

GREATER LONDON AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2793

London Missions – partner engagement

Executive summary:

London has established a missions programme to drive progress against six of the city's most complex challenges; and to build stronger ways of working amongst partners. Following good progress in establishing the six missions, the missions team is focused on embedding the values and behaviours of a missions-based approach. This includes bringing more partners and stakeholders into the shaping and delivery of the missions; and demonstrating the progress being made. To do this, we are seeking additional capacity support to help with preparing training, guidance, and engagement materials, internal communications and stakeholder mapping.

Decision:

That the Assistant Director of the Strategic Partnerships Unit approves up to £20,000, to procure external support to develop a partner-engagement plan; engagement materials and internal communications support.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Luke Bruce

Position: Assistant Director, Strategic Partnerships Unit

Signature:

Date: 18/11/2025



PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. In September 2024, the London Partnership Board endorsed proposals to establish a missions programme for London. This will help galvanise and unite partners across the city to address shared goals; and to build stronger ways of working across the capital, and with government.
- 1.2. London's six missions (Growth, Health, Housing, Energy, Opportunity and Safety) are linked to the government's five national missions. This approach will shape the development of the national missions, and demonstrate the contribution we can make to achieving national ambitions – through making a difference to the lives of our communities and beyond.
- 1.3. To drive the development of the missions, and steer their work, we have established a central support team, working jointly with London Councils. This team's remit is to support the setting-up of mission structures; and to develop London's missions-based approach. Each mission has established its own team (consisting of officers from partner organisations involved in the mission space); a senior strategic Mission Board; and a senior delivery focused Mission Delivery Group.
- 1.4. The first meetings of the Growth, Health and Housing Mission Boards took place in June and July 2025. The Energy, Opportunity and Safety Mission Boards are scheduled to meet before the end of the year.
- 1.5. For the missions in London to be successful in their delivery, it is essential for partners to be fully engaged in all aspects of the missions – from shaping the outcomes to delivering. There are some areas where we have made good progress, but could go further with more partners. In these instances, the missions must do things differently, to address the big and complex challenges that arise. In many cases, it will be partners outside the GLA or London Councils that have the connections, funding or expertise to allow missions to be truly successful, and that can trial new approaches to challenges. We must ensure partners feel a strong connection to the values and delivery of the missions. Ultimately, we are seeking to embed stronger partnership working across London.
- 1.6. The missions must reach out to wider groups of partners to bring them into delivery. This will be done either by engaging directly with Mission Boards or Delivery Groups; or by partners and stakeholders taking on the aims of each mission, and trialling new approaches. To do so, the programme and the individual missions must have:
 - a partner engagement plan
 - materials to support engagement with partners and internal staff.

2. Objectives and expected outcomes

- 2.1. The objective is to generate engagement with London's missions programme and its achievements. It is important to recognise the importance attached to the work by the Mayor of London and Chair of London Councils, and its ability to change how stakeholders and delivery partners work, across London; and to encourage partners to get involved.
- 2.2. Building on work already completed by the central missions team, the successful bidder will work with the GLA and London Councils teams to develop materials to engage with partners working on, or with an interest in, the London missions programme.
- 2.3. These materials will demonstrate, to partners, the benefits of the missions programme; and the values, behaviours and principles underpinning them. It will explain why working in this way will help deliver on long-term ambitions. This work can support both the wider missions programme, and missions

individually, to bring more partners into their work. We expect it to include training, guidance, and engagement materials, internal communications and stakeholder mapping.

- 2.4. Alongside these materials, there will also be a clear engagement plan. These materials could be used across partner websites, internal communications and other channels that are used to communicate with partners – including any forums that are developed to support partner engagement.
- 2.5. The materials will demonstrate the commitment that the Mayor of London, GLA and London Councils have jointly made, in working in this new way. It will reflect the values and communication styles of each organisation. It will also demonstrate that this is a new, whole-of-London, approach; and build confidence through highlighting progress.
- 2.6. This work will be used by the mission team to engage with key partners – focusing on leaders and staff within existing partner organisations, and potential partners that the programme needs to ensure the success of the missions. It will help these organisations to demonstrate their commitment to addressing challenges; and encourage them to commit to delivering on missions. It will also help them to clearly understand and articulate their role in delivering missions, and making the necessary changes to ways of working.
- 2.7. External support to deliver this work will be procured using the GLA's competitive tender framework for contracts up to £25k. Procurement will be led by the Public Affairs and Strategic Partnerships Team.

3. Equality comments

- 3.1. Addressing inequality is at the core of London's missions programme. The missions are working to deliver improvements for all Londoners across six policy areas – all of which have an impact on inequality. These improvements include building more homes; addressing health inequalities; and supporting all children to be school-ready.
- 3.2. This work will support the missions to ensure that, among key partners, a wider range of voices can be involved. It will do so by articulating the rationale and vision of London's missions programme; and ensuring this is done in a clear, coherent and accessible way. This work will enable missions teams to reach groups and partners that are vital to ensuring the programme's success.
- 3.3. The process of choosing a supplier for this work will be delivered using the GLA's responsible procurement policy as a guide, to help deliver social value.

4. Other considerations

- 4.1. The table below shows the risks associated with this work, and mitigating actions:

Risk	Mitigation	RAG Rating
Delays to procurement process	Procurement will be prioritised within the team.	Amber – procurement taking place alongside other priorities could delay timing.
Delays to delivery of narrative and assets	Clear objectives and outcomes will be communicated with the chosen supplier; and a steering group will monitor work.	Green – a clear scope has been written.

- 4.2. This work relates to the key mayoral commitments to: deliver missions for London; improve ways of working across the city; and deliver on key ambitions for the city.

4.3. The scope has been drafted in consultation with other teams in the GLA and London Councils, including External Relations. It is anticipated that the work will include consultations with key partners within the programme.

5. Financial comments

5.1. This decision requests approval to spend up to £20,000 from the Public Affairs and Strategic Partnerships Budget – core budget (non-programme).

6. Legal comments

6.1. The procurement will be undertaken using the GLA competitive tender framework for contracts up to £25k.

6.2. No conflicts of interest have been identified for any officers involved in the development of this proposal or drafting or clearance of this decision form

7. Planned delivery approach and next steps

7.1. This work will be delivered according to the following schedule:

Activity	Timeline
Procurement of contract commences	End of November 2025
Contractor start date	End of December 2025
Final delivery	End of February 2026

Appendices and supporting papers:

None

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will be published either within one working day after it has been approved or on the defer date.

Part 1 – Deferral

Is the publication of Part 1 of this approval to be deferred? YES/NO

If YES, for what reason: To ensure the procurement and project can be delivered fairly.

Until what date: 31 January 2026

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under the FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form? NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Will Rymer-Holmes has drafted this report in accordance with GLA procedures and confirms the following: ✓

Mayoral Delivery Board

A summary of this decision was reviewed by the Mayoral Delivery Board on 27 October 2025.

ASSISTANT DIRECTOR, FINANCIAL SERVICES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Date: 26 November 2025

Signature:

