GREATER**LONDON**AUTHORITY

REQUEST FOR MAYORAL DECISION – MD3516

Mayoral Decision-Making in the Greater London Authority – approval of new version

Executive Summary:

'Mayoral Decision-Making in the Greater London Authority' is the Greater London Authority's principal governance document. It sets out the Mayor's powers and where they may be and are delegated, and how those powers are to be exercised.

It is regularly kept under review and the current version was approved by Mayoral Decision 3274 in June 2024.

A new version is now presented for approval. Some major changes are proposed to reflect the implementation of the portfolio approach to the management of GLA programmes. Other changes are made to ensure that all decisions comply with legislative and GLA Group requirements regarding openness and transparency of decision making. There are also some factual updates, and updates following the enactment of the English Devolution and Community Empowerment Act 2026.

The revised document will also be presented for information to the Assembly.

Decision:

That the Mayor approves the new version of Mayoral Decision-Making in the Greater London Authority, attached as Appendix A.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature: 

Date: 6/4/26

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

1.1. Mayoral Decision-Making in the Greater London Authority (MDM) is the Greater London Authority's (GLA) principal governance document. It sets out the framework within which the Mayor's powers are reserved and delegated – and decisions are taken and recorded. The current version was approved in June 2024 through Mayoral Decision (MD) 3274.

1.2. The 2024 revision introduced new sections on the role of the Mayoral Delivery Board (MDB) and on the GLA's approach to portfolio management. At that time, the latter was still evolving, and it was always envisaged that a more substantial revision to MDM would be required, once the new approach was in place and being embedded.

1.3. The opportunity has also been taken to further enhance public reporting of expenditure decisions taken both by the Mayor and by officers under delegated powers, in order to ensure full compliance with the Openness of Public Bodies Regulations 2014 and ensure that the GLA meets the Mayor's commitment to openness and transparency.

Changes to the document

1.4. The main changes to the document, together with their rationale, are set out in the table below:

CHANGE	DETAILS	REASON FOR CHANGE
Shift to delivery portfolio–based governance	Throughout, but specifically Part G rewritten to align decision-making with portfolio management.	To modernise programme oversight, ensure consistency, and align decisions with the GLA's portfolio management framework.
Delegations to Senior Responsible Owners (SROs)	Within individual Mayoral Decisions, the Mayor has approved delegations to SROs to approve programme expenditure decisions within approved Delivery Plans. Decisions of SROs under this delegated authority will comprise the majority of delegated decision making. Existing delegations for Executive Directors and Assistant Directors to incur up to £250,000 and £75,000 (respectively) will remain but only for expenditure outside of the delivery portfolio.	To speed up delivery by empowering SROs to take operational decisions within clear boundaries. Reflect that existing delegations to approve expenditure will remain but only for expenditure within the delivery portfolio.
Introduction of Programme Decision Record (PDR)	New form for recording decisions taken under SRO delegations.	To ensure transparency, auditability, and consistent publication of delegated decisions.

Introduction of change control process – Programme Change Record (PCR)	New rules define how in-year changes to programmes are approved – inclusion of a change control accountability matrix which shows who is responsible, accountable, consulted and informed (RACI).	To provide discipline, transparency and control over programme changes, ensuring variations are properly authorised and remain aligned with Mayoral priorities.
Reinstating annexe for large-scale legacy and other programmes that have specific delegation arrangements	Summary of bespoke delegation arrangements for major legacy programmes added e.g. Housing, Adult Skills Fund, and integrated Settlement.	To provide clarity and a single reference point for complex programme-specific governance.
Updates to GLA companies	Reflects acquisition of E20 Stadium LLP and related companies and creation of GLA Housing Investments (Silvertown) Ltd.	To ensure the framework matches the GLA's current corporate structure and governance responsibilities.
Updates to Functional Bodies	Incorporates creation of the Oxford Street Development Corporation (OSDC).	To reflect new statutory responsibilities and ensure consistent governance across all Functional Bodies.
Factual and housekeeping updates	Updated job titles, Senior Members of Staff list, company lists, and other factual corrections.	To keep the framework accurate, up-to-date, and aligned with organisational changes.
Updates following the enactment of the English Devolution and Community Empowerment Act 2026 (2026 Act)	These changes principally relate to the London Adult Skills Fund, given new statutory powers relating to this, which the Mayor has been conferred under the 2026 Act.	To keep the framework up-to-date and consistent with changes in the law.

1.5. Should the Mayor approve the proposed revised MDM, the Assembly will also be notified of this decision for information. All staff will be notified through internal communications when the revised documents are published, and more detailed guidance and support will be provided by the Performance & Governance team within the Chief Finance Officer's directorate. The Portfolio Management Framework will also be updated to reflect these new provisions and will provide detailed operational guidance on project management of the portfolio.

2. Objectives and expected outcomes

2.1. The objective of updating this document is to continue to provide strong governance arrangements that enable the GLA to conduct its business in accordance with the law and high standards of governance; to safeguard and properly account for public money, spending it economically, efficiently and effectively.

2.2. This update specifically restructures the MDM to ensure it is fit for purpose and is consistent with the new approach to portfolio management.

3. Equality comments

3.1. Under section 149 of the Equality Act 2010, the Mayor and the GLA are subject to the public-sector equality duty and must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act; advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and foster good relations between people who share a relevant protected characteristic and those who do not.

3.2. The 'protected characteristics' are: age, disability, gender re-assignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.

3.3. These documents ensure that the GLA takes decisions and manages its resources with probity and value for money and therefore assists the GLA in delivering for all Londoners. No specific adverse impacts for any groups sharing a protected characteristic have been identified from MDM or the proposed revisions to it.

3.4. The MDM encompasses a formal decision-making process that ensures the consideration of equality implications is built into the process.

4. Other considerations

Risks and issues

Risk	Mitigation	RAG rating
Governance documents become out of date/unfit for purpose	Built-in review dates and tracking of these by senior officers	Green
Governance documents are not understood or adhered to	Workshop with key stakeholders to be held to communicate changes Ongoing communications to brief new starters and remind managers and staff of importance Financial Services and Performance & Governance Teams review all Decision Forms	Green

Link to Mayoral strategies and priorities

4.1. Robust corporate governance arrangements, beginning with this overarching document, support the full breadth of the Mayor's priorities as well as the efficient and effective use of public money and the GLA's commitment to openness and transparency.

4.2. The document sets out the governance arrangements that ensure the management of the GLA portfolio through delivery plans is robust, yet flexible where required to meet evolving priorities.

Conflicts of interest

4.3. There are no conflicts of interest to note from any officer involved in the drafting or clearance of this Decision Form.

5. Financial comments

5.1. The changes proposed to the MDM have a range of financial impacts (albeit not directly) as the proposed changes will impact a range of budget and finance-related processes and decisions:

- The GLA: Mayor budget for 2026-27 was set out to mirror the approach to delivery portfolio governance now formalised in MDM, with budgets being shown by programme (alongside the directorate structure), as it was in the 2025-26 budget. Budget monitoring, included as part of the quarterly performance and finance report, now also reflect this structure.

- Introducing the role of the programme SRO amends decision-making over the use of budgets, which previously had been taken based on the chain of seniority by directorate. Now, budgets are agreed by programme, and, in some cases, these budgets span multiple directorates. The GLA's Financial Regulations will be updated to reflect these changes.

- The change control process will need to be reflected within the finance year end process. For the 2025-26 financial year, funding related to project commitments not yet achieved was considered for being "carried forward" to be used in the 2026-27 year. This process will be driven by the Mayoral Delivery Board committees for each programme.

6. Legal comments

6.1. Under section 38(1-2) of the Greater London Authority Act 1999 (GLA Act), the Mayor may delegate to GLA members of staff the exercise of functions that are exercisable by the Mayor on behalf of the GLA. Any such delegation by the Mayor must be in writing (section 38(10) of the GLA Act). MDM comprises the Mayor's written scheme of standing delegations to GLA members of staff.

6.2. MDM is also a governance document, setting out how the Mayor's powers, including those delegated to GLA members of staff, are to be exercised and decisions taken and recorded. The production and approval of such a governance document is within section 34 of the GLA Act, which empowers the Mayor do anything that is calculated to facilitate, or is conducive or incidental to, the exercise of any functions of the GLA exercisable by the Mayor.

6.3. Certain Mayoral functions cannot be delegated. These are identified in section 1 of Appendix 1 to MDM.

6.4. The Openness of Local Government Bodies Regulations 2014/2095 apply to the GLA. Under these regulations, a decision-making officer must produce a written record of any decision that has been taken by them under a specific express authorisation delegating power to them to take the decision. A decision-making officer must also produce a written record of any decision that has been taken by them under a general authorisation delegating power to them to take the decision, and the effect of the decision is to (i) grant a permission or licence, (ii) affect the rights of an individual, or (iii) award a contract or incur expenditure which, in either case, materially affects the GLA's financial position (regulation 7(1-2)).

6.5. Under regulation 7(3), the written record must be produced as soon as reasonably practicable after the decision-making officer has made the decision and must contain the following information (a) the date the decision was taken, (b) a record of the decision taken along with reasons for the decision, (c) details of alternative options, if any, considered and rejected, and (d) declarations of conflicts of interest in identified. Part B, paragraph 2 of the GLA Group Corporate Governance Framework Agreement provides that each member of the GLA Group should have an open and transparent approach, going beyond the basic statutory requirements. Relevant provisions of MDM should reflect these requirements and commitments.

7. Planned delivery approach and next steps

Activity	Timeline
Publication of new documents and related internal comms and training	November 2026 – April 2027
Assembly informed of changes to all documents	November 2026
Planned review	November 2028

Appendices and supporting papers:
Appendix A – 'Mayoral Decision-Making in the Greater London Authority' (proposed November 2026 version)

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 either be published within one working day after it has been approved or on the defer date.

Strategic Programmes

Does this decision seek approval for activity falling within the remit of a programme delivery plan? NO

Part 1 - Deferral

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

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under 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: Andrew Nathan has drafted this report in accordance with GLA procedures and confirms the following:	✓
Sponsoring Director: Fay Hammond has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.	✓
Mayoral Adviser: David Bellamy has been consulted about the proposal and agrees the recommendations.	✓
Advice: The Finance and Legal teams have commented on this proposal.	✓
Mayoral Delivery Board This decision was agreed by the Mayoral Delivery Board on the 2 November 2026.	

CHIEF FINANCE OFFICER:

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

Date 4 November 2026

Signature Fay Hammond

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Date 2 November 2026

Signature D. Bellamy