

Greater London Authority (GLA)
Annual Governance Statement, 2024-25
Draft, June 2025

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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 largely 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 Ministry of Housing, Communities and Local Government (MHCLG). In October 2012, the MHCLG set out its view of the systems governing that relationship in its 'Accountability System Statement for the Greater London Authority', issued with the GLA's endorsement.

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

This year's Annual Governance Statement

- 1.7. The GLA's governance framework is consistent with the principles of the 2016 CIPFA/Solace document, 'Delivering Good Governance in Local Government'. This AGS has been prepared with reference to that document. It has been structured around the principles in the 'International Framework: Good Governance in the Public Sector' (CIPFA/IFAC, 2014). Section 2 of this AGS demonstrates how the GLA is meeting the seven principles of the international framework of good governance in the public sector. For each principle, the left hand column sets out the GLA's current arrangements. The right hand column reflects on key actions and developments during the year covered by this AGS. In addition, these sections set out planned activity during 2025-26 which will be monitored and reflected upon in next year's AGS.
- 1.8. This draft AGS draws on a range of input and feedback resources, so as to capture different perspectives, including:
- the statutory officers and a range of other senior officers
 - internal audit
 - external audit
 - the London Assembly.
- 1.9. Although this draft AGS's focus is on 2024-25, it also reflects on relevant developments between the end of that financial year (that is, 31 March 2025) and publication.
- 1.10. The final version of the 2023-24 AGS reported that on 1 September 2024, Transport for London (TfL)'s digital estate was the subject of a cyber incident. This had the impact of disrupting the GLA's IT services which are provided through a shared service contract with TfL. The actions put in place during 2024-25 to address the governance risks are set out in Section 2.7 of this AGS.

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 2024-25
<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).</p> <p>The Nolan principles are reinforced through a governance e-learning module that is mandatory for all new staff.</p> <p>The Code of Ethics and Standards for Staff incorporates the Nolan principles and promotes high standards of conduct in public service. It features prominently in staff induction.</p> <p>The Monitoring Officer works with Members to promote high standards of conduct and works with Members and Officers to advise on the proper use of the Authority’s resources. The Monitoring Officer oversees the registration of interests and of gifts and hospitality; and advises on other governance matters also. They are responsible for reporting legal contraventions to the Mayor and Assembly. Alleged breaches of the Code of Conduct for Elected Members are also reviewed by the Monitoring Officer. Their decisions are published, and an annual report is made to the London Assembly.</p> <p>Our decision-making framework requires and promotes compliance with relevant laws and internal policies and procedures, including ensuring decisions are taken objectively and any potential interests are declared. The framework is clear about the decisions that must by law and policy choice be taken by the Mayor (including any novel, contentious or repercussive proposal), and provides managers with the authority necessary to conduct routine business.</p>	<p>A revised Member Code of Conduct (and related appendices) took effect in May 2024. The Monitoring Officer met with all newly elected Members on the Code of Conduct and the Register of Interests as part of their induction.</p> <p>A revised version of the Gifts and Hospitality policy, with minor factual updates, was approved in August 2024.</p> <p>A revised version of the Guidance on Registering and Declaring Interests, with minor updates, was approved in September 2024.</p> <p>The Monitoring Officer received two formal complaints about the Mayor and six formal complaints about Members of the London Assembly alleging breaches of the Code of Conduct in the period between February 2024 and March 2025 (the point of the last annual report to the Audit Panel).</p> <p>One of the complaints against an Assembly Member was resolved via informal resolution and six were closed following an initial assessment. One outstanding complaint against the Mayor was still being investigated at that point but has since been completed and the complaint was not upheld.</p> <p>The People Function rolled out a three-day induction programme, where new starters and apprentices are automatically booked onto the programme, to improve the user experience, increase completion rates and provide a better induction experience overall. Within this as part of the face-to-face training, there is now a facilitated corporate governance presentation to support the e-learning.</p> <p>There were five complaints through our whistleblowing channels in 2024-25, which were investigated in line with the Anti-Fraud and Corruption Policy and Response Plan.</p>

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

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

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

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

Links to further information

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

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

We received 15 **complaints** in 2024-25. Of these, 11 (73 per cent) were responded to within the timescales in the Complaints Policy.

A Task and Finish Group began to take forward the recommendations from the GLA **safeguarding audit**.

We began work on developing the eLearning components of the new **Equality, Diversity and Inclusion learning curriculum**.

The regular cyclical review of **People Function policy reviews** was paused to take into account upcoming changes related to the Employment Bill and the Job Families project. However a review of the Family Friendly and Reward policies was commenced. Fieldwork continued on an Internal Audit review of processes in place to ensure **grants and contract management** complies with the GLA Contracts and Funding Code.

2025-26 Improvement Initiatives

- Launch the e-learning components of the Equality, **Diversity and Inclusion learning curriculum** by July 2025.
- Relaunch the Task and Finish Group to complete taking forward recommendations from the **Safeguarding policy review**.
- Complete the **review of family friendly and reward policies** by October 2025.
- A follow-up Internal Audit of **Grants Management** and compliance with Contracts and Funding Code
- An Internal Audit review of procedures in place for the approval and recording and monitoring of **Gifts and Hospitality** for staff employed by the Head of Paid Service.

2.2. Ensuring openness and comprehensive stakeholder engagement

Our arrangements	Actions and key developments 2024-25
<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>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 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>The Assembly consults and engages with Londoners to help decide which issues it should investigate. Answers to Assembly Members' written and oral questions to the Mayor are published on our website.</p> <p>We routinely poll a representative sample of Londoners to provide insights into public opinion and behaviours, which support effective policymaking.</p> <p>The GLA's most important partnerships are within the GLA Group. There are a series of arrangements in place for GLA Group bodies, mainly defined by legislation and differing slightly according to each organisation, governing the GLA's relationship with TfL, the Mayor's Office for Policing and Crime (MOPAC), the London Fire Commissioner (LFC), and the Mayoral Development Corporations (MDCs): the London Legacy Development Corporation (LLDC) and the Old Oak and Park Royal Development Corporation (OPDC).</p> <p>A Group Corporate Governance Framework Agreement sets out the core governance requirements each body must adhere to and requires each to codify its governance</p>	<p>We delivered the final year of the London Engagement Collaborative (LEC). Over 500 members of it received online and offline training, and regular updates via newsletter and IEC Hub. The Good Ideas Fund provided small grants to five organisations to build collaborations across sectors and support community voice and access to services. The final session of the fourth and final cohort of the Civic Futures programme has taken place and final evaluation is underway and on track to be completed by 31 May. As part of the programme we funded five experiments to test ways of creating a better future for London and its residents and change makers.</p> <p>The Civil Society Roots programme formally ended in October 2024 with an evaluation session with all partners to both celebrate the impact of the programme and to highlight the structural barriers that still exist for equity-led infrastructure organisations. Through the Civic Data Innovation Challenge (CDIC), a two-round grants programme delivered in partnership with Impact on Urban Health, we invested over £316,000 into 13 civic data projects. These produced new methods and measures to help us better understand the factors that make London's communities strong. The second, and final, round of the fund ended in the financial year 24-25. The learning from the Civil Society Roots programme and relationships built have informed the development of the Loved and Wanted Anchors programme.</p> <p>The Community Engagement team provided advice and support to GLA policy areas to ensure work effectively represented the voices of communities who are most impacted by the decisions that affect them.</p> <p>Examples included:</p> <ul style="list-style-type: none">• Working with the Air Quality Team to design workshops with Londoners to develop solutions to reducing air pollution by 2030;• wider work to support engaging D/deaf and disabled communities in the London Growth Plan.

Our arrangements

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

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

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

We have a dedicated space on london.gov.uk 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](#)

Actions and key developments 2024-25

- Providing advice and brokered relationships with diverse communities for the London Urban Forest Plan
- supporting with engagement for the Climate Connected Communities programme
- advising the High Streets Data Service team on expanding access for community groups
- providing support to ensure needs of communities are considered in the roll out of Halal meal provision for Universal Free School Meals programme.

The GLA Community Engagement Team and the Talk London team, determined from 164 survey respondents and GLA staff interviews the need for better internal commissioning engagement processes, improved visibility of online engagement tools and tailored support for policy teams for effective and meaningful community engagement. These insights are informing the development of an improved and more cohesive offer **of support to GLA teams to enhance staff skills, knowledge and expertise to facilitate their engagement with London's diverse communities.**

The Community Insights Hub and work to **embed community-led insight** into the GLA's policymaking continues to grow:

- 24 stories on areas such as employability, digital exclusion, homelessness, etc. are on the hub with a further 12 stories set to be uploaded soon.
- The Community Engagement Team hosted an event 'Connecting Community Insights to Policy making' in January 2025, bringing together GLA officers and policymakers across London's boroughs and decision-making bodies to support increased use and understanding of community-led insights.
- A toolkit was launched to support GLA teams to commission peer research to gain insights into communities not represented in traditional data.

We continued to progress **Grants Management across the GLA Group**. Group Collaboration Board funding to expand the Grants Centre of Excellence was approved, with recruitment to follow.

We began to pilot a new Grants Management System (Salesforce Grants) to deliver a priority GLA fund (Green Roots), with a plan to scale up and roll out more widely if successful.

We engaged across the GLA Group to establish Grants Pipeline to give a single picture of all grant activity across the GLA Group, helping us understand resourcing implication on the grant services team, and where we need to prioritise resources.

During 2024-25 we have continued to provide **qualitative and quantitative research to support the evidence base** of GLA programmes. For example, we have continued to monitor the implementation and impact of year 1 of Universal Free School Meals (UFSM) and supported development for year 2.

In addition to this, research is an integral part of GLA engagement with Londoners in policy design and implementation using a blend of approaches. Examples include:

- The rough sleeping delivery plan for the proposed accommodation and wider support for those who need it most programme was informed by polling and engagement. The polling used the GLA's routine polling programme, the engagement through Talk London used both a survey and discussion boards and wider engagement events took place with other stakeholders and community groups.
- A similar approach was used to provide insight for the green spaces and waterways delivery plan under the proposed green and resilient London programme.

Other evidence bases supported by the routine polling programme were the Clean Air (Night) delivery plan and the London Assembly investigation into Car Clubs and continued monitoring of the impact of the cost-of-living crisis.

An Internal Audit review of the External Relations team's **marketing and campaigns activity** received substantial assurance.

- Post closure, continue to share key learning from **London Engagement Collaborative sessions and Good Ideas Fund** grantees internally via Lunch and Learns and the Engagement Working Group, and sustain the relationships with current members via a LEC legacy contact list.
- Develop a piece of work that captures the legacy of the **Civic Futures programme**, gathering input and ideas from fellows during the evaluation process.
- Complete **London Civic Strength Tool** by incorporating grantee-produced datasets and ensure other measures draw on the latest regional data.
- **Continue to progress GLA Group Grants Management Programme** through the following- grants team to scale service offering to the GLA group, conduct technical discovery to scope requirements for new technology to support business requirements and replace GLA OPS.
- Review the **Corporate Governance Framework Agreement** with the Mayor and all functional bodies.
- An Internal Audit follow up review of the management of the External Relations Unit in carrying out **the GLA marketing and communications strategy and the delivery of GLA events.**
- Subject to the Assembly not resolving that it should not be created, establishing appropriate governance arrangements with the new **Oxford Street Development Corporation.**

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

Our arrangements	Actions and key developments 2024-25
<p>As a cornerstone of the GLA's portfolio management framework, introduced in 2024, a set of London-level outcomes has been developed to reach a clear sense of what, as London's strategic authority, we see as Londoners' aspirations for their city.</p> <p>These priorities are to be delivered through 21 strategic high-level programmes, each of which considering the following five cross-cutting priorities:</p> <ul style="list-style-type: none">• addressing structural inequalities:• achieving net zero:• a resilient city:• 24-hour city: and• health in all policies. <p>Delivery plans are approved by the Mayor via a Mayoral Decision (MD), published in accordance with the Mayoral Decision-Making Framework.</p> <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>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 Mayor's Mayoral Policy and Delivery Unit (MPDU) brings together the Senior Advisors to the Deputy Mayors to oversee and drive delivery of the</p>	<p>The London Partnership Board agreed to establish six missions focusing on three initially (housing, growth, health). These missions will be launched with Board meetings before end of July 2025. Work has begun to develop three further missions (energy, safety, opportunity).</p> <p>There were no major updates to the Mayor's strategies during the course of the year; they remain fit for purpose.</p> <p>We finalised the definition of a set of London-level, long-term outcomes which reflect Londoners' aspirations for the city and which the GLA, in partnership with others, is working towards. We then began the creation of a portfolio of programmes designed to improve these outcomes.</p> <p>We continued to support policy making and delivery capacity with a live Policy, Engagement and Delivery Guide, as well as providing strategic advice on the delivery of policy masterclasses and related fora and conferences for GLA staff.</p> <p>We published the write up of the 'Planning for London' programme which gathered evidence to support the preparation of the next London Plan through extensive engagement with Londoners and other stakeholders.</p> <p>The GLA Equalities team began work on developing an engagement and delivery plan for the new statutory Equality Objectives which are due to be refreshed in 2026, to ensure they are in line with shared priorities for the Mayor and London's communities.</p>

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.

The London Partnership Board, co-chaired by the Mayor and the Chair of London Councils, comes together to address London's complex and cross-cutting challenges – providing a forum for strategic discussions to support policy and decision makers in the capital and beyond. It builds on the experience of responding to the COVID-19 pandemic, convening London's leaders to help co-ordinate London's response to these challenges, fostering collaboration between the city's partners at local, sub regional and city level to achieve shared goals, and achieve economic, social and environmental benefits. This includes developing a programme of missions for London, to co-ordinate partners to respond to shared goals. It advocates for London with government, acting as the key space for government to engage with the whole London ecosystem.

Links to further information

- [Mayoral strategies](#)
 - [The work of the City Intelligence Unit](#)
 - [London Partnership Board](#)
 - [Mayor's Annual Report](#)
 - [Planning for London Programme](#)
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2025-26 Improvement Initiatives

- Continue the **development of a new London Plan** including publishing *Towards a new London Plan* to stimulate public and stakeholder engagement for the purpose of gathering evidence, capturing views and identifying issues that will help inform the development of a draft London Plan which will be consulted on during 2026.
- Through the London Partnership Board develop a **missions-based approach for London** and establish six missions.
- Implement new **portfolio management and governance arrangements, using best practice governance methodology** to support the delivery and monitoring of the key outcomes for Londoners and hold those responsible for delivery to account.
- Review and refresh the Mayor's **Equality objectives**.

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

Our arrangements	Actions and key developments 2024-25
<p>The GLA has over the past year been implementing new portfolio and governance arrangements, using best-practice governance methodology to support the delivery and monitoring of the key outcomes for London, and to hold those responsible for delivery to account. In undertaking these changes, the GLA aims to:</p> <ul style="list-style-type: none">• reach a clear sense of what, as London's strategic authority, it sees as Londoners' aspirations for their city, to be worked towards across the London system as a whole (these aspirations are expressed as a set of London-level outcomes)• agree on the GLA's and the GLA Group's areas of focus to progress towards the London-level outcomes (this is expressed as a relatively small set of programmes, which the Mayor will commission his organisations to deliver)• make changes to how the GLA's senior leadership works, to ensure that it is successful in exercising its strategic role and in securing delivery. <p>The GLA portfolio is the collection of programmes, projects and policies that ensure the GLA (in its role as London's strategic authority) and the GLA Group contribute towards achieving the London-level outcomes. This activity has been brigaded into a relatively small number of proposed programmes. Most programmes contribute to multiple London-level outcomes.</p> <p>Mandates, formalised through Mayoral Decisions, lay out what the Mayor wants to see achieved for Londoners from a specific programme; and the resource he is proposing to make available at the start of the new four-year term, based on the existing GLA budget.</p> <p>Programmes and their associated delivery plans are created in response to the Mayor's mandates. They are approved by the Mayor and formalised through Mayoral Decisions, which appoint a Senior Responsible Owner for the programme.</p>	<p>The Mayor issued a series of mandates for a set of programmes to meet his priorities.</p> <p>The 'Mayoral Decision Making in the GLA' document was updated and a revised version approved in June 2024.</p> <p>Mayoral Delivery Board was created to replace Corporate Investment Board in June 2024 and improve oversight of the GLA delivery portfolio, with a strengthened role in the Mayoral Decision Making document.</p> <p>We developed a Portfolio Management Framework to provide an overview of how new governance and delivery structures work and fit together as a system, which is being iterated.</p> <p>We published an updated version of the State of London report in time for the June 2024 State of London debate.</p> <p>The Mayor issued Budget Guidance to the GLA Group to frame budget planning for 2025-26 and beyond, responding to the changed financial landscape and current Mayoral priorities.</p> <p>The 2025-26 GLA: Mayor budget was organised around delivery programmes – embedding these priorities within our financial planning.</p> <p>The tool that helps identify climate change and wider environmental impacts of work, as well as possible mitigation measures and assessments of equalities considerations, including the use of Equalities Impact Assessments has been successfully developed. Senior managers and their teams have been introduced to its purpose. Using the tool is part of climate literacy training and 250 staff have been trained so far.</p> <p>The Mayor launched the Oxford Street Transformation Programme which aims to realise the full potential of London's globally-renowned retail and leisure destination with the</p>

Our arrangements

A new Mayoral Delivery Board (MDB) was established in June 2024 to replace the Corporate Investment Board. The MDB's role is to oversee the entire portfolio; and to ensure that the GLA achieves delivery in accordance with the Mayoral mandates and approved delivery plans. It is chaired by the Chief of Staff and attended by the Mayor's Appointees and Executive Directors as well as appropriate GLA Group representatives, and ensures there is appropriate review before decisions are taken and executed.

The MDB has appointed a set of MDB committees (currently six) to provide oversight and assurance around the development and delivery of an agreed set of these programmes. They provide support and challenge to the programmes' senior responsible owners (SROs), to ensure that: programmes remain aligned to agreed outcomes and deliver value for money; issues and decisions are appropriately escalated to MDB; and there is appropriate coordination with the work of other relevant committees, ensuring synchronised activity where programmes contribute to multiple outcomes.

Each delivery plan is supported by a Programme Board to drive the programme forward to deliver the required outcomes and benefits. It gives strategic insight to govern the projects that sit within its remit and escalates issues and reports to MDB, through the relevant committee.

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. The budget sets out the funding source of those resources, including from the council tax precept.

We communicate with staff about the budget, and the budget-setting process so that they understand the process and their role in it.

All significant decisions are subject to a rigorous process with the facts and advice supporting each decision set out in detail through decision forms.

Actions and key developments 2024-25

aim of generating significant increases in economic activity.

In February 2025, the Mayor launched a public consultation to gather views on his proposal to establish a **new Mayoral Development Corporation (MDC) to lead and coordinate the improvement of Oxford Street** and secure the regeneration of the area, as well as seeking the public's views on the principle of pedestrianisation of Oxford Street, as a way of contributing to and maximising the benefits of the MDC.

As part of the planned evolution of the London Legacy Development Corporation (LLDC) as it prepares to deliver the next phase of the Olympic and Paralympic Games legacy, a Mayoral Decision in January 2025 approved a **change in ownership of the LLDC subsidiary E20 Stadium Limited Liability Partnership (E20 LLP) to GLA Holdings Ltd (GLAH)**. The purpose was to rationalise the London Stadium operation, and transfer strategic responsibility for funding and oversight of the London Stadium to the GLA, recognising that the GLA has ultimate funding responsibility for the London Stadium.

Through the decision, the **GLA also acquired Stratford East London Holdings Limited (SELH)** (a LLDC subsidiary and member of E20 LLP) from the LLDC. Each of E20 LLP, SELH and London Stadium 185 (LS185), a wholly owned subsidiary of E20 LLP are considered an "Arm's Length Company" as defined in Mayoral Decision Making in the GLA.

We completed recruitment into a newly formed **Audit and Assurance function within the Adult Education Budget (AEB)** team and are implementing an audit and assurance programme.

An Internal Audit review of the **Future Neighbourhoods 2030 programme** provided adequate assurance and a follow-up review provide substantial assurance.

An Internal Audit review of the **Solar Together London programme** provided adequate assurance.

Our arrangements	Actions and key developments 2024-25
<p>The forms ensure legal and financial advice are included; and also that delivery mechanisms, equalities implications, risks, and links to the Mayor's vision, strategies and priorities are all explicitly set out.</p> <p>The GLA uses survey evidence as appropriate to support Mayoral priorities and ensure that policy and programmes have maximum impact.</p> <p>Arrangements for working with partners on London-level outcomes are overseen by a London Partnership Board, co-chaired by the Mayor and the Chair of London Councils.</p>	<p>An Internal Audit follow up review of Adult Education Budget Good Work for All Fund provided substantial assurance.</p> <p>An Internal Audit follow up review of the Public Health Unit provided substantial assurance.</p> <p>An Internal Audit follow up review of the Communities and Social Policy Unit's Financial Hardship Team provided substantial assurance.</p> <p>An Internal Audit review of the Affordable Homes programme provided adequate assurance.</p> <p>An Internal Audit review of the Creative Industries Growth Portfolio provided limited assurance.</p> <p>An Internal Audit Review of the New Deal for Young People commenced.</p>
<p><i>Links to further information</i></p> <ul style="list-style-type: none"> • The Mayor's budget and the budget setting process including budget guidance for GLA Group for 2025-26 • Decision-making at the GLA • Equalities, diversity and inclusion measures • Social integration measures • London Partnership Board 	

2025-26 Improvement Initiatives

- Implement new **portfolio management and governance arrangements, using best practice governance methodology** to support the delivery and monitoring of the key outcomes for Londoners and hold those responsible for delivery to account.
- Subject to the Assembly not resolving that it should not be created, establish the new **Oxford Street Development Corporation**.
- Revise **Mayoral Decision Making, Financial Regulations and other related governance documents** to ensure they reflect new arrangements for portfolio management.
- An Internal Audit review of the processes in place for the funding, management and monitoring of **Skills Bootcamp** training providers.
- An Internal Audit review of the frameworks in place to deliver on the Mayor's strategy for social integration, to **support migrant, refugee and asylum-seeking Londoners**.
- An Internal Audit review of the **Adult Skills Fund** (scope to be determined at time of writing).
- An Internal Audit review of the framework in place to manage the delivery of the **digital connectivity** programme.
- An Internal Audit review of the programme management and reporting arrangements for the **Good Growth Fund** to support growth and community development in London.
- An Internal Audit review of **London Resilience** and the processes in place to ensure the GLA meets the statutory duties of a Category One responder under the Civil Contingencies Act.
- An Internal Audit follow up review of the processes in place for the management of **New Deal For Young People** projects including governance arrangements, roles and responsibilities, monitoring and reporting.
- An Internal Audit follow up review of the programme management and reporting arrangements for the **Creative Industries Growth Portfolio** programme.

- An Internal Audit follow up review of the **Affordable Homes** programme.

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

Our arrangements	Actions and key developments 2024-25
<p>An Enabling Services and Resourcing Committee was established in 2024 to ensure that the GLA has the appropriate capability and capacity in our enabling functions to deliver programme and organisational priorities; and is held to account for doing so; and that the GLA's workforce planning in the short and medium term meets the resourcing needs of the programmes individually and collectively.</p> <p>These enabling functions are: Finance; Performance and Governance; Legal; Procurement; External Relations; Public Affairs and Strategic Partnerships; International Relations; Strategy and Intelligence; the Digital Experience Unit; Information Governance; the Technology Group; Facilities Management; HR Shared Services and the People Function.</p> <p>It reports periodically to the MDB on the performance of all enabling functions and make recommendations to the MDB where issues of delivery or resource need to be resolved. The Chief Officer is the organisation's most senior official and leads the Corporate Management Team. As well as providing corporate leadership, the Chief Officer holds statutory staffing responsibilities (as HoPS). She provides regular updates on staffing and workforce matters to the Assembly's GLA Oversight Committee; and consults the Committee, and the Chief of Staff on behalf of the Mayor, on proposed staffing changes.</p> <p>We have robust establishment control processes for the approval of staffing changes.</p> <p>We have robust processes for appraising and developing our staff (with completion of annual performance reviews monitored corporately), backed by a competency framework and a learning and development programme, including a strategy for management and leadership development.</p> <p>Ensuring a diverse workforce that is representative of London is a priority for the Mayor and the Chief Officer. The Diversity and Inclusion</p>	<p>We continue to drive forward the GLA Group Collaboration portfolio, seeking new ways of working across the Group that drive economy, effectiveness, efficiency or contribute to a Mayoral priority.</p> <p>Key phases of the IT Shared services projects have been delivered, including the roll-out of new laptops, with TfL now providing IT services to GLA, OPDC and MOPAC, as well as to LLDC. This brings benefits of greater resilience, security and better service, such as 24/7 support and access to self-service tools. Work is progressing on the next phase. The GLA has continued to roll out the transition of the new IT Shared Service with TfL, now scheduled for completion by the end of 2025</p> <p>A Group-wide online talent platform was launched in May 2024 to share secondment and permanent opportunities more consistently. The Group Mentoring platform continues to be promoted and well-used.</p> <p>Greater treasury collaboration between the GLA and TfL resulted in a new investment strategy, new systems and processes. Launched in Autumn 2024, this delivers improved resilience and financial outcomes.</p> <p>In January 2025, the Group Collaboration Estates and Facilities Management Strategy 2025-2035 was agreed which will improve efficiency across the Group estate.</p> <p>In partnership with GLA Planning, GLA Regeneration and TfL Spatial Planning teams, work has been completed to implement several key business changes, including a single Director and a new area-based approach. This brings about more efficient working to improve the service and relationships with stakeholders.</p> <p>An Internal Audit review of the use and control of agency staff provided adequate</p>

Our arrangements	Actions and key developments 2024-25
<p>Management Board provides challenge, advice and input into our Equality, Diversity and Inclusion (EDI) improvement work, with the Inclusion Programme Steering Group driving implementation of the EDI Strategy/action plan, with Corporate Management Team setting the direction.</p> <p>We publish gender, ethnicity and disability 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>Improvement and Change Portfolio As part of our corporate improvement and change agenda, we are committed to investing in our people, our culture and the technology we need to do our jobs. We want to make working for the GLA a great experience so that our people are enabled and empowered to do their best work in service of Londoners, and to support the move towards greater efficiency and alignment across the GLA Group. The portfolio includes:</p> <ul style="list-style-type: none"> • projects specific to the GLA, such as Job Families • GLA Group Collaboration Projects to increase the GLA's effectiveness and efficiency, such as IT Shared Services, and estates management • post-transition improvement projects which update and shared services such as modernising our HR and finance systems. <p>An Improvement and Change Board (ICB), chaired by one of the Executive Directors, brings CMT together with some of our key corporate specialist leads, from areas such as People, Digital, Communications and GLA Group Collaboration to oversee our portfolio of change programmes, making sure that they are well-planned and coordinated and support us to be a modern, efficient, and effective organisation. The monthly Board looks at the big picture across all the improvement and change that is happening or planned.</p> <p>A GLA Group Collaboration Board promotes and oversees collaboration across the GLA Group – making efficiencies and enhancing capacity in functions such as data digital and technology;</p>	<p>assurance. (Note- a follow up review in May 2025 also provided adequate assurance).</p> <p>We have reviewed the current Disability Working Practices policies to ensure they align with the support available through our shared services arrangements, and to explore opportunities for further collaboration with TfL.</p> <p>To support this work, we have recruited Workplace Implementation Advisers who will work directly with disabled staff to help them understand their adjustment needs and access appropriate support. These advisers will also play a key role in identifying and addressing any barriers staff may encounter.</p> <p>We delivered year three of the GLA Inclusion Programme, to deliver the strategic aims of the GLA's Workforce EDI Strategy 2022-25, 'We Belong Here' and work was undertaken to prepare for a new Strategy (launched in April 2025).</p> <p>Over the past year, the Improvement and Change Board has continually reviewed the GLA's portfolio of change programmes to ensure: a shared vision for the GLA's change agenda; control of programme initiation and scope changes; effective governance of individual programmes; proper consideration of user experience; ongoing review of aggregate impact; benefits realisation has been properly considered in programme development and delivery; and our overall capability and capacity for multiple change initiatives is understood and managed.</p> <p>We began reviewing our performance framework in the context of developing a new portfolio management and governance framework. This new portfolio management framework will improve the way it reports performance both internally and the way it publishes information externally.</p> <p>An Internal Audit Follow Up Review of Planning Arrangements for the Mayoral and Assembly Members Elections (2024) provided substantial assurance.</p>

Our arrangements

estates and facilities management; HR and other professional services.

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 hold confirmation hearings for, and 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](#)
 - [The London Assembly: structure, meetings and reports](#)
 - [Chief Officer Forms \(staffing decisions\)](#)
-

Actions and key developments 2024-25

An Internal Audit of **Estate Management health and safety** provided substantial assurance.

An Internal Audit of **Estate Management physical security** provided substantial assurance.

2025-26 Improvement Initiatives

- Implement new **portfolio management and governance arrangements, using best practice governance methodology** to support the delivery and monitoring of the key outcomes for Londoners and hold those responsible for delivery to account.
- Continue development of **new performance reporting** that can best allow the GLA to track progress against priorities.
- An Internal Audit advisory review of the **Performance Management Framework** and the revised processes being developed to enable effective support performance management and review.
- Launch **new Internal EDI workforce strategy** in April 2025 and an action plan to support the strategy by July 2025.
- Complete the roll out of the transfer of **Information Technology services** to TfL under a Shared Services Agreement by the end of December 2025.
- Agree a business case and procure a new project portfolio management (PPM) tool and develop a Minimum Viable Product for performance **reporting system** against the delivery programmes for Quarter 2 of 2024-25.
- An Internal Audit review of the application of the **recruitment and selection process** to ensure compliance with current employment legislation and best recruitment practice.
- An Internal Audit review of the **Workplace Adjustments** processes in place to ensure compliance with the statutory requirements of the Equality Act 2010 and enable everyone at the GLA to work effectively.
- An Internal Audit follow up review of the operation of the **Digital Experience Unit** including the management of the GLA's digital estate.
- An Internal Audit follow up review of the application of **Disability Working Practices** policies.
- An Internal Audit follow up review of the **Estate Management Physical Security** framework for ensuring the health and safety of GLA employees and visitors to City Hall and other GLA sites.

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

Our arrangements	Actions and key developments 2024-25
<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.</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 officers – help maintain a shared understanding of risks and challenges. Governance Directions for both organisations explain and set the parameters for the interaction of decision-making between each body and the Mayoralty. The Deputy Mayor for Planning, Regeneration and the Fire Service is a member of both Boards.</p> <p>We manage our risks in relation to cybersecurity and make sure everyone in the GLA understands their obligations in relation to this, by requiring mandatory training.</p> <p>The Financial Risk Oversight Board meets quarterly and manages the Authority's financial exposure to loans made.</p> <p>Quarterly financial reporting is well embedded, tracking spend against budget (actual and</p>	<p>The highest residual severity risks that we are seeking to mitigate were identified on the corporate risk register (at March 2025) as follows, together with information on how they are being mitigated through controls:</p> <ul style="list-style-type: none"> • Our cyber security arrangements are highly dependent on our shared services arrangements where the GLA has little/no control, such that in the event of a cyber attack we fail to maintain or quickly recover our critical systems and data, severely disrupting the delivery of our services and programmes and fail to protect confidential organisational and personal data being obtained. • Our business continuity arrangements are inadequate in scope, focus or design, or are not well-understood or resourced, such that in the event of an emergency or disruption we fail to maintain or quickly recover our critical systems, functions, services and programmes to the extent practicable. • The impact of current/future levels of inflation and related interest rates on GLA and Mayoral Development Corporations' business plans and to London's economic conditions leading to material unexpected requirement for investment/subsidy and/or loss of income and capital receipts (overall solvency of the GLA) - and to unsustainable strain on services provided by GLA and partners, resulting in the Mayor being unable to assist Londoners most in need. • We do not have the capability or robust and well-implemented practices to control and safeguard our finances or to achieve value for money, leading to inappropriate or ineffective use of GLA resources. <p>Improvements were made to the report style on the Financial Risk Oversight Board to ensure that the meetings focussed on key risks.</p> <p>We recruited two new permanent posts, a Chief Finance Officer (Section 127 Officer) and an Executive Director of Corporate Resources and</p>

Our arrangements

forecast). Quarterly reports are also considered by the Mayoral Delivery Board and provided to the Assembly's Budget and Performance Committee.

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

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

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

The 25 Members of the London Assembly provide the GLA's scrutiny function. It 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 & Commercial (P&C) lead on providing the assurance processes for individual GLA procurement activity, in support of ensuring value for money and

Actions and key developments 2024-25

Business Improvement, following a restructure approved the previous year.

Work took place to revise the **Contracts and Funding Code**, primarily to reflect the new requirements of the 2023 Procurement Act. The new Code was agreed in April 2025.

We continue to focus on robust governance and assurance of **GLA procurement activity**, helping to ensure value for money is achieved for Londoners, particularly through the utilisation of 'Commercial Approval and Finance Meetings' (CFAM), during which appropriate GLA procurement activity is assured by a multidisciplinary panel and endorsement provided as appropriate. With the support of TfL Procurement & Commercial, our management information and reporting requirements are being strengthened, (particularly in respect of 'single source requests', retrospective transactions and prompt payment of SME supplier invoices), further helping to ensure good governance of our third party spend.

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

With the introduction of the new Procurement Act 2023 in early 2025, GLA officers were invited to attend specially prepared **briefing sessions** delivered by subject matter experts from TfL Procurement & Commercial to help them prepare for, and better understand, the changes in relation to the Act.

To support proactive development of the GLA's future pipeline of procurement activity, a new **Pipeline Focus Group** has been established and plans are underway to strength our business team relationships with TfL Procurement & Commercial aligned with the GLA's Delivery Plans. We implemented the recommendations from TfL's Independent Investment Programme Advisory

Our arrangements

effectively managing commercial risks. There is a dedicated GLA Business Partner and supporting team within the P&C function. The Executive Director of Corporate Resources and Business Improvement has oversight of these processes. For significant procurement activity with a higher estimated contract value or perceived level of risk, assurance is conducted via a forum known as the 'Commercial and Finance Approval Meeting (CFAM)', which includes senior representations from TfL P&C, Finance, the GLA Business Partner/supporting team and the appropriate business owner(s) at the GLA.

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

Links to further information

- [Risk Management and Anti-Fraud frameworks, and other GLA procedures supporting robust internal control](#)
- [The GLA's Audit Panel, including six-monthly corporate risk register reports, audit reports and progress updates against the Annual Audit Plan](#)
- [The Assembly's Budget and Performance Committee, which receives the GLA's quarterly finance pack](#)

Actions and key developments 2024-25

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

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

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

Investigations continued into allegations in respect of two different providers on the **GLA's 'Skills Bootcamps' programme**. A Fraud Response Panel met in March 2025, convened in accordance with the Anti-Fraud and Corruption Policy and Response Plan, and in one of the cases agreed to make a referral to Action Fraud in respect of a false claim to have merged with another company. In both cases, a number of organisational improvements in terms of monitoring and verification, due diligence and information sharing were proposed by the Counter-Fraud team and have been or are being taken forward.

Other anti-fraud activity during the year included participation in the National Fraud Initiative data matching exercise; holding a lunchtime briefing for all staff during International Fraud Awareness Week in November 2024 with a guest speaker from the Public Sector Fraud Authority and holding a pilot fraud awareness training session with the Grant Giving unit.

Senior risk owners also completed an annual assessment of the **fraud risks** contained within our Anti-Fraud and Corruption Policy and Response Plan and the effectiveness of controls in place.

We updated our **Whistleblowing policy** in March 2025 to reflect various factual changes.

Progress was made on implementing the recommendations of the **Internal Audit review of business continuity**. A debrief was conducted

Our arrangements	Actions and key developments 2024-25
	<p>by an external consultant on the impact and response to the TfL cyber incident (see section 2.7) and lessons learned.</p> <p>An internal audit follow- up review of GLA Land and Property (GLAP) Governance including the Management of Land Assets provided substantial assurance.</p> <p>An advisory note on the Expenses And Benefits Governance Framework including Carbon Offsetting Procedures was issued by Internal Audit.</p> <p>An Internal Audit review of the Treasury Management Control Framework provided adequate assurance.</p> <p>An Internal Audit follow-up review of the procurement of major events specifically New Years Eve provided substantial assurance.</p>

2025-26 Improvement Initiatives

- Review the arrangements for **Mayoral oversight of audit, risk and governance activities**, and implement changes as required.
- The GLA will be subject to an external **Integrated Settlement Readiness** review during 2025-26 which provides assurance regarding financial and governance frameworks and capacity.
- Respond to the advisory note on the **Expenses And Benefits Governance Framework including Carbon Offsetting Procedures** as part of the scheduled review of the Expenses and Benefits policy.
- Issue new guidance for **directorates in updating their own Business Continuity Plans** (BCPs) to reflect the Corporate BCP and the lessons learned report from the TfL cyber incident.
- Roll out a series of **Fraud Awareness training sessions** for officers involved in grant making.
- Continue to investigate current and future **fraud cases**.
- Review and update the **Anti-Money Laundering Policy**.
- An Internal Audit follow up review of the adequacy and effectiveness of the **GLA's Business Continuity and disaster recovery arrangements**.
- An Internal Audit review of **cyber security** and the processes in place to mitigate against cyber attacks.
- An Internal Audit review of the financial governance and reporting arrangements in place for the **London Stadium** following the transfer of responsibility for funding and oversight to the GLA.

- An Internal Audit review of the governance and finance and performance reporting arrangements in place for the delivery of **Mayoral Delivery Plans**.
- An Internal Audit follow up review of **governance arrangements for managing the Royal Docks Enterprise Zone**.
- An Internal Audit follow up review to ensure **key controls for material financial systems** are operating effectively in respect of payroll.
- An Internal Audit follow up review of the **shared service procurement arrangements** in place to ensure effective services are delivered.
- An Internal Audit follow up review of the **Procurement of Major Events** such as New Years Eve.
- An Internal Audit follow up review of **Treasury Management Services**.
- Implementation of the actions in response to the **Digital Experience Unit** as set out in the Internal Audit report including improvements to **governance and prioritisation of projects**.
- Improve governance of **Treasury Management practice** including improving robustness of loan records.
- Commission a review to ensure that our **company and Mayoral Development Corporation structures are tax efficient**.
- Review of the **Corporate Risk Register** utilising external expertise and report to Audit Panel.

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

Our arrangements	Actions and key developments 2024-25
<p>We publish extensive information, including:</p> <ul style="list-style-type: none"> • interests, gifts and hospitality and expenses for the Mayor, Assembly Members, Mayoral Advisers and senior GLA officers • details of Senior Officer responsibilities, salary data and a GLA organogram • all payments over £250 • Mayoral, Director and Assistant Director decision forms, setting out clearly the rationale for the GLA's significant decisions and the resource supporting them • Freedom of Information Act (FOIA) responses • over 100 datasets on the London Datastore, helping people to understand the city and develop solutions to London's challenges • the results of our monthly poll of 1,000 Londoners (again published on the London Datastore). <p>The Mayor publishes in an accessible web-based format an Annual Report each year, ahead of the State of London Debate. It provides a data-rich overview of achievements to make it easier for Londoners to identify at a glance performance in the areas they are most interested in.</p> <p>We communicate to staff records management guidance, cybersecurity training and any other related actions as they arise.</p> <p>The Directorate of Audit, Risk and Assurance, as part of MOPAC, provides the internal audit service for the GLA under a shared service agreement. Its Charter is reported annually to the Audit Panel and defines the purpose, authority, responsibility and scope of activity of the internal audit function, and position within the GLA.</p> <p>The internal audit service develops an annual, risk-based plan. It aims to provide assurance on both the effectiveness of the management of risks to the achievement of agreed objectives and on compliance with GLA policies and procedures and externally arising regulations and the law. Progress against the plan is reported to each Audit Panel meeting.</p>	<p>Some 957 Freedom of Information or Environmental Information Regulations requests were received in 2024-25. We responded to 872 (91.1 per cent) within deadline.</p> <p>There were 13 data breaches reported during the financial year 2024-2025, which is fewer than our annual target figure of 15. One of the breaches required reporting to the Information Commissioner's Office, namely the TfL cyber incident referred to below. Following thorough investigation both by TfL and Microsoft DART, it was confirmed that no GLA business client's data has been compromised. Whilst some staff data has been breached, the incident has been closed by the ICO on the basis that the personal data breached was not of a serious nature and that the incident did not occur at the GLA.</p> <p>We continued to review Data Protection Impact Assessments for the TfL IT Shared Service, more recently in line with Office365 migration work.</p> <p>During 2024-25, the following were incurred: £28,344 in taxable benefits incurred by Assembly members, £4,752 in reportable expenses incurred by the Mayor and Assembly Members, £66,532 in expenses incurred by Senior Members of Staff. 62 instances of Gifts and/or Hospitality received by the Mayor and Assembly members and 309 instances received by staff were recorded. These are reported on an ongoing basis to the Audit Panel for information.</p> <p>The Head of Internal Audit reported in the 2024-2025 Annual Report that 'the GLA has an adequate internal control environment which is generally operating effectively'.</p> <p>The Annual Audit Plan was delivered. Of the 11 risk assurance audits undertaken and reported on in 2024-25, four (36 per cent) received a 'substantial' assurance rating; six (55 per cent) received an 'adequate' rating; and one (9 per cent) received a 'limited' rating. Each of</p>

Our arrangements

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.

A register of our **business information assets** is in place that captures both personal & non-personal data processing assets.

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 2024-25

the 24 recommendations made in respect of the 2024-25 audits were accepted by management.

There were six follow-up reviews in 2024-25; of these five (83 per cent) received a 'substantial' rating and one (17 per cent) an 'adequate' rating. Of the 18 recommendations, 11 had been fully implemented, and seven partly implemented.

On 1 September 2024, Transport for London (TfL)'s digital estate was the subject of a **cyber-incident**. This had the impact of disrupting GLA's IT services which are provided through shared service contract with TfL. TfL as service provider to GLA were in constant contact during the initial period of identification and containment, systems were taken down proactively where necessary to protect data integrity and were only safely reinstated once the security of the data and systems were verified, and in a controlled and managed way.

The GLA leadership responded by pulling together an emergency working group, led initially by the Director of Digital, to manage the immediate emergency, understand the impact on service delivery, and agree protocols for working during the period of outage. This working group met daily, and sometimes twice daily, and included representatives from all core enabling services, including Finance, People Function, IT/Digital, Information Governance and Facilities Management. Secondary meetings were held with senior representatives from all directorates to disseminate key messages. Various technical actions were put in place.

Advice was obtained regarding GDPR responsibilities, we notified and coordinated closely with the ICO to ensure all necessary reporting and follow-ups were handled appropriately.

Following thorough investigation both by TfL and Microsoft DART, it was confirmed that no GLA business clients data has been compromised. Whilst some staff data has been breached, the incident has been closed by the ICO on the basis that the personal data breached was not of a serious nature and that the incident did not occur at the GLA. The forced password reset, for the different systems that staff are required to login to, has mitigated

Our arrangements	Actions and key developments 2024-25
	<p>the risk associated with this. It is of course prudent to continue to test that conclusion whilst the incident is still being actively managed. Staff are being asked to be extra vigilant, and additional controls remain in place on finance processes whilst the situation remains. Messages to all staff also highlighted the importance of cyber security and directed them to our cyber security and records management policies.</p>

2025-26 Improvement Initiatives

- Take forward the new **data sharing platform** including releasing first component, Data for London Library, due to be released in May 2025.
- Complete the **GLA-wide review of our personal data assets**.
- Continue to review and where required update **the Data Protection Impact Assessment** for IT Shared Service including any changes to data retention periods.
- Undertake a six-monthly review of the **corporate information asset register** (which includes GLA's record of processing activities (RoPA)) from August 2025.
- A follow up Internal Audit review of the processes in place to ensure compliance with the requirements of the **Freedom of Information Act**.
- Ensure that the set of **online forms and other public facing documentation or information** is routinely audited to ensure that it is working as expected and in line with data protection legislation.
- Continue to ensure regular completion of **data protection and information governance training**.
- Review of 'Mayoral Decision Making in the GLA' to follow the new portfolio governance framework to ensure that we are continuing to meet **the transparency frameworks** including providing practical guidance.

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 (currently encompassed within the role of Deputy Mayor for Planning, Regeneration and the Fire Service), 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 2024-25.

2025-26 budget for the GLA Group

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

thirds majority of Assembly Members present and voting. At this stage, amendments agreed by the requisite majority are binding.

- 3.7. The Budget and Performance Committee undertook a detailed review of the financial situation of the GLA Group in the annual scrutiny process of the Mayor's draft budget proposals.
- 3.8. At its meeting in January 2025, during consideration of the draft budget, the Assembly considered one budget amendment, but did not agree the amendment by the requisite majority. That amendment is appended to the published minutes of the meeting.
- 3.9. At its meeting in February 2025, following consideration of the final draft budget, the Assembly considered three 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 2025-26. They then voted 11 votes to 9 in favour of the substantive motion, to approve the budget without amendment.
- 3.10. The Budget and Performance Committee has the responsibility of examining the Mayor's draft budget before it is voted on by the full Assembly. It continued the new approach introduced in 2024-25, incorporating additional meeting elements and producing a series of letters instead of a single output. Between December 2024 and April 2025, the Committee held meetings and published letters in response to the Mayor's draft consultation budget 2025-26.
- 3.11. These letters collectively made a series of detailed recommendations to the Mayor. The Committee called on the Mayor to:
 - set out how much the extension of the Universal Free School Meals programme will cost for the remainder of this mayoral term, and how it will be funded.
 - present TfL's projected operating surplus in its budget submissions from 2026-27 onwards.
 - set out how he expects any greater than expected LFB salary increase in 2025-26 would be met.
 - provide evidence on how the MPS and MOPAC intend to achieve the level of savings and efficiencies next year and the operational impacts of these.
 - publish the underlying assumptions of Police Officer and Staff numbers as part of the MPS' initial budget submission and include this in his Consultation Budget.
 - ensure that Equality Impact Assessments are conducted at a point that maximises their positive impact in the 2026-27 budget-setting process.

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](https://www.london.gov.uk), prior to the final version of the strategy being submitted to the full Assembly.
- 3.13. In addition, the Mayor must lay before the London Assembly the final versions of those strategies prior to their publication. Under the provisions of section 42 of the GLA Act 1999 (as amended), the Assembly has the power to consider and potentially reject draft strategies within 21 days of their submission, including the date the draft strategy is laid before the Assembly. No draft Mayoral strategies were considered in 2024-25.

- 3.14. The Assembly must additionally be consulted by the Mayor on the National Framework Documents for the London Fire Brigade under section 327I of the GLA Act 1999 (as amended). At the Fire Committee meeting on 14 January 2025, the Assembly was consulted upon the Statement of Assurance 2023-24, as well as the Reserves Strategy and Medium-term Financial Strategy for 2025-26.

Mayor's Question Time meetings

- 3.15. The London Assembly held ten Mayor's Question Time meetings over the course of the year. Assembly Members submitted 4145 questions, which related to the full breadth of the Mayor's responsibilities.

Exercise of Summoning Powers

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

Confirmation hearings

- 3.17. During 2024-25 there were eight Mayoral appointments which were subject to the London Assembly's confirmation hearings process.
- 3.18. On 9 May 2024, the Mayor wrote to the Chairman of the Police and Crime Committee to propose that Sophie Linden be reappointed Deputy Mayor for Policing and Crime. On 22 May 2024 the Police and Crime Committee held a meeting and determined to hold a confirmation hearing for this proposed appointment and then held that confirmation hearing on 22 May 2024. On 29 May 2024, the Chairman of the Police and Crime Committee wrote to the Mayor to confirm its recommendation not to object to the Mayor's reappointment of Sophie Linden to the office of Deputy Mayor for Policing and Crime.
- 3.19. On 9 May 2024, the Mayor wrote to the Chairs of the London Assembly and the Fire Committee to propose that Jules Pipe CBE be appointed Deputy Mayor for Fire. On 23 May 2024 the Fire Committee held a meeting and determined to hold a confirmation hearing for this proposed appointment and then held that confirmation hearing on 24 May 2024. On 24 May 2024, the Chair of the Fire Committee wrote to the Mayor to confirm its recommendation not to object to the Mayor's appointment of Jules Pipe CBE to the office of Deputy Mayor for Fire.
- 3.20. On 10 May 2024, the Mayor wrote to the Chair of the London Assembly to propose that Seb Dance be appointed Deputy Chair of Transport for London (TfL). On 29 May the Confirmation Hearings Committee held a confirmation hearing for this proposed appointment. On 30 May 2024, the Chair of the Confirmation Hearings Committee wrote to the Mayor to confirm its unanimous recommendation that the Mayor should proceed with his appointment of Seb Dance to the office of Deputy Chair of TfL.
- 3.21. On 16 August 2024, the Mayor wrote to the Chair of the London Assembly to propose that Suki Kalirai be appointed Chair of the London Legacy Development Corporation (LLDC). On 3 September the Confirmation Hearings Committee held a confirmation hearing for this

proposed appointment. On 4 September 2024, the Chair of the Confirmation Hearings Committee wrote to the Mayor to confirm its unanimous recommendation that the Mayor should proceed with his appointment of Suki Kalirai to the office of Chair of LLDC.

- 3.22. On 11 October 2024, the Mayor wrote to the Chairman of the Police and Crime Committee to propose that Kaya Comer-Schwartz be appointed as Deputy Mayor for Policing and Crime. On 23 October 2024 the Police and Crime Committee held a meeting and determined to hold a confirmation hearing for this proposed appointment and then held that confirmation hearing later that day. On 25 October 2024, the Chairman of the Police and Crime Committee wrote to the Mayor to confirm its recommendation not to object to the Mayor's appointment of Kaya Comer-Schwartz to the office of Deputy Mayor for Policing and Crime.
- 3.23. On 18 November 2024, the Mayor wrote to the Chair of the London Assembly to propose that Dame Karen Buck be appointed Chair of the Old Oak and Park Royal Development Corporation (OPDC). On 2 December 2024 the Confirmation Hearings Committee held a confirmation hearing for this proposed appointment. On 4 December 2024, the Chair of the Confirmation Hearings Committee wrote to the Mayor to confirm its unanimous recommendation that the Mayor should proceed with his appointment of Dame Karen Buck to the office of Chair of OPDC.
- 3.24. On 26 November 2024, the Mayor wrote to the Chair of the London Assembly to propose that Mete Coban MBE be appointed Chair of ReLondon. On 9 December 2024 the Confirmation Hearings Committee held a confirmation hearing for this proposed appointment. On 16 December 2024, the Chair of the Confirmation Hearings Committee wrote to the Mayor to confirm its recommendation not to object to the appointment of Mete Coban MBE to the office of Chair of ReLondon.
- 3.25. On 16 January 2025, the Mayor wrote to the Chair of the London Assembly to propose that Amanda Parker and Tom Sleigh be appointed Co-Chairs of the Mayor's Cultural Leadership Board. On 3 February 2025 the Confirmation Hearings Committee held a confirmation hearing for the proposed appointments. On 4 February 2025, the Chair of the Confirmation Hearings Committee wrote to the Mayor to confirm its unanimous recommendation that the Mayor should proceed with the appointments of Amanda Parker and Tom Sleigh as Co-Chairs of the Mayor's Cultural Leadership Board.

Governance in the Mayoral Development Corporations

- 3.26. The two Mayoral development corporations – the OPDC and the LLDC – are kept under review by the Assembly via Plenary and Mayor's Question Time meetings and two Assembly committees: the Planning and Regeneration Committee, and the Budget and Performance Committee. The Budget and Performance Committee receives a quarterly monitoring report from the LLDC and the OPDC on spending and (where appropriate) capital performance. In December 2024 the Budget and Performance Committee also held a meeting with LLDC and OPDC, as well as other GLA Group bodies, regarding their plans for housing delivery.
- 3.27. The Mayor is required to consult the London Assembly on any proposal to designate an area of land a Mayoral Development Area (MDA) for the purposes of setting up a Mayoral Development Corporation (MDC). The Mayor launched his consultation on the proposed designation of Oxford Street as an MDA and subsequent MDC in March 2025 and the Planning and Regeneration Committee – on behalf of the London Assembly – has submitted a

response, having considered the proposals and put questions to invited guests at a public meeting.

- 3.28. If the Mayor proceeds with his proposals he will be required to lay them before the Assembly in order to afford it the opportunity to reject the proposed designation within the following 21 days. The Mayor may only proceed to designate the MDA if, after the 21 day “consideration period” has expired, the Assembly has not rejected his proposals. (On 17 June 2025, outside of the period covered by the Annual Governance Statement, the Mayor wrote to the London Assembly in accordance with section 197(3)(e) of the Localism Act 2011 to formally lay before the Assembly his proposal to designate a Mayoral Development Area for Oxford Street and its surrounding area, leading to the creation of a Mayoral Development Corporation for that area.)

4. Conclusion and disclosure

- 4.1. The GLA had sound arrangements in place for corporate governance during 2024-25. This statement reflects explicitly on the arrangements that were in place and developments that occurred from April 2024 to March 2025. Monitoring of the GLA's arrangements is, however, ongoing. By virtue of their signatures below, the Mayor and the Chief Officer confirm also that no other developments or events have occurred from April 2025 up to the date of publication of this AGS that bear materially on the soundness of the GLA's governance arrangements.

(to be signed and dated when final)

Sadiq Khan

Mayor of London

Date:

Mary Harpley

Chief Officer (and Head of Paid Service)

Date:

Appendix: Mayoral directions issued to the GLA's functional bodies in 2024-25

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 2024-25 three directions were issued as below ('MD' refers to Mayoral Decision reference number). This compares with five directions issued in 2023-24.

MD	Body	Title	Date	Decision
3299	TfL	Further financial support fund for Seven Sisters Market traders (2024)	16/10/24	<p>The Mayor:</p> <ul style="list-style-type: none"> 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 directs TfL under section 155(1)(c) of the GLA Act in the terms of the attached Direction.
3318	TfL	TfL Fares changes	12/12/24	<p>That the Mayor:</p> <ul style="list-style-type: none"> approves the proposed revisions to fares to be implemented on 2 March 2025, as set out in the decision signs the attached Direction to Transport for London, issued pursuant to the power in section 155 (1)(c) of the Greater London Authority Act 1999, to implement these fares on 2 March 2025.
3343	TfL	Corrections to March 2025 fare changes	26/02/25	<p>The Mayor:</p> <ul style="list-style-type: none"> approves the proposed revisions to fares to be implemented from 2 March 2025 as set out in MD3318, except where corrected in this Mayoral Decision revokes the Direction to TfL issued under Mayoral Decision MD3318 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 2 March 2025.

