

# GLA Group Corporate Governance Framework Agreement

Date of approval and issue	Approved by GLA and each Group body within scope - XXXXXXXX 2025
Changes from Previous version	Minor amendments to previous version dated March 2022 A new section has been added covering the governance approach across the GLA Group
Review date	December 2028
Senior owner	Monitoring Officer
Document Owner	Monitoring Officer & Corporate Governance Manager

# **GLA Group Corporate Governance Framework Agreement**

## **Preamble**

This Agreement is made between the Greater London Authority (GLA) and its functional bodies, the London Legacy Development Corporation (LLDC), the Old Oak and Park Royal Development Corporation (OPDC), Transport for London (TfL), the Mayor's Office for Policing and Crime (MOPAC) and the London Fire Commissioner (LFC) – collectively known as the GLA Group.

It is a voluntary and firm commitment by the GLA's elected members, the Mayor's appointees, members of functional body boards, and officers, to be open, transparent and accountable for their actions and behaviour. It is also a commitment to hold to specific Mayoral and London Assembly expectations, set out below, and for the Group to interact in a way that enhances accountability and service delivery to Londoners. For the avoidance of doubt, nothing in this Agreement should be taken to override any statutory or professional obligation of any member of the GLA group or their respective members and officers.

This Agreement does not cover other organisations to which the GLA provides general grant funding (i.e. funding for core costs rather than just specific projects). These organisations are not functional bodies and not formally part of the GLA Group. However, the GLA sets out separate governance requirements in relation to each body within grant agreements where applicable.

## **Part A: Overarching commitment**

Each organisation will ensure that it promotes a culture and individual behaviours that:

- demonstrates and supports the Principles of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty, leadership).
- enhances openness, transparency and accountability.
- strengthens coordination across the GLA Group.
- ensures effective and efficient service delivery to Londoners.

## **Part B: Specific corporate governance commitments**

**Each organisation within the GLA Group will ensure that:**

### *Decision-making*

1. It has clear and codified decision making and reporting procedures, which include an explanation of how the organisation consults the Mayor on relevant decisions.
2. Decisions taken by the board and/or senior officers acting under delegated authority are recorded and published (while not all parts of the GLA Group are subject to The Openness of Local Government Bodies Regulations 2014, each body

should have an open and transparent approach, going beyond the basic statutory requirements)<sup>1</sup>.

#### *Openness and transparency*

3. It meets the requirements embodied in the Local Government Transparency Code and seeks to go beyond them.
4. It has a codified openness and transparency policy similar in scope and approach to the GLA's *Openness and Transparency at the GLA* commitment<sup>2</sup> and based on the principle that all information should be accessible unless a relevant exemption applies or publication would be prohibitively costly.
5. It provides relevant papers should be provided at least five clear working days before committee meetings.
6. It establishes and maintains a transparency landing page on its website, through which regularly updated transparency information can be accessed, and ensures all documents falling within the terms of this Agreement are freely available and easy to find.
7. It publishes transparency data on the London Datastore.
8. It includes in its annual report information on how it has maintained and promoted transparency in the previous year.
9. It meets the requirements embodied in the Code of Practice for Statistics.

#### *Roles and responsibilities*

10. Members and senior managers clearly understand the role and functions of other parts of the GLA Group and the proper process for interacting with the Mayor's Office.
11. A clear and robust process exists to handle any concerns arising regarding the conduct of the GLA officers appointed directly by the Mayor (the "11 plus 2").
12. Where the Mayor, Assembly Members, functional body members or officers have multiple roles within the organisation or across the GLA Group, they properly discharge their functions and avoid and manage conflicts of interests.

#### *Codes of conduct*

13. It has a code of conduct setting out the requirements for and governing the activities of its elected members and/or board members acting in their capacity as such.
14. It has a code of conduct setting out the requirements for and governing the activities of its staff.
15. It has clear, codified and robust systems to manage alleged breaches of either code.

#### *Registration and declaration of interests, gifts and hospitality*

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<sup>1</sup> For the GLA, 'Decisions taken by the board and/or senior officers' includes decisions taken by the Mayor, Deputy Mayor and London Assembly members. For MOPAC, it includes the Mayor and Deputy Mayor for Policing and Crime. For LFC, this includes decisions taken by officers under delegated powers.

<sup>2</sup> <https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/openness-and-transparency>

16. It has a regime in place to register and declare interests and gifts and hospitality received by elected members, board members, independent persons, co-opted members, officers appointed by the Mayor and senior officers that is similar in scope and approach to the GLA's policy.
17. It makes use of the GLA Group template<sup>3</sup> to register any interests, to aid consistency and transparency.
18. Registers are available to other Group bodies and the public via the organisations' websites. Gifts and hospitality are reported to the relevant audit body on a regular basis and in collated form.  
[NOTE: This section (16 – 18) will also be applied to those bodies directly established by mayoral decision where the members of that body are appointed by the Mayor.]

#### *Standards*

19. It sets out and communicates widely details of the role of its Monitoring Officer (where it has one) and/or other statutory and senior officer responsible for corporate governance, as well as the systems in place to deal with standards-related issues.
20. It will develop and maintain procedures to allow anyone to make complaints in relation to probity and conduct issues for office-holders, similar in scope and approach to the GLA's policy.

#### *The London Assembly*

21. It has a demonstrably proactive and positive approach to engaging with the London Assembly, including a proper allocation of resources to deal with Assembly queries from the London Assembly and its Members.
22. It has codified systems, made freely available, to deliver responses to priority matters (it will normally provide information requested by the Assembly and only in exceptional circumstances require it to use its statutory powers to request information).
23. A senior-level review is undertaken during each Mayoral term to assess and report on the body's approach to engaging with the London Assembly and meeting points 21 and 22 above.

#### *Correspondence and questions*

24. It has in place an effective and codified process for handling correspondence from the public, press and elected politicians.
25. Information requests from committees and Assembly Members should be fulfilled within 20 working days.
26. Answers to Mayoral Questions should always be made public, not sent to Assembly Members confidentially. Where information is required to be supplied in confidence it will endeavour to provide as much information in the public domain as the law permits.

#### *Application and consistency across the Group*

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<sup>3</sup> <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/register-interests>

27. It has a specific senior post(s) with responsibility for ensuring compliance with the requirements of this agreement and maintaining and regularly reviewing related policies and procedures.
28. The codes, documents and procedures referenced in and flowing from this agreement are developed, maintained and revised in liaison with the GLA's Monitoring Officer to ensure consistency across the Group.
29. Its responsible officer will meet regularly with the other relevant officers from across the Group to promote consistency.
30. All policies and procedures falling within the terms of this Agreement are used as an integral part of the induction process for elected members, board members, independent members and officers, and that regular training on these areas is provided over time.

#### *Governance approach across the GLA Group*

31. The governance approach across the GLA Group will be predicated on the basis that GLA Group organisations will be actively involved in the projects and programmes related to their duties, collaborating across the group.
32. The Group Collaboration Board and the structures underneath it will be kept under review and evolve as required. Senior leaders in each functional area will be empowered and will be held to account for what they deliver.
33. Collaborating with partners (including across the GLA Group) will be a core leadership activity, as without the involvement of the right people, strategic decisions cannot be taken or delivered within each GLA Group organisation.
34. To secure the best outcome for Londoners a strategic approach must be taken across the GLA Group to ensure that everyone supports the Mayor's priorities in a way that is coordinated across the group to achieve maximum effectiveness.

#### *Mayoral Directions*

35. Whilst there may be discussion and a divergence of opinion on some issues, once a statutory Direction (including any standing Governance Direction) has been issued the officers of each organisation subject to that Direction will engage with the GLA in a positive manner to fulfil the Direction's requirements promptly and in full, whilst still meeting their obligations to their own organisation.

## **PART C: GLA commitments**

### **In addition, the GLA will ensure that:**

1. A code of practice to govern the process for Mayoral appointments (the 13 positions under section 67(1) of the GLA Act 1999) and the Mayor's appointments to functional body boards is generally available.
2. Information on the lines of accountability for Mayoral appointments (including those that relate to the functional bodies and whether or not they are appointed under s67(1)(a) or (b) of the GLA Act) are freely and publicly available.
3. The roles and responsibilities of officers appointed by the Mayor, including their objectives and areas where there are particular constraints, are contained in relevant written documents and made freely and publicly available as soon as is practicable following the appointment.
4. The detailed terms of any appointment by the Mayor of any elected GLA member, including objectives and any areas where there are particular constraints, are contained in relevant written documents and made freely and publicly available as soon as is practicable following the appointment.
5. The detailed terms of any appointment by the Mayor and London Assembly of the GLA's statutory officers, including specific objectives and general responsibilities, are contained in relevant written documents and made freely and publicly available.
6. The scheme of delegation of Mayoral functions set out in the 'Mayoral Decision-Making in the GLA' document is regularly reviewed, updated as necessary and published on the GLA's website.
7. The detail of each decision taken by the Mayor through the GLA's decision-making process is made freely and publicly available shortly following the Mayor's decision, except in cases where an exemption applies or deferral of its publication is justified.
8. The detail of each decision taken by the Mayor to provide a statutory Direction or guidance to the relevant functional bodies and/or other relevant agencies is, once issued, made freely and publicly available.
9. There is a GLA Group-wide review of this document during each Mayoral term, led by the GLA's Monitoring Officer.
10. The GLA's governance documents are available publicly and collectively on the GLA's website<sup>4</sup>.

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<sup>4</sup> <https://www.london.gov.uk/who-we-are/governance-and-spending/promoting-good-governance/our-procedures>

## Part D: Approval

Each body in scope is required to approve their participation through their own formal governance mechanisms, and to confirm in writing to the GLA's Monitoring Officer when this is done.

Organisation	Responsible officer (name & position)	Date confirmed
GLA	Mary Harpley, Chief Officer	
London Legacy Development Corporation (LLDC)	Shazia Hussain, Chief Executive	
Old Oak and Park Royal Development Corporation (OPDC)	David Lunts, Chief Executive	
Transport for London (TfL),	Andy Lord, Commissioner	
Mayor's Office for Policing and Crime (MOPAC)	Darren Mepham, Chief Executive	
London Fire Commissioner (LFC)	Jonathan Smith, Commissioner	

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Review date	December 20284
Senior owner	Monitoring Officer
Document Owner	Monitoring Officer & <del>Corporate</del> Governance and <del>Performance</del> Manager

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## Part A: Overarching commitment

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should have an open and transparent approach, going beyond the basic statutory requirements)<sup>1</sup>.

#### *Openness and transparency*

3. It meets the requirements embodied in the Local Government Transparency Code and seeks to go beyond them.
4. It has a codified openness and transparency policy similar in scope and approach to the GLA's *Openness and Transparency at the GLA* commitment<sup>2</sup> and based on the principle that all information should be accessible unless a relevant exemption applies or publication would be prohibitively costly.
5. [It provides r](#) Relevant papers should be provided at least five clear working days before committee meetings.
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- 8.9. [It meets the requirements embodied in the Code of Practice for Statistics.](#)

#### *Roles and responsibilities*

- 9.10. Members and senior managers clearly understand the role and functions of other parts of the GLA Group and the proper process for interacting with the Mayor's Office.
- 10.11. A clear and robust process exists to handle any concerns arising regarding the conduct of the GLA officers appointed directly by the Mayor (the "11 plus 2").
- 11.12. Where the Mayor, Assembly Members, functional body members or officers have multiple roles within the organisation or across the GLA Group, they properly discharge their functions and avoid and manage conflicts of interests.

#### *Codes of conduct*

- 12.13. It has a code of conduct setting out the requirements for and governing the activities of its elected members and/or board members acting in their capacity as such.
- 13.14. It has a code of conduct setting out the requirements for and governing the activities of its staff.
- 14.15. It has clear, codified and robust systems to manage alleged breaches of either code.

#### *Registration and declaration of interests, gifts and hospitality*

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- ~~15.16.~~ It has a regime in place to register and declare interests and gifts and hospitality received by elected members, board members, independent persons, co-opted members, officers appointed by the Mayor and senior officers that is similar in scope and approach to the GLA's policy.
- ~~16.17.~~ It makes use of the GLA Group template<sup>3</sup> to register any interests, to aid consistency and transparency.
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### *Standards*

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- ~~19.20.~~ It will develop and maintain procedures to allow anyone to make complaints in relation to probity and conduct issues for office-holders, similar in scope and approach to the GLA's policy.

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- ~~20.21.~~ It has a demonstrably proactive and positive approach to engaging with the London Assembly, including a proper allocation of resources to deal with Assembly queries from the London Assembly and its Members.
- ~~21.22.~~ It has codified systems, made freely available, to deliver responses to priority matters (it will normally provide information requested by the Assembly and only in exceptional circumstances require it to use its statutory powers to request information).
- ~~22.23.~~ A senior-level review is undertaken during each Mayoral term to assess and report on the body's approach to engaging with the London Assembly and meeting points ~~20.21~~ and ~~21.22~~ above.

### *Correspondence and questions*

- ~~23.24.~~ It has in place an effective and codified process for handling correspondence from the public, press and elected politicians.
- ~~24.25.~~ Information requests from committees and Assembly Members should be fulfilled within 20 working days.
- ~~25.26.~~ Answers to Mayoral Questions should always be made public, not sent to Assembly Members confidentially. [Where information is required to be supplied in confidence it will endeavour to provide as much information in the public domain as the law permits.](#)

### *Application and consistency across the Group*

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- ~~26:27.~~ It has a specific senior post(s) with responsibility for ensuring compliance with the requirements of this agreement and maintaining and regularly reviewing related policies and procedures.
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## **PART C: GLA commitments**

### **In addition, the GLA will ensure that:**

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9. There is a GLA Group-wide review of this document during each Mayoral term, led by the GLA's Monitoring Officer.
10. The GLA's governance documents are available publicly and collectively on the GLA's website<sup>4</sup>.

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## Part D: Approval

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Organisation	Responsible officer (name & position)	Date confirmed
GLA	Mary Harpley, Chief Officer	
London Legacy Development Corporation (LLDC)	<a href="#">Shazia Hussain</a> <del>Lyn Garner</del> , Chief Executive	
Old Oak and Park Royal Development Corporation (OPDC)	David Lunts, Chief Executive	
Transport for London (TfL),	Andy <a href="#">Lord</a> <del>Byford</del> , Commissioner	
Mayor's Office for Policing and Crime (MOPAC)	<a href="#">Darren Mepham</a> <del>Diana Luchford</del> , Chief Executive	
London Fire Commissioner (LFC)	<a href="#">Jonathan Smith</a> <del>Andrew Roe</del> , Commissioner	