action plans to support the continued development of an inclusive GLA culture.</p>                                                                                                                                                                                                                                | <p>An Internal Audit review of <b>Establishment Control Management</b> processes provided adequate assurance.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>The Chief Officer is leading a Transformation Programme, with three workstreams:</p>                                                                                                                                                                                                                                                                                                                                                           | <p>We took forward recommendations from the <b>Independent Review of Ethnic Minority experiences</b>. Progress is tracked against the <b>Corporate EDI Action plan</b>, which includes actions responding to the Independent Review's recommendations. A two-stage approach to directorate action planning was adopted in 2022: Executive Directors completed an EDI Essentials Record by July 2022 to self-assess against 11 priority actions, and completed fuller directorate action plans by end September 2022. Challenge sessions, chaired by the Chief Officer, scrutinise delivery of the Essentials and progress on action plans.</p> |
| <ul style="list-style-type: none"><li>• talent attraction, management, diversity and inclusion</li><li>• new ways of working, covering IT, Human Resources and Facilities Management</li><li>• shared services, assessing the scope for greater shared services to increase the GLA's effectiveness and efficiency.</li></ul>                                                                                                                     | <p>The new <b>GLA Inclusion programme</b> has been overseen by a Steering Group which has met weekly throughout 2022-2023. A governance statement was adopted, and a programme budget approved. Indicators from the programme are tracked as part of the quarterly corporate performance reporting including representation overall, at Grade 10 and above and at Senior Leadership team (SLT) levels by ethnicity, disability and gender. Progress against the corporate action plan is shared regularly with</p>                                                                                                                             |

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

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

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

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

### *Links to further information*

- [The Mayoral team](#)
- [The Corporate Management Team](#)
- [Gender and ethnicity pay gap reports, action plans and progress reports](#)
- [Information about decision-making thresholds](#)
- [Chief Officer's transformation programme](#)
- [The London Assembly: structure, meetings and reports](#)
- [Chief Officer Forms \(staffing decisions\)](#)
- [Independent review by the Equal Group – progress report to GLA Oversight Committee \(item 10\)](#)

UNISON at JCC; with Race Action Equality Group (REAG) and staff networks; and reported to the quarterly Diversity and Inclusion Management Board. A monthly activity update is published on the intranet each month, along with updated action plan, including RAG ratings. An update on progress against the recommendations of the Independent Review was presented to GLA Oversight Committee in December 2022.

A new space – the **Our Moment Forum** – was set up to hear staff feedback, building on the Review's recommendation to introduce safe spaces for Black, Asian and Ethnic Minority staff to share 'lived experiences'. This forum is open to all staff in order to hear a broad range of voices and review the extent to which the implementation of the Inclusion Programme is making a difference to staff. Monthly sessions have taken place since September 2022.

**EDI has been firmly repositioned at the centre of corporate induction**, and directorate action plans are taking forward action to improve local induction. including 'lived experience forums', directorate EDI action plans, and ensuring our induction into the organisation aligns with our EDI values.

An Equality Diversity and Inclusion (EDI) Statement was shared with the organisation. In July 2022, the **new three year EDI Strategy** – We Belong Here – was published, flowing from the statement and setting out three high-level Strategic Aims and the enabling objectives and actions needed to meet those aims. For 2022-2023, it prioritised race and disability equality and deepening our organisational understanding of intersectionality.

All staff and managers had new **EDI objectives** introduced from May 2022, in their performance objectives. These objectives make absolutely clear the expectations and responsibilities on everyone. The Chief Officer holds Executive Directors to account at challenge sessions for ensuring all their staff are meeting the objectives.

We have established a **new GLA Leadership Forum**, comprising the most senior 200 managers with the explicit purpose of ensuring this group understand the expectations of them

in leading change and improvement programmes and have the information and tools they need to do so. This has been meeting quarterly.

TfL became the provider of the GLA's **payroll and a range of transactional HR services** on 31 October 2022 under a shared service arrangement. By 31 March 2023 there had been five pay runs under these arrangements. The remaining in-house HR services were restructured into a new People function, which is responsible for the people strategy and consists of seven Centres of Excellence; teams of HR professionals who provide deep technical insights and develop HR policies and strategies in line with business requirements.

The **Digital Experience Unit** (previously Digital Transformation Unit) is now established and has brought together expertise from various parts of the GLA, including teams within the Technology Group and External Relations. The new unit is laying the groundwork for a long-term, sustainable, digital-first approach that is accessible, inclusive and adds value to the GLA's work, with a single roadmap for digital projects across the organisation and improved governance of digital projects and services. Due to new emerging priorities related to TfL shared services and our digital estate the unit has re-prioritised the delivery roadmap to focus on shared services work and critical improvements to the GLA digital estate and governance model.

We also established new **digital governance arrangements** including a Digital Experience Board and a Digital Projects Review Group. Following a successful pilot, we are rolling out within the organisation the use of DocuSign, a fully **digital system for the approval and signature of formal documents** which will be the exclusive platform for this going forwards.

We developed a new digital process for **Establishment Control** approval.

Improvements in **performance metrics and reporting** have been iterative and incremental throughout GLA's quarterly reporting process in 2022-23. We continued to **report performance** orientated around the Missions and Foundations set out in the GLA's budget through the quarterly dashboards covering all blocks.

An **online dashboard** was being explored and further investigation into options are being pursued during 2023-24.

We have continued exploratory work to **develop a more integrated approach to performance management across the GLA Group**.

Functional Bodies have been linking their performance reports to outcomes set out in strategies, such as the Police and Crime Plan and LFB's Community Risk Management Plan. There has been a greater level of consistent transparency on the financial reporting. Good practice is being shared across the GLA Group with better compliance with the Mayor's Budget Guidance. Work continues to explore the possibility of a Group Wide Finance and Performance report.

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## 2023-24 Improvement Initiatives

- Deliver year two of the GLA **Inclusion Programme**, to deliver the strategic aims of the internal workforce EDI strategy We Belong Here which are: (i) Develop collective and individual accountability on equality, diversity and inclusion. All staff work towards these goals and we hold each other to account; (ii) grow a genuinely inclusive working culture that fosters a sense of belonging. This is one where everyone feels safe, and where everyone can be themselves, give their best work and progress their career; (iii) establish a workforce that reflects London's diversity across all directorates and at senior level.
- Implement delivery against the EDI Strategy through the **Corporate EDI Action Plan** for 2023-2024.
- Review and refresh as needed the **EDI objectives for all staff and managers** for the performance year 2023-2024.
- Implement the transfer of **Information Technology services** to TfL under a Shared Services Agreement.
- An Internal Audit review of the **contract management arrangements** established following the transfer of IT services to TfL
- Continue to embed new governance and ways of working for **digital transformation** and ensure priority issues on the roadmap are fully supported.
- An Internal Audit review of **the framework in place to administer the Mayoral and Assembly Elections** ensuring that they conform with the Electoral Registration and Administrative Act 2013
- An Internal Audit review of **Establishment Control Management processes** for the control and oversight of decisions relating to staffing
- Review the GLA's governance process around the **principles of a portfolio approach**.

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

| Our arrangements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Actions and key developments 2022-23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <p>The Mayor’s annual Budget Guidance identifies financial pressures and includes scenario analysis, from which prudent control totals and savings targets are set, including for the GLA. These are then worked within and developed through an annual budget-setting process that involves a thorough review across programme and corporate spend.</p> <p>The GLA’s Risk Management Framework is regularly reviewed and most recently received a ‘substantial’ internal audit rating (the highest). Risk registers are maintained at project and programme levels as appropriate. The GLA’s most serious risks are captured in a corporate risk register that is refreshed every six months. The register is reported to the Corporate Management team, the Chief of Staff and the Audit Panel and ensures all corporate risks are current and relevant with robust risk mitigations and controls. Risk is also reported through performance reports. Each Executive Director provides an annual assurance statement that risk management is operating effectively – and in line with the corporate approach – within their area. The Governance Steering Group also reviews corporate Fraud and other governance risks on a regular basis.</p> <p>The GLA funds, and is the funder of last resort for, both MDCs (LLDC and OPDC). Regular liaison meetings – chaired by the Mayor’s Chief of Staff and involving the Mayor’s team and senior officials – help maintain a shared understanding of risks and challenges. Governance Directions for both organisations explain and set the parameters for the interaction of decision-making between each body and the Mayoralty. The Deputy Mayor for Planning, Regeneration and Skills is a member of both Boards.</p> <p>We manage our risks in relation to cybersecurity and make sure everyone in the GLA understands their obligations in relation to this, by requiring mandatory training.</p> <p>The Financial Risk Oversight Board meets quarterly and manages the Authority’s financial exposure to loans made.</p> | <p>Audit Panel approved the latest <b>Risk Management Framework</b> in March 2023.</p> <p>A programme of <b>Risk Management ‘Deep Dives’</b> was carried out during 2022-23 and this process is now embedded in the GLA’s Risk Management Framework and risk reporting processes.</p> <p>The <b>highest residual severity risks that we are seeking to mitigate were</b> identified on the corporate risk register (at March 2023) as follows, together with information on how they are being mitigated through controls:</p> <ul style="list-style-type: none"><li>• Current/future high levels of inflation and related cost pressures (price of goods, services, pay, energy) impacting directing on GLA Group budget/spend and with very little information about additional central government resource for local government.</li><li>• We do not have the workforce capacity and/or capability required to deliver the Mayor’s ambitions and the London Assembly’s priorities because we do not have the right people, with the right skills, in the right place and at the right time - and our workforce is not sufficiently engaged and motivated to deliver.</li><li>• Government support to the GLA – through funding and powers – is further constrained, because government is not persuaded by the case for investing in London and empowering London government, leading to cuts, a lack of agency and an inability to achieve the Mayor’s and London Assembly’s priorities.</li></ul> <p>An internal audit follow-up review of the framework for <b>corporate governance and decision-making</b> was issued with substantial assurance. The two actions, to update policies including with meta data, and to evidence functional bodies approval of the Corporate Governance Framework Agreement, have been achieved.</p> <p>A revised version of the <b>Mayoral Decision-Making in the GLA</b> document was agreed by the Mayor in April 2022. As well as making factual changes and clarifications, the new version simplified arrangements for urgency and</p> |

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

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

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

An officer-level Governance Steering Group, chaired by the Executive Director of Resources and meeting quarterly, gives strategic oversight and direction to the GLA's governance activity.

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

A regular update report is provided for the Chief of Staff, Chief Officer and Chairman of Audit Panel on cyber security.

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

unavailability in the Mayor's absence and updated the delegation of Mayoral powers in respect of some land and property transactions. Further changes for the next iteration were logged during the year.

The Mayor and Assembly formally approved changes to our **Financial Regulations**, extensively rewriting sections to make more robust our approach to transfers and in-year budget management, forecasting and carry-forwards, and management and calculation of pay budgets. They also strengthened procedures around income receipt and included more explicit detail on processes relating to budget-setting, budget-monitoring and emergency spend.

We continued to enhance the **procurement governance** process by streamlining 'GLAAM' to provide better value for money. The newly-created GLA Business Partner senior role and a GLA Group Collaborative Procurement Programme Management team was established to better manage the interface and relationship between the GLA and the procurement services provided by TfL P&C. This team has worked with the GLA, focusing on improving the understanding and quality of the procurement service to the GLA and developing a clearer and robust procurement pipeline of future contract requirements. This includes revising and improving the content of the GLA's 'procurement' intranet page, delivering new-style training sessions to around 35 City Hall officers on the procurement processes and digitalising, streamlining and standardising the pipeline and engagement ways of working.

We commissioned TfL's Independent Investment Programme Advisory Group (IIPAG) to undertake a review to identify ways that the GLA can **reduce the risk of a successful challenge to its procurements**, by learning from best practice and the experience of a recent challenge in respect of a procurement process. Their recommendations were accepted.

During the course of their audit of the draft 2021-22 accounts, the External Auditors determined that there was a significant weakness in the Authority's **arrangements for how it procures services**. As a result of completing planned VFM procedures the auditor's report reported by exception details of this.

publishes an annual report detailing its activity during the year.

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

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

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

### *Links to further information*

- Risk Management and Anti-Fraud frameworks, and other GLA procedures supporting robust internal control
- The GLA’s Audit Panel, including six-monthly corporate risk register reports, audit reports and progress updates against the Annual Audit Plan

The Mayor and Assembly approved an update to the **Contracts and Funding Code** to reflect the above, as well as to update expectations pertaining to contract management.

An Internal Audit of the **payments approval process** provided adequate assurance, and made recommendations around updating procurement guidance, and reporting exceptions from the Contracts and Funding Code to Governance Steering Group. A follow-up Audit found these had been implemented and provided substantial assurance.

The Mayor, Assembly and Head of Paid Service approved an update to the **Expenses and Benefits Framework** between April and June 2022.

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

Three significant fraud allegations were investigated during the year:

- A ‘phishing’ attack. A GLA officer clicked on a link that transferred to a malicious Russian website. The account was then compromised with multiple emails sent leading to two further accounts becoming compromised. Attempts were made to steal GLA payments through the TfL creditors system by diverting genuine payments by sending false emails from the compromised account and a shared BACS email address to TfL instructing them to change bank account details. Finance and TfL controls independently identified these as false and no changes were made.
- Technology Group reported a number of missing Surface Pros from their Union Street build room. An investigation established the events leading to the loss through the review of security, stock control and asset management.
- A qualified ACCA accountant working for the City of London obtained through Reed an Interim Finance Business Partner post with the GLA. They worked both placements on a full-time basis until discovered by a phone call between the

- The Assembly's Budget and Performance Committee, which receives the GLA's quarterly finance and performance pack

GLA and a Reed second tier supplier. The placements were terminated at both organisations and reported to Action Fraud and the ACCA, and the employee dismissed by both organisations.

A workshop was convened by the ED Resources, bringing together relevant staff from the GLA and shared services provided to the GLA, to consider these three frauds and the vulnerability of the GLA more generally, and **an Action Plan** drawn up, which was also shared with members of the Audit Panel. The Action Plan includes actions around strengthening payments processes and communications and other action on cyber security; new controls on recruiting agency staff; and controls to improve building security.

Other anti-fraud activity during the year included participation in the National Fraud Initiative 22/23 data matching exercise, and intercepting a number of other phishing attempts and issuing communications to staff.

Fieldwork commenced on an **Internal Audit of GLA Land and Property Governance Processes** (in particular the Royal Docks Enterprise Zone).

### 2023-24 Improvement Initiatives

- An Internal Audit review of the **adequacy and effectiveness of the GLA's Business Continuity and disaster recovery arrangements**
- Review these arrangements to ensure there are **robust business continuity procedures in every Directorate**.
- Complete the **Internal Audit of GLA Land and Property Governance Processes** (in particular the Royal Docks Enterprise Zone).
- Continue to monitor the **fraud action plan** arising from the workshop into the three frauds through to completion.
- Refresh and update the **GLA's Anti-Fraud Policy and Response Plan**.
- Develop a **Communications plan of anti-fraud awareness raising** for staff.
- **Reduce the risk of challenges to procurements** by implementing the recommendations from the IIPAG review and receiving and responding to the VFM commentary in the External Auditor's Annual Report
- Review how to provide **increased support to the Mayor regarding his audit responsibilities**.

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

| Our arrangements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Actions and key developments 2022-23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <p>We publish extensive information, including:</p> <ul style="list-style-type: none"> <li>• interests, gifts and hospitality and expenses for the Mayor, Assembly Members, Mayoral Advisers and senior GLA officers</li> <li>• details of Senior Officer responsibilities, salary data and a GLA organogram</li> <li>• all payments over £250</li> <li>• Mayoral, Director and Assistant Director decision forms, setting out clearly the rationale for the GLA’s significant decisions and the resource supporting them</li> <li>• Freedom of Information Act (FOIA) responses</li> <li>• over 1,000 datasets on the London Datastore, helping people to understand the city and develop solutions to London’s challenges</li> <li>• the results of our monthly poll of 1,000 Londoners (again published on the London Datastore).</li> </ul> <p>The Mayor publishes in an accessible web-based format an Annual Report each year, ahead of the State of London Debate. It provides a data-rich overview of achievements to make it easier for Londoners to identify at a glance performance in the areas they are most interested in.</p> <p>We communicate to staff records management guidance, cybersecurity training and any other related actions as they arise.</p> <p>The Directorate of Audit, Risk and Assurance, as part of MOPAC, provides the internal audit service for the GLA under a shared service agreement. Its Charter is reported annually to the Audit Panel and defines the purpose, authority, responsibility and scope of activity of the internal audit function, and position within the GLA.</p> <p>The internal audit service develops an annual, risk-based plan, having engaged with those charged with governance. It aims to provide assurance on both the effectiveness of the management of risks to the achievement of agreed objectives and on compliance with GLA</p> | <p>Some 961 <b>Freedom of Information or Environmental Information Regulations requests</b> were received in 2022-23. We responded to 805 (84.5 per cent) within deadline.</p> <p>There were 19 <b>data breaches</b> reported during the financial year, exceeding our annual target figure of 15. One of these required reporting to the Information Commissioner’s Office.</p> <p>A follow-up internal audit review of <b>Records Management</b> to review the framework for the creation, maintenance, storage, use and disposal of GLA records in line with corporate governance processes and statutory requirements reported in December 2022 and retained a finding of 'adequate'. Progress was made on the outstanding actions with Asset Owners and Administrators appointed, external training booked for all appointees. As part of the records management work, we conducted a personal data assets review, with a view to updating the majority of our guidance and enhance our compliance with <b>UK General Data Protection Regulations (GDPR)</b>.</p> <p>As part of the proposed TfL IT shared service, <b>GLA’s Records Retention &amp; Disposal schedule</b> was updated to include agreed maximum retention period with TfL for GLA’s records such as emails held in Outlook and on Teams chat. Apart from emails and Teams chat, the GLA – as the data controller – remains responsible for ensuring records held on the IT network are deleted in line with its retention schedule.</p> <p>A follow-up Internal Audit into <b>cloud computing governance and security</b> provided substantial assurance.</p> <p>A new supplier was appointed to develop a new <b>data sharing platform</b> that will supersede the London Datastore, and underpin our data sharing activities to support the delivery of the Recovery Programme and other GLA priorities.</p> <p>During 2022-23, £35,364 in <b>taxable benefits</b>, £1159 <b>expenses</b> incurred by the Mayor and</p> |

## Our arrangements

policies and procedures and externally arising regulations and the law. Progress against the plan is reported to each Audit Panel meeting.

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

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

### *Links to further information*

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

## Actions and key developments 2022-23

Assembly Members, £19,627 expenses incurred by Senior Members of Staff and 87 instances of Gifts and/or Hospitality received by the Mayor and Assembly members were reported to the Audit Panel for information.

The Head of Internal Audit reported in the 2022-2023 Annual Report that 'the GLA has an **adequate internal control environment** which is generally operating effectively'.

The **Annual Audit Plan** was delivered. Of the 12 risk assurance audits undertaken and reported on in 2022-23, two (17 per cent) received a 'substantial' assurance rating; and ten (83 per cent) received an 'adequate' rating. Of the 43 recommendations made in respect of the 2022-23 audits, 37 were accepted by management.

There were seven follow-up reviews in 2022-23; of these four (57 per cent) received a 'substantial' rating and three (43 per cent) an 'adequate' rating. Of the 15 recommendations, 10 had been fully implemented, two partly implemented and three not implemented.

## 2023-24 Improvement Initiatives

- Undertake works to develop the **new data sharing platform**. Minimum Viable Product planned for Summer 2023 and completing rebuild in 2024-25.
- Complete outstanding actions from **Audit of records management** including a **GLA-wide review of our personal data assets** and update our guidance; and conduct a follow-up Internal Audit of the **implementation of the outstanding agreed actions** arising from the follow up Audit of Records Management completed in 2022-23.
- Provide annual update to Corporate Management Team on **records management process**.
- TfL IT shared service – **agree record retention periods**.

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

- 3.1. The London Assembly has a key role to play in holding the Mayor to account and scrutinising GLA governance, services and functions.
- 3.2. The Assembly provides regular challenge of the GLA's governance arrangements in a number of ways:
  - Mayor's Question Time, where the Mayor is required to attend 10 meetings of the Assembly per year to answer Assembly Members' questions
  - responses to statutory consultations, principally relating to Mayoral strategies and the Mayor's budget, and formal consideration of the Mayor's draft budget and draft strategies
  - holding confirmation hearings for key appointments
  - the work of scrutiny committees
  - other work on internal corporate governance.
- 3.3. Mayoral nominees for eight offices are subject to non-binding confirmation hearings conducted by the London Assembly. The purpose of the confirmation hearing, which is held in public, is to establish whether a candidate has the ability to do the job and is fit for office. The Assembly does not have the power to veto an appointment, and its recommendations are not binding on the Mayor. The eight offices to which non-binding confirmation hearings apply are:
  - Chair and Deputy Chair of Transport for London (TfL)
  - Chair of the Cultural Leadership Board
  - Chair and Deputy Chair of the London Pensions Fund Authority
  - Chair of the London Waste and Recycling Board (ReLondon)
  - Chair of a Mayoral Development Corporation (of which there are currently two).
- 3.4. In the case of three further appointments – the London Fire Commissioner, the Deputy Mayor for Fire and Resilience, and the Deputy Mayor for Policing and Crime – the relevant Assembly committee has the power to exercise a veto, which is binding. In the case of the Deputy Mayor for Fire and Resilience, and the Deputy Mayor for Policing and Crime, the veto may only be exercised where the candidates are not Assembly Members.
- 3.5. The next section details governance and related issues raised by the Assembly in 2022-23.

#### **2023-24 budget for the GLA Group**

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

- 3.7. The Budget and Performance Committee undertook a detailed review of the financial situation of the GLA Group in the annual scrutiny process of the Mayor's draft budget proposals. At its meeting in January 2023, following consideration of the draft budget, the Assembly considered three budget amendments, one of which was passed by the requisite majority. That amendment is appended to the published minutes of the meeting.
- 3.8. At its meeting in February 2023, following consideration of the final draft budget, the Assembly considered six budget amendments, but did not agree the amendments by the requisite majority. The Assembly was therefore deemed by law to have approved, without amendment, the Final Draft Consolidated Budget for 2023-24.
- 3.9. The Budget and Performance Committee has the responsibility of examining the Mayor's draft budget before it is voted on by the full Assembly. In January 2023, the Committee concluded its scrutiny of the Mayor's budget proposals, publishing its response to the Mayor's draft consultation budget 2023-24. This made a final round of recommendations for the Mayor.
- 3.10. The Committee published the 'Response to the Mayor's draft consultation budget 2023-24' document, which called on the Mayor to:
- assess his intention to raise council tax to the full extent available to him for 2023-24, once he has confirmation of all expected income levels
  - develop and implement a change to the budget setting process that ensures that additional income beyond that anticipated in budget guidance is allocated through a process that is robust, transparent and sustainable
  - reassess the GLA Group reserves position and establish a clear and consistent policy for the use of reserves across the GLA Group
  - set out the conditions for use of the £500 million facility in his 2023-24 Final Draft Consolidated Budget along with the remaining Transport Services Reserve held by the GLA
  - set out the funding for the ULEZ expansion, including a breakdown of the costs of expansion and the extra revenue anticipated from it
- 3.11. The Committee and the Mayor's Office have both expressed plans to work together to improve the Budget Scrutiny process for the 2024-25 budget.

## **Strategies and plans**

- 3.12. The Mayor is statutorily required to consult the Assembly on certain strategies. Assembly committees usually respond to such consultations on the Assembly's behalf and the consultation responses are published on london.gov.uk, prior to the final version of the strategy being submitted to the full Assembly.
- 3.13. In addition, the Mayor must lay before the London Assembly the final versions of those strategies prior to their publication. Under the provisions of section 42 of the GLA Act 1999 (as amended), the Assembly has the power to consider and potentially reject draft strategies within 21 days of their submission, including the date the draft strategy is laid before the Assembly. A proposed amendment to one strategy was submitted by the Mayor for the Assembly's consideration in 2022-23 – namely a revision to the Mayor's Transport Strategy. This was considered at a Plenary meeting of the London Assembly in November 2022. The Assembly did not exercise its statutory powers to reject the proposed revision. The Assembly must also be consulted by the Mayor on the National Framework Documents for the London Fire Brigade under section 3271 of the GLA Act 1999 (as amended). At the Fire, Resilience and Emergency Planning Committee meeting on 1 February 2023, the Assembly was consulted upon the Statement of Assurance 2021/22, as well as the Reserves Strategy and Medium term Financial Strategy for 2023/24.
- 3.14. At its meeting in October 2022, the Fire, Resilience and Emergency Planning Committee agreed a response to the Mayor on the Brigade's Community Risk Management Plan (2023-29), which replaced the previous London Safety Plan. The Committee welcomed the CRMP after a one-year delay to conduct further consultation, and made recommendations on community engagement, training and implementation of the plan.

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

- 3.15. The London Assembly held nine Mayor's Question Time meetings over the course of the year. The September 2022 Mayor's Question Time meeting did not go ahead as it fell during the National Mourning Period following the death of Her Late Majesty, Queen Elizabeth II. Assembly Members submitted 4973 questions which related to the full breadth of the Mayor's responsibilities.

## **Exercise of Summoning Powers**

- 3.16. The London Assembly and its committees exercised a powers of summons, in accordance with sections 61 and 62 of the GLA Act 1999, on four occasions during the year.
- 3.17. The Police and Crime Committee exercised its powers of summons under the Police Reform and Social Responsibility Act 2011, a further four times, to require the attendance of the Mayor, on two occasions, and to provide documents in relation to actions surrounding the resignation of the former Metropolitan Police Commissioner.
- 3.18. The GLA Oversight Committee investigated the suitability of the GLA's Code of Conduct and the governance processes of London and Partners (L&P) following IOPC consideration of allegations that The Rt Hon Boris Johnson MP had failed to declare a series of potential

conflicts of interest in respect of his friendship with Jennifer Arcuri during the time he held the office of Mayor of London. The investigation by the GLA Oversight Committee included three evidence gathering sessions in September 2021, with further evidence collected outside of these sessions, including through summonsed documents from L&P. A report from the Committee with a number of recommendations for L&P and the GLA was subsequently published in September 2022.

### **Confirmation hearings**

- 3.19. During 2022-23 there were no Mayoral appointments which were subject to the London Assembly's confirmation hearings process.

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

- 3.20. The two Mayoral development corporations – the OPDC and the LLDC – are kept under review by the Assembly via its Plenary meetings and two Assembly committees: the Planning and Regeneration Committee, and the Budget and Performance Committee. The Budget and Performance Committee receives a quarterly monitoring report from the LLDC and the OPDC on spending and (where appropriate) capital performance.
- 3.21. On 13 January 2023, a report from the London Assembly Budget and Performance Committee highlighted that the OPDC has secured 'agreement in principle' from the Department for Transport and the Department for Levelling Up, Housing and Communities for its Strategic Outline Business Case but that more work is required to determine the level of public funding that will be needed to deliver its new 'Western Lands' project.
- 3.22. On 13 January 2023, a report from the London Assembly Budget and Performance Committee on the LLDC warned that the London Stadium, the home of West Ham United, is continuing to cost Londoners with a loss of £31 million reported for 2021-22 alone. The report also concluded that while the level of affordable housing permissions is improving, there has been only modest delivery, by the LLDC, against affordable housing targets, with only 29 per cent affordable housing to date.

#### **4. Conclusion and disclosure**

- 4.1. The GLA had sound arrangements in place for corporate governance during 2022-23. This statement reflects explicitly on the arrangements that were in place and developments that occurred from April 2022 to March 2023. Monitoring of the GLA's arrangements is, however, ongoing. By virtue of their signatures below, the Mayor and the Chief Officer confirm also that no developments or events have occurred from April up to the date of publication of this AGS that bear materially on the soundness of the GLA's governance arrangements.

*(to be signed when final version is issued)*

**Sadiq Khan**  
Mayor of London

Date: July 2023

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

Date: July 2023

## Appendix: Mayoral directions issued to the GLA’s functional bodies in 2022-23

The Mayor is careful to issue directions only when it is appropriate to do so. Directions are published on the GLA website as part of the routine publication of all Mayoral decision forms and also reported to the Assembly. In 2022-23 seven directions were issued as below (‘MD’ refers to Mayoral Decision reference number). This compares with three directions issued in 2021-22.

| MD   | Body | Title                                                                      | Date      | Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------|------|----------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2987 | TfL  | Revision of the Mayor’s Transport Strategy and road user charging guidance | 16/5/2022 | <p>The Mayor</p> <ol style="list-style-type: none"> <li>1. directs TfL to: <ul style="list-style-type: none"> <li>• prepare a draft revised MTS text that will provide for RUC’s role in addressing the triple challenges of toxic air pollution, the climate emergency and congestion, including the potential expansion of the ULEZ London-wide, and arrange for an IIA to be undertaken</li> <li>• consult the public and stakeholders on the draft revised text and the IIA</li> <li>• undertake all related post-consultation tasks, including preparing and providing a report to the Mayor on the consultation</li> <li>• take all the steps necessary relating to publicity and distribution following the Mayor’s publication of the revised text</li> </ul> </li> <li>2. authorises TfL to exercise, on his behalf, all the functions TfL requires in order to be able to comply with the direction</li> <li>3. issues the supplementary guidance set out in Appendix C to TfL, regarding arrangements for the consultation on varying the ULEZ scheme rules that would give effect to the proposed London-wide expansion of the ULEZ. It is issued pursuant to section 34 of Schedule 23 to the Greater London Authority Act 1999.</li> </ol> |

|      |     |                                                                            |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------|-----|----------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3028 | TfL | September 2022 fares revision                                              | 02/09/2022 | That the Mayor: <ul style="list-style-type: none"> <li>1. approves the proposed revisions to fares to be implemented from 4 September 2022 as set out in this Mayoral Decision.</li> <li>2. signs the attached Direction to TfL (Appendix 1) issued pursuant to the power in section 155 (1) (c) of the Greater London Authority Act 1999 to implement these fares on 4 September 2022.</li> </ul>                                                                                                                                                                      |
| 3014 | TfL | Proposed permanent changes to free travel arrangements for older Londoners | 17/01/2023 | That the Mayor: <ul style="list-style-type: none"> <li>1. approves the proposed revisions to the Older Persons' Freedom Pass and the 60+ London Oyster photocard validity to permanently remove free travel between the hours of 4:30am and 9:00am on weekdays (excluding bank holidays), to be implemented as set out below</li> <li>2. directs TfL to implement the above changes on and from 18 January 2023, by signing the attached Direction (Appendix A) issued pursuant to the power in section 155 (1)(c) of the Greater London Authority Act 1999.</li> </ul> |
| 3083 | TfL | March 2023 fare changes                                                    | 26/01/2023 | The Mayor: <ul style="list-style-type: none"> <li>1. approves the proposed revisions to fares to be implemented from 5 March 2023 as set out in the decision</li> <li>2. 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 from 5 March 2023.</li> </ul>                                                                                                                                                                                                         |
| 3079 | TfL | Low paid transport workers free travel                                     | 02/02/2023 | The Mayor: <ul style="list-style-type: none"> <li>1. Directs Transport for London under section 155(1)(c) of the Greater London Authority Act 1999 (the GLA Act), to introduce, administer and operate the Low-Paid Transport Workers' Concession Scheme (the Travel Concession) as soon as practicable from April 2023 by approving and signing the Low-Paid Transport</li> </ul>                                                                                                                                                                                      |

|      |     |                                                                 |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------|-----|-----------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |     |                                                                 |            | Workers' Concession Scheme Direction (the Direction) at Appendix A.                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 3104 | TfL | March 2023 fare corrections                                     | 28/02/2023 | <p>The Mayor:</p> <ol style="list-style-type: none"> <li>1. approves the proposed revisions to fares to be implemented from 5 March 2023 as set out in MD3083, but corrected as set out in Tables 1.1 to 1.3 of this Mayoral Decision (MD3104)</li> <li>2. revokes the Direction to TfL issued under Mayoral Decision MD3083</li> <li>3. signs the Direction to TfL (attached as Appendix 1) issued pursuant to the power in section 155 (1)(c) of the Greater London Authority Act 1999 to implement these fares from 5 March 2023.</li> </ol> |
| 3097 | TfL | Further financial support fund for Seven Sisters Market traders | 23/03/2023 | <p>The Mayor:</p> <ol style="list-style-type: none"> <li>1. authorises Transport for London ("TfL") under section 38(1) of the Greater London Authority Act 1999 ("the GLA Act") to exercise the Mayor's powers under sections 30 and 34 of the GLA Act to undertake the activities required by the attached Direction in accordance with the terms of the attached Delegation</li> <li>2. directs TfL under section 155(1)(c) of the GLA Act in the terms of the attached Direction.</li> </ol>                                                |