GREATER**LONDON**AUTHORITY

Mayoral Decision-Making in the Greater London Authority

November 2026

Summary of Decision Form requirements

What	Decision Form required[1]
• Anything Novel, Contentious or Repercussive (NCR) • Reserved Mayoral Matters	• A decision for the Mayor to be taken via a Mayoral Decision Form (MD).
• Decisions involving Portfolio Expenditure	• A decision for the Mayor to be taken via an MD or • A decision for a Senior Responsible Owner of a Programme under a specific delegation from the Mayor to be taken via a Programme Decision Record (PDR).
• Matters relating to expenditure outside of the delivery portfolio/Non-Routine Financial Commitments of: more than £250,000	• A decision for the Mayor to be taken via an MD
• Matters relating to expenditure outside of the delivery portfolio/Non-Routine Financial Commitments of: up to and including £250,000	• Authorised by the responsible Director listed at Appendix 3. Can also be authorised by the relevant Mayoral Appointee. • Can be authorised via an Assistant Director Decision Form (ADD) only if a specific delegation has been put in place by the Mayor.
• Matters relating to expenditure outside of the delivery portfolio/Non-Routine Financial Commitments of: up to and including £75,000	• Covered by the General Delegation. • Authorised by the responsible Other Member of Senior Staff listed at Appendix 3.
• Decisions involving Non-Routine (Programme) Expenditure of: up to and including £10,000	• A decision for a Manager to be taken via a Delegated Authority Record (DAR).

[1] Para 6.2 defines the positions referred to in this column.

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Document information

Date of approval and issue	October 2026
Key changes from previous version	From June 2024 version (approved by MD3274): • Expanded section on delivery portfolio and portfolio management. • New delegation arrangements for programme expenditure based around delivery plans and Senior Responsible Owners (SROs). • A new Programme Decision Record (PDR) form to capture decisions taken under delegations to SROs. • New Annexe summarising specific delegation arrangements for certain large-scale programmes including the Integrated Settlement. • Factual changes including post titles, list of Senior Members of Staff, updating details of GLA companies and functional bodies.
Approved by	Mayor, under cover of MD3516
Review date	October 2028
Senior owner	Chief Officer (Head of Paid Service)
Document owner	Head of Performance and Governance

Part A. Preamble

1. Purpose and scope

1.1. The London Mayoralty was created by an Act of Parliament: the Greater London Authority Act 1999 ('the GLA Act'). Just as the Mayoralty was created by legislation, so nearly every decision the Mayor takes exercises a legal power – enabling that decision to be taken.

1.2. While the Mayor is the GLA's executive decision-maker, they can, under the GLA Act, authorise staff to exercise most – but not all – of their powers.[2] This document – 'Mayoral Decision-Making in the GLA'[3] – provides the default framework within which the Mayor's powers are retained by them, delegated to others and exercised; that is, it is a scheme of delegation. It sets down the rules and parameters for and within which decision-making in the GLA normally takes place.

1.3. The scope of this Framework is formal decisions taken by the Mayor within the GLA, or by a member of GLA staff on the Mayor's behalf, that involve the exercise of a Mayoral Power. It applies not only to decisions that are financial in nature, but to certain non-financial decisions as well. It applies also to the GLA's Companies.

What is a Mayoral Power?

It is the Mayor's ability, or the requirement on them, to do something through the exercising of a legal power or duty (a 'function'), whatever its source.

Mayoral Powers include those conferred on the office of the Mayor of London directly; and also those conferred on the GLA, but that are exercisable by the Mayor.

Doing something that facilitates, or is conducive or incidental to, the exercise of a function falls within the scope of the Mayoral Power in question.

In this document, 'power' and 'decision' are used interchangeably. More precisely, a decision is the act of determining to exercise a Mayoral Power.

Definitions of terms used in this Framework are at Appendix 7.

1.4. This Framework explains and sets the bounds of:

- the Mayoral powers that normally may only be exercised by the Mayor themselves – either because they are reserved to them by law, or as a matter of policy ('Reserved Mayoral Matters')
- the associated 'Urgency and Unavailability Arrangements'
- a 'General Delegation' that authorises specified 'Senior Members of Staff' to exercise any non-Reserved Mayoral Matter, providing it is within their area of responsibility
- a 'General Staff Authorisation' to all GLA staff allowing a staff member to formulate and lay the groundwork for a decision; and/or to implement or give it practical effect
- a 'PSI Application Powers Delegation' for the Mayor's powers to call-in and determine planning applications of Potential Strategic Importance (PSI) and a 'Local Development Document Delegation'

[2] Specifically, the Mayor may authorise the Statutory Deputy Mayor and GLA staff to exercise their powers under sections 38 and 380 of the GLA Act. These are the powers that this document, and the delegations set down in it, are authorised by.

[3] At a previous point in time, known as 'The Mayoral Scheme of Delegation'.

- a 'Managed Company Director Delegation', similar to the General Delegation, to directors of GLA Subsidiary Companies (excluding those operating at arm's length) who are also specified Senior Members of Staff
- a standing 'Implementing Action Authorisation' to GLA-Managed Companies and their directors to implement decisions taken by the Mayor and GLA Staff
- how decisions are to be progressed and recorded and at what level they must be taken
- who has authority to execute or sign any formal, official, legal and other documents ('Formal Document') constituting or connected with the decision (i.e. to give 'Signatory Permission').

Relationship to the Portfolio Management Framework

1.5. This document sets the formal governance rules for the exercise of Mayoral Powers. Operational detail – including expectations for Senior Responsible Owners (SROs), programme boards and project managers and their teams, is set out in the Portfolio Management Framework (PMF).

1.6. The PMF operates under the authority of this document. Updates to the PMF may be approved via the Mayoral Delivery Board.

1.7. The PMF may only specify when a Mayoral Decision (MD) is not required – provided this is consistent with the delegations and thresholds set out in this document. The PMF will be updated following approval of any changes to the Mayoral Decision-Making Framework to ensure compliance. Any subsequent change to the PMF that would alter the scope of Mayoral delegation must be brought forward through a further MD.

1.8. Officers using this Mayoral Decision-Making Framework should seek further guidance from the PMF; and should also familiarise themselves with the GLA's risk management framework.

What is outside the scope of this Framework?

1.9. Since this Framework is concerned with the powers of the Mayor as the GLA's executive, it does not directly cover:

- decisions concerning the Assembly and its committees – the Assembly has its own Scheme of Delegation and associated guidance
- decisions made by the Chief Officer in exercising the staffing powers of the Head of Paid Service under the GLA Act, for which a separate protocol exists
- any specific functions transferred, conferred or imposed directly by legislation on a particular office or position at the GLA and not directly referenced in this document – such as the Greater London Returning Officer (GLRO), the Chief Finance Officer and the Monitoring Officer
- decisions by companies and their directors, shareholders or members where the company or other body in question is not a GLA Subsidiary
- the exercise by the Mayor of their powers as the occupant of the Mayor's Office for Policing and Crime (MOPAC), which is covered by MOPAC's Scheme of Delegation
- the details of how the GLA manages its financial affairs, and how it procures its supplies and services and awards grants – these are covered by the Financial Regulations, and the Contracts and Funding Code respectively
- the finer details of how the decision-making process is administered at the GLA through operational project management – including tolerances, parameters and controls set by SROs within individual programmes.

Giving delegations outside this Framework

This Framework is the default position that applies. It does not, however, prevent the Mayor using their section 38 and 380 GLA Act powers to make other delegations outside this Framework. It is, nonetheless, general policy to avoid giving such authorisations so this Framework remains as far as possible and practical a complete and authoritative record of the delegations in place.

When a Senior Member of Staff is given delegated authority, the rules and procedures for taking decisions under this Framework must still be followed. Usually decisions under any such delegation are effected using a record in writing such as a Programme Decision Record or Decision Form – unless, in the giving of the delegation, it is specified a Decision Form is not required. If there is uncertainty, the Governance Team may determine if a Decision Form is required to exercise a delegation.

Other standing delegations and directions may be given outside this document if necessary but should be incorporated into Mayoral Decision-Making at its next update.

The GLA's wider governance arrangements

1.10. Collectively, the GLA's governance arrangements are designed to ensure we:

- conduct our business in line with the law and proper standards
- safeguard and properly account for public money; and spend it economically, efficiently and effectively.

1.11. These arrangements set clear expectations for the Mayor, Assembly Members and staff – and in particular that all of us uphold the seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

1.12. Mayoral Decision-Making in the GLA is part of a wider set of mutually supporting arrangements for corporate governance – and the exercising of Mayoral Powers must be in line with these other protocols and policies and the law. In addition to the aforementioned Financial Regulations, and the Contracts and Funding Code – both of which are important companions to Mayoral Decision-Making in the GLA – this document relates to and interacts with the following:

- the GLA Group Corporate Governance Framework Agreement
- Head of Paid Service Staffing Protocol
- Statutory Officers Staffing Protocol
- Unified Planning Code of Conduct
- Protocol on Mayoral Appointments
- Codes of Conduct for Members and of Ethics and Standards for Staff
- Use of Resources Policy
- Expenses and Benefits Framework
- Gifts and Hospitality Policy
- the GLA's guidance on registering interests
- Records Management Policy
- the GLA's published transparency commitment and reporting arrangements, including to comply with the Local Government Transparency Code
- Adult Skills Fund Assurance Framework
- the PMF.

2. Core responsibilities

Approval and review

2.1. This version has been approved by the Mayor through MD3516 and supersedes all previous versions. Decisions taken under previous versions do, however, remain effective. This Framework may be amended from time to time by a further MD, noting that certain changes may be made under delegation, as set out below.

2.2. The Chief Officer (Head of Paid Service) will ensure this Framework is reviewed each year and that this review informs any subsequent update. Any significant issues will be captured in, and reflected on, in the Annual Governance Statement.

2.3. The Head of Performance and Governance is responsible for keeping under review how the Framework is applied and adhered to on an ongoing basis.

2.4. This document will be reported to the London Assembly at least annually for information. Updates will also be provided to the Assembly where significant changes are made to this

document in-year (i.e. any updates requiring approval through an MD); for example, by referencing the update in the Mayor's periodic reports to the Assembly.

Delegated authority to make updates and amendments

2.5. The Chief Officer, as the Head of Paid Service, has delegated authority to update the list of Senior Members of Staff (Appendix 3) and other job titles referenced in this document. They may also, having consulted with the Mayor, amend the provisions of this Framework. In making these changes, they must ensure the basis on which Mayoral Powers have been delegated is not significantly or materially altered: that requires an MD Form.

2.6. The Chief Officer may in addition, and including via the Governance Team on behalf of the Chief Officer, issue instructions and guidance as to the scope of this Framework and its operation, including:

- the delegations it sets down
- the use of the Signatory Permission
- the exercising of specific delegations given outside this Framework
- what is regarded as a Formal Document
- those matters relating to GLA Company Directors and GLA Subsidiary Companies.

2.7. The Head of Performance and Governance has authority to make minor drafting and presentational changes to this document, provided these amendments do not materially change its provisions. This delegation includes consolidating changes to the GLA's decision-making framework into this document, where such changes are approved by the Mayor via an MD.

Implementation

2.8. The responsibility for day-to-day implementation rests with the Head of Performance and Governance, and their team. This includes communicating and advising on the GLA's corporate decision-making procedures. To this end, they will ensure this Framework is supported, where necessary, by clear supplementary guidance, and well-understood and effective processes, with appropriate reinforcement and support. Practical guidance and forms, supporting this Framework, are available via the intranet. Staff are strongly encouraged to review that guidance alongside this Framework.

2.9. Responsibility for the day-to-day administration of the process for approving Decision Forms, and keeping records of approvals, rests with the Mayoral Boards team in the Assembly Secretariat. The Assistant Director, Committee and Member Services, will ensure there are effective related processes, working with the Head of Performance and Governance.

2.10 The Head of Performance and Governance will raise any significant issues concerning the implementation of this Framework with the Chief Officer, the Chief Finance Officer and the Monitoring Officer in the first instance. The Chief of Staff and, if appropriate, the Mayor will also be made aware of any significant risks arising.

2.11. At the directorate and team level, Corporate Directors and Managers have a responsibility to ensure the Framework is implemented by staff under them; and that high-quality information is produced to support any decisions put forward for approval.

2.12. Everyone at the GLA is responsible for adhering to and applying this Framework.

Part B. The Reserved Mayoral Matters

3. The two categories of Reserved Mayoral Matters

3.1. 'Reserved Mayoral Matters' are powers that should normally only be exercised by the Mayor. It follows these powers fall outside of the parameters of the General Delegation and other delegations to staff described later in this document.

3.2. These powers are divided into Category 1 and Category 2 Reserved Mayoral Matters.

Category of Reserved Mayoral Matter	Characteristics
Category 1 Matters Matters reserved by law for the personal exercise of the Mayor only. Decisions relating to these matters may not be delegated under any circumstances.	• Mayoral Powers and duties that, by law, are prohibited from being delegated by the Mayor to anyone; or that it is otherwise apparent may only be exercised by the Mayor on a personal basis. • Collectively they form a short list of specific powers and duties. They include, among other things, the Mayor's attendance at Mayor's and People's Question Time meetings and the State of London Debate; the making of byelaws; considering certain reports of the GLA's Statutory Officers; and setting GLA borrowing limits. Importantly, the Mayor may not delegate the power to delegate. • The Urgency and Unavailability Arrangements described at section 4 do not apply; even in such circumstances, these powers may not be delegated. • A non-exhaustive list of these powers is set out under the Category 1 heading of Appendix 1.
Category 2 Matters Matters by policy choice exercised normally only by the Mayor. Decisions relating to these matters can, in certain and narrowly defined circumstances, be delegated to Senior Members of Staff.	• Powers that the Mayor is not prevented by law from delegating; but that, rather, they wish not to and so normally retain for themselves. They can be divided into four subcategories: ○ Novel, Contentious or Repercussive matters (NCR Decisions)[4] – the financial value of the decision is not relevant ○ the approval, closure and allocation of resources to specific programmes ○ expenditure on programme matters outside the delivery portfolio of over £250,000 ○ those other 'Specific Matters' listed at Appendix 1, including, but not limited to, certain Mayoral appointments and directing the Functional Bodies. • May be exercised by other, specified post holders if the Mayor is unavailable, and the situation is urgent or it would

[4] If Permission to Proceed has been granted, the matter is not considered NCR. See paragraph 18.4.

be otherwise inappropriate for the Mayor to act (see section 4).

- A definitive list of these powers is set out under the Category 2 heading of Appendix 1.

4. Urgency and Unavailability Arrangements for Category 2 Matters

4.1. The below post holders are authorised, separately and individually, to exercise Category 2 Mayoral Powers in place of, and to the same extent as, the Mayor in the following circumstances.

Circumstance	Post holders authorised to act	Following consultation with...
The Mayor is unavailable to act, and the power needs to be exercised before the Mayor is likely to become available.	• Chief of Staff • Chief Officer	Where practicable: • If the Chief of Staff is exercising the power, then the Chief Officer – and vice versa. • Normally also the relevant Mayoral Appointee and Corporate Director. • The Mayor, noting this may well not be feasible.
The Mayor considers it would be inappropriate to personally exercise the power (e.g. because of a potential conflict of interest; or a risk of pre-determination; or they do not wish to prejudice their future involvement in the matter).	• Chief of Staff • Chief Officer • Any Mayoral Appointee • Any Corporate Director	• All of the relevant (i.e. those within whose remit the matter rests) authorised post holders not acting in the given instance.

5. If the Mayor is Temporarily Unable to Act

5.1. The GLA Act[5] foresees a situation in which the Mayor may be 'Temporarily Unable to Act': because of illness, imprisonment, absence abroad or another reason. This is not the same as simply being 'Unavailable'. In these limited circumstances of inability to act, the Statutory Deputy Mayor[6] becomes the Acting Mayor and can exercise most functions normally exercisable by the Mayor, including Mayoral Reserved Matters (Categories 1 and 2).

5.2. Where there is an Acting Mayor, that person takes the place of the Mayor under this Framework.

[5] Schedule 4 of the Act.

[6] The Head of Paid Service must first give notice of the Mayor's temporary unavailability to both the Statutory Deputy Mayor and the Chair of the Assembly. If there is no Statutory Deputy Mayor at the time, then the Chair of the Assembly becomes the Acting Mayor.

Part C. The General Delegation to Senior Members of Staff

6. The essentials of the General Delegation

6.1. Under the **'General Delegation'**, all Senior Members of Staff are authorised to exercise any power that is not a Reserved Mayoral Matter (Appendix 1), provided:

- it is within that person's area of responsibility, and
- the exceptions, terms and decision-making process set down in this Framework are followed.

6.2. 'Senior Members of Staff' are listed at Appendix 3. Broadly, they comprise:

- the GLA's Chief of Staff, Chief Officer (Head of Paid Service) and Executive Directors ('Corporate Directors')
- those individuals appointed to their team by the Mayor, known as the 11+2[7] and also including the Statutory Deputy Mayor[8] ('Mayoral Appointees')
- Assistant Directors and Heads of Unit ('Other Senior Members of Staff')

6.3. It should be noted, in particular:

- the Mayor may themselves exercise a power delegated to a Senior Member of Staff under the General Delegation
- there is a separate delegation for exercising the Mayor's PSI Application Powers; these fall outside this General Delegation
- there will be a separate delegation for the Mayor's strategic licensing functions as and when they are implemented
- there is also a separate but complementary GLA Managed Company Director Delegation
- the exercise of a Mayoral Power under the General Delegation includes doing something that facilitates, or is conducive or incidental, to the exercise of the function in question

Delegating Category 2 Mayoral Reserved Matters

As Part B of this Framework makes clear, the Mayor has determined they will exercise certain powers themselves: there is a strong expectation they will not normally delegate them, and so they fall outside the General Delegation. This is particularly the case for NCR Decisions; and the Specified Matters at Appendix 1.

For practical reasons, and to help the GLA conduct its business efficiently, it is, however, expedient for the Mayor to delegate from time to time project spending allocations within an approved programme. Where a specific delegation of this type has been put in place – through the decision-making procedures set down in this Framework – then a Senior Member of Staff may take these spending decisions as if they were within the General Delegation.

[7] These are appointments made by the Mayor under section 67(1) of the GLA Act.
[8] In their role as Deputy Mayor for Children and Families. Note also the Chief of Staff is both a Corporate Director and a Mayoral Appointee for this Framework.

- the General Delegation does not apply where specific delegations have been granted; including, for example, where SROs are delegated authority to receive income or approve expenditure in respect of approved delivery plans.

7. The responsibilities and ambit of Senior Members of Staff

7.1. The Chief of Staff has broad and cross-cutting responsibilities – in addition to particular and specific responsibilities. They may therefore, for the purposes of this General Delegation, act in place of any Mayoral Appointee and can indeed exercise any power falling within the delegation. The Chief Officer may similarly exercise any power falling within the responsibilities of a particular Corporate Director or one of the Other Senior Members of Staff.[9] Again, their responsibilities are deemed to encompass all of those areas falling within the General Delegation.

7.2. Below the Chief of Staff and Chief Officer, areas of responsibility are still not always mutually exclusive. In such cases there will usually be a recognised lead who should, in the first instance, exercise the power in question. But another Senior Member of Staff may – providing the matter falls broadly within their responsibilities, and as far as practicable they have consulted others who have related responsibilities – exercise the power in question. A delegation issued to a named post can be exercised by a different post holder, provided they are of equivalent level of seniority and the matter falls within their ambit – except with respect to SROs, who are named post holders specifically appointed by the Mayor.

The Greater London Returning Officer (GLRO)

The GLRO is appointed by the Mayor acting on behalf of the GLA.

To preserve impartiality and independence, normally only the GLRO will exercise Mayoral Powers under the General Delegation in support of:

- their functions under the GLA Act, and/or
- as Proper Officer under the Representation of the People Acts and elections law generally (i.e. to prepare and conduct Mayor of London and London Assembly elections).

If the GLRO is unavailable to act, then the Deputy GLRO may act in place of them.

Where the Mayor is exercising a power that may be deemed to impact on the GLRO's functions, they will first consult with the GLRO.

Note: GLRO Decisions are subject to their own process and Decision Form; and while there are parallels, fall outside of this Framework.

7.3. A senior post holder may act in place of a more junior one.

Acting Senior Members of Staff

7.4. A Senior Member of Staff may ask another member of staff to act in their place for the purposes of this Framework (including as an SRO), and for a specified period of time, while they are absent from the office or otherwise unavailable. This should be formalised, for example, by setting the arrangement out in writing – and circulating relevant details to interested parties, including the Governance Team, making clear what areas of responsibility are being covered by the Acting Senior Member of Staff and for what period of time. Normally the Acting Senior Member of Staff will be at the same level of seniority or one level below.

7.5. Any member of staff may 'act up' into a post of one of the Senior Members of Staff, providing the arrangement has been agreed with the Chief Officer and formalised by the

[9] Noting this is not referring to powers conferred directly on a Statutory Officer by virtue of legislation.

relevant Corporate Director as described above. The individual acting up is then considered a Senior Member of Staff for the purpose of this Framework.

Clarifying areas of responsibility

7.6. If there are any questions about whether a Mayoral Power lies within the area of responsibility of a Senior Member of Staff, then:

- in the case of a specified Mayoral Appointee, the Chief of Staff's decision is final
- in any other case, the Chief Officer's decision is final.

7.7. The Chief Officer may from time to time confirm, update and/or issue:

- the list of posts to be regarded as Senior Members of Staff for the purposes of this Scheme
- a description of, and boundaries for, the pre-existing areas of responsibility of any Senior Member of Staff
- a clarification as to which Senior Member of Staff may exercise a given delegation, including where there have been changes to responsibilities and/or posts since the giving of that delegation, and in all cases

having consulted with the Chief of Staff in respect of Mayoral Appointees.

Part D. The General Staff Authorisation

7.8. Although certain powers are reserved to the Mayor and other powers may only be exercised by Senior Members of Staff under the General Delegation,[10] all members of GLA staff – at any grade – are given a 'General Staff Authorisation' to take action in their area of work to support the Mayor, Senior Members of Staff and GLA Subsidiary Companies (including their Directors) in the decisions they take under this Framework.

7.9. In other words, a member of staff may not necessarily take or authorise a decision that draws on a Mayoral or Company Power; but they can support and take an action connected to an approved decision. For example, a member of staff can help to formulate and lay the groundwork for a decision. And they can take actions to implement or give it practical effect.

7.10. Under the **General Staff Authorisation**:

- a member of staff has permission to do anything on behalf of the GLA[11] that facilitates, or is conducive or incidental to, preparing for, making or implementing a decision or other legitimate activity under this Framework
- all staff may, in addition, commit the GLA or a GLA Company to Non-Programme Expenditure and other Routine Financial Commitments, including Routine Land and Property Transactions, provided they are budgeted for
- all staff can undertake routine administrative matters

noting that

- this Authorisation is bound by the terms and requirements set out elsewhere in this Framework, including the Signatory Permission
- staff should normally act within their area of responsibility
- staff should involve their line manager as appropriate, securing the manager's consent particularly for items of relatively large expenditure
- staff should use appropriate record keeping documenting their actions.

7.11. Staff who are Managers have an additional authorisation:

- to approve Non-Routine Financial Commitments within their areas of responsibility up to a value of £10,000, subject to a Delegated Authority Record being completed.

  A Manager, for the purpose of this additional authorisation, is anyone who reports to an Assistant Director or Head of Unit, or has an equivalent level of seniority in the area in question. Where the authorising Manager is not the Budget Holder, then they must separately seek, receive and retain approval from the relevant Budget Holder.

[10] Or under the Local Development Document Delegation.
[11] Including the Mayor, Senior Members of Staff, and a GLA Subsidiary Company or its Directors.

Part E. Planning matters

8. Background to PSI Application Powers

8.1. The Mayor plays an important statutory role in town planning in Greater London. That includes the Mayor's powers in respect of "applications of Potential Strategic Importance"[12] under sections 2A to 2F of the Town and Country Planning Act 1990, and the Town and Country Planning (Mayor of London) Order 2008. These are the "PSI Application Powers".

8.2. The following two specific powers relating to the call-in of PSI Applications can, in addition to the Mayor, only be exercised by delegation to the Statutory Deputy Mayor or to one or more of the 11+2, in accordance with the relevant town and country planning legislation:[13]

- directing that the Mayor will become the local planning authority to determine a planning application of potential strategic importance (a PSI Application) – that is, the Mayor's power to 'call-in' and take over the planning application under section 2A(1) or (1B) of the Town and Country Planning Act 1990
- determining such a called-in PSI Applications under sections 2A or 2B of that Act

(See paragraph 9.1, below, for the posts delegated these two powers.)

8.3. The function of determining a PSI Application includes the power to either:

- refuse planning permission, and determine reasons for refusal
- grant planning permission; and determine the conditions, 'informatives' or notes of that permission and the reasons for them.

8.4. All other PSI Application Powers (including the power to direct a borough to refuse a planning application), and also the Mayor's other functions under town and country planning legislation, can be exercised, as applicable, by:

- Senior Members of Staff under the General Delegation
- other staff under the Local Development Documents Delegation (see section 10, below) or the General Authorisation.

8.5. The Mayor's planning powers include additional powers introduced through recent amendments to planning legislation, further strengthening the strategic planning role of the GLA in Greater London. These are intended to accelerate the delivery of nationally and regionally significant development and enhance the Mayor's ability to intervene where proposals have strategic implications.

[12] These are defined in the Schedule to the Town and Country Planning (Mayor of London) Order 2008 (SI 2008/ 580, as amended).

[13] Under section 38 of the GLA Act, the function of giving a direction under sections 2A(1) or (1B) of the Town and Country Planning Act 1990 (call-in of planning applications by the Mayor) and the function of determining an application by virtue of sections 2A or 2B of that Act can only, in addition to the Mayor, be delegated under section 38 of the GLA Act to the Statutory Deputy Mayor (see section 38(2(a)) or to or one or more of the 11+2 staff (section 38(2)(b)). These two powers cannot be delegated to staff appointed by the Head of Paid Service. Paragraph 9.1 is a standing delegation to the 11+2 positions listed there. In addition, where necessary the Mayor may appoint, by Record in Writing, other staff within the 11+2 to exercise these powers on an ad hoc basis (under paragraph 9.3).

In particular, these powers:

- extend the scope of applications that may be treated as being of Potential Strategic Importance, including specified categories of major commercial, infrastructure and housing-led development
- provide the Mayor with further powers to call in for determination certain applications where strategic, cross-borough or London-wide impacts arise
- introduce new decision-making and procedural requirements for the GLA when exercising these powers – including revised consultation, notification and reporting arrangements
- require updated internal delegations and governance arrangements to ensure these functions are exercised lawfully, transparently and efficiently.

These powers operate alongside the existing PSI Application Powers set out above; and will be reflected in updated schemes of delegation, operational guidance and officer authorisations ahead of commencement.

9. The PSI Application Powers Delegation

9.1. Under this Framework, the following Mayoral Appointees are separately and individually authorised on a standing basis (in no particular order) to exercise the 'call-in powers' concerning PSI Application Powers referred to at paragraph 8.1:

- Deputy Mayor for Planning, Regeneration and the Fire Service
- Deputy Mayor for Housing and Residential Development
- the Statutory Deputy Mayor (currently also the Deputy Mayor for Children and Families).

9.2. The above post holders may exercise different functions in relation to the same PSI Application. For example, one may call-in an application and another may determine that application.

9.3. As with all other Mayoral Powers, the Mayor reserves the right to exercise the PSI Application Powers themselves. They may also appoint other 11+2 staff from time to time to exercise the PSI Application powers. Any such appointments will be documented by a Record in Writing.

10. The Local Development Document Delegation

10.1. The Mayor must be consulted on a wide range of Local Development Documents, both from within London and from the wider south east. They respond to these consultations to ensure such Documents are in general conformity with the London Plan; and that London's strategic interests are protected. This involves a wider range of staff than those empowered under the General Delegation; and so a specific delegation – the 'Local Development Document Delegation' – has been put in place to cover GLA staff involved in this work.

10.2. Under the **Local Development Document Delegation**, the GLA staff specified in the Local Development Document Delegation Table at Appendix 5 are delegated the power to respond to consultations on the specified documents on the Mayor's behalf.

10.3. Note that, as with the principles generally established in this Framework:

- the Mayor may exercise their powers in this regard themselves and does not need to rely on the delegation
- the Executive Director of Good Growth, and the Assistant Director for Planning and Regeneration, may act in place of any staff junior to them
- the Assistant Director for Planning and Regeneration may authorise, by Record in Writing, any other staff member to act in their place in respect of this Delegation.

10.4. The decision to issue a direction in relation to a borough's Local Development Scheme under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended) is a Category 1 Reserved Mayoral Matter and so does not fall within this delegation.

11. Recording planning decisions

11.1. The need to record decisions, described generally at section 20, applies to planning decisions. The Assistant Director for Planning and Regeneration may determine the precise format for recording the exercising of the town and country planning consultation powers set out in Appendix 5.

Part F. The GLA's Companies and their delegations

12. Background

12.1. The GLA can establish or become formally involved in companies to facilitate the exercise of Mayoral Powers. It may own shares in the company (where it is a company limited by shares) or be a member of the company (where a company limited by guarantee).[14] The GLA will normally appoint one or more of its Senior Members of Staff to the Board of Directors.

12.2. A company may be wholly owned by the GLA; or the extent of the GLA's interest in it[15] may be such that it is essentially controlled by the GLA. In such cases the company is classed under company law as a subsidiary of the GLA[16] (a 'GLA Subsidiary Company', or simply, 'Company'). Note:

- the GLA may only conduct particular, defined activities for a commercial purpose ('Specified Activities'[17]) if it does so through a GLA Subsidiary Company[18]
- the Mayor may not transfer their ability to exercise Mayoral Powers to a GLA Subsidiary Company. But they can implement their decisions through a Company; and can authorise it, and its Directors, to implement those decisions on their behalf.

Company Powers

In a similar fashion to Mayoral Powers, a company has legal powers to do things described in its Articles of Association – as well as through common law powers and through statutory powers transferred, conferred or imposed by legislation on the company itself ('Company Powers'). Generally speaking, a GLA Subsidiary Company cannot do things that the Mayor and/or GLA have no Mayoral Power to do.

Company law and a company's Articles of Association govern who can exercise Company Powers and take decisions on its behalf. Some decisions may only be taken by its members/shareholders in a Company general meeting; others are delegated to or to be exercised by the Company's Board of Directors, collectively or a single Director individually.

12.3. The GLA, at the time of writing, has 11 Subsidiary Companies:

- Greater London Authority Holdings Limited (GLA Holdings)
- GLA Land and Property Limited (GLAP), a wholly owned subsidiary of GLA Holdings
- GLA Housing Investments (Silvertown) Ltd (GLAHIS), a wholly owned subsidiary of GLA Holdings
- London Power Co., a wholly owned subsidiary of GLA Holdings
- SME Wholesale Finance (London Limited) (SMEWFL)

[14] Where a GLA Subsidiary Company takes the form of a limited liability partnership then the provisions in this section and the rest of this Framework that are applicable should be adapted accordingly; for example, 'Incorporation Document' replaces 'Articles'.
[15] Together with rights under any connected shareholders or members' agreements.
[16] As defined by section 1159 of the Companies Act 2006.
[17] See the Greater London Authority (Specified Activities) Order 2013 (SI 2013/973).
[18] See section 34B of the GLA Act.

- GLIF Limited, a wholly owned subsidiary of SMEWFL[19]
- London Treasury Limited (LTL), a wholly owned subsidiary of GLA Holdings
- London Treasury Liquidity Fund (LTLF) GP Limited, a wholly owned subsidiary of LTL.
- London Stadium LLP (formerly E20 Stadium Limited Liability Partnership (E20 LLP), a wholly owned subsidiary of GLA Holdings
- Stratford East London Holdings Limited, a member of London Stadium LLP
- London Stadium 185, a wholly owned subsidiary of London Stadium LLP.

See Appendix 4 for more details.

12.4. For the purposes of the GLA's decision-making framework, GLA Subsidiary Companies are divided into two broad classes:

- Those Companies with decision-making that is, noting the requirements of company law, fully integrated with that of the GLA – namely GLA Holdings, GLAP, GLAHIS, London Power Co and SMEWFL ('GLA-Managed Companies'). These companies exist to implement GLA Decisions.
- Any company operating at arm's length ('Arm's-Length Companies') of the GLA; and for which the interaction between the Company and GLA decision-making is restricted to specified areas, as set out in the company's Articles. At the time of writing, all other companies listed in paragraph 12.3 were Arm's-Length Companies.

12.5. It is axiomatic that GLA-Managed Companies fall within the auspices of this document. Except for decisions narrowly required to fulfil requirements under company law (see section 14) – governed by the Company's Articles of Association – company decisions should be taken as GLA Decisions; that is, via a GLA Decision Form. Arm's-Length Companies are, on the other hand, for the most part excluded from this document, noting the requirements at section 15.

12.6. Arm's-Length Companies are, as a general rule, also not automatically covered by internal GLA policies (in contrast to GLA-Managed Companies, where the default position is these entities are covered by relevant policies and procedures). Arm's-Length Company Directors should, however, consider adhering to the principles of the GLA's core governance documents; and may choose to adopt or implement elements of internal GLA procedures, subject to any provisions in company law, which must for both categories of Company take precedence.

[19] SMEWFL is also a member, together with Capital Enterprise Ltd, of LCIF Limited Liability Partnership (LLP).

13. The Implementing Action Authorisation for GLA-Managed Companies

13.1. Every GLA-Managed Company, and each GLA Company Director, is authorised to take any action through the Company (an 'Implementing Action') to implement an approved GLA Decision, subject to any contrary requirement under company law. Such action includes doing anything that is incidental or conducive to, or that facilitates, the implementation of that decision.

13.2. A 'GLA Decision' is any decision taken by the Mayor or a Senior Member of Staff that involves the exercise of a Mayoral Power.

13.3. In the case of GLA Holdings, GLAP, GLAHIS, London Power and SMEWFL, the authorising of a GLA Decision, as required by this Framework, is sufficient to authorise the Company's Implementing Action. Therefore, if the GLA Decision requires an approved Decision Form, then that is in of itself sufficient and no further Decision Form is required.[20]

GLA Specified Activities Order

The Local Government Act 2003, GLA Act and GLA (Specified Activities) Order 2013 require the GLA to channel all its commercial activities through a trading company, so as to create a level playing field with the private sector on tax. This was the driver for establishing GLAP. The GLA has also established an umbrella company – GLA Holdings – to provide the scope for a tax group, for accounting purposes, for a number of trading companies. Seek advice from Finance and TfL Legal if commercial activities are contemplated.

14. Exercising Company Powers and the Managed Company Director Delegation for GLA-Managed Companies

14.1. This section applies only to 'GLA-Managed Company Decisions'. These are:

- decisions and actions of a GLA-Managed Company unconnected to implementing a GLA Decision (i.e. that are not Implementing Actions)
- decisions that do not draw on Mayoral or GLA powers or which otherwise would in their own right require a Decision Form
- decisions of such a Company itself; for example, approving its accounts.

14.2. Every GLA-Managed Company Director[21] is authorised under the **'Managed Company Director Delegation'** to take any action or decision that involves the exercise of a Company Power where the matter:

- is within the powers of the Mayor and/or the GLA
- is not, by law, a decision reserved for the Company in general meeting; and/or is not delegated to its Board or a meeting of its Board
- is not contrary to company law (but where the authorisation granted under this paragraph shall, so far as possible, operate to accommodate any such provision or rule).

[20] The Decision Form does not need to expressly authorise the Company to implement the decision in question.
[21] In normal circumstances, and unless a specialist role is required, only Senior Members of Staff will be appointed Directors of GLA Subsidiary Companies. The Directors of GLA companies are listed at Appendix 4.

14.3. In exercising this Delegation, the Director is expected to seek in advance the views of the relevant Mayoral Appointee where the decision is more than simply administrative in nature.

14.4. Note that, where GLA staff give their time to GLA-Managed Companies, the General Staff Authorisation (see Part D) applies to them too – subject to anything that, under company law, is required to be done by a Company Director or by the Company's Secretary.

Recording GLA-Managed Company Decisions

14.5. The actions and decisions of a GLA-Managed Company and/or a Company Director, unconnected with the implementation of a GLA Decision, must be recorded in the manner required by the Company's Articles, or as otherwise determined by the Company.

Signatory Permission of GLA-Managed Company Directors and other staff

14.6. Each GLA-Managed Company Director has, individually, Signatory Permission under the Managed Company Director Delegation to sign or execute any Formal Document for, and on behalf of, the GLA Subsidiary Company that they are a Director of. That includes applying and authenticating any company seal to do so.

14.7. Any single GLA-Managed Company Director may give a power of attorney to any member of GLA staff, or to one of the GLA Legal Advisers, for the purposes of section 47 of the Companies Act 2006. This is so as to authorise that staff member to exercise Signatory Permission and execute[22] any Formal Document (including deeds or other documents) on the GLA-Managed Company's behalf. The power of attorney may be given unconditionally or subject to conditions, generally or specifically, and on a standing or occasional basis. The Company Director must first consult with the Governance Team and GLA Legal Advisers.

15. Arm's-Length GLA Companies

GLIF Limited

15.1. SMEWFL has established GLIF Limited, a company limited by guarantee as a wholly owned subsidiary. It is a funds holding company for the creation and management of SME Funds. Under its Articles of Association, there are a number of matters that are reserved for i) Mayoral and ii) officer approval.

London Treasury Limited (LTL) and LTLF GP Limited

15.2. LTL is a wholly owned and controlled subsidiary of GLA Holdings Limited. It is authorised and regulated by the Financial Conduct Authority, and an authorised person for the purposes of the Financial Services and Markets Act 2000. LTL's purpose is to undertake investment management, other regulated activity and related support functions for the GLA and third parties with whom the GLA is collaborating. LTL acts as the principal portfolio manager for the LTLF, a limited partnership acting as an unauthorised Alternative Investment Fund, that:

- provides a liquidity solution for the GLA, its functional bodies and other public entities
- delivers the treasury management shared services to the GLA and others
- provides green finance services to the GLA

[22] Including applying and authenticating the use of any company seal.

- provides executive and administrative resources to SMEWFL and its subsidiaries.

15.3. LTL is also an Arm's-Length Company for the purposes of this document. Day-to-day operations take place within a framework established by the GLA through an Investment Management Agreement, which sets out the parameters within which LTL may act.

15.4. Under LTL's Articles of Association, a schedule sets out a number of matters that are reserved for i) Mayoral or ii) officer approval:

- Mayoral consent is required for such matters as amending the articles; arrangements for asset sale and disposal; winding up and/or cessation; Board appointments; the annual business plan and budget; and borrowing and property transactions over the value of £250,000. These are Category 2 Reserved Mayoral Matters.

- GLA consent covers such issues as making of grants and loans, litigation, senior-level remuneration, and borrowing and property transactions below the £250,000 threshold. These decisions can be taken by members of GLA staff under either the General Delegation or other staff under the General Staff Authorisation. Officers can determine whether the decision requires a Director Decision Form (DD) or an Assistant Director Decision Form (ADD) – taking into account the potential financial and reputational impact for the GLA associated with the decision – or if it can be actioned through some other type of Record in Writing (for example, an exchange of emails).

15.5. The Mayor approved the appointment of the Chief Finance Officer (or their substitute) to represent the Mayor and to exercise any functions of the GLA or GLA Holdings Ltd (in its capacity as the sole shareholder of LTL) outside of the matters specifically reserved to the Mayor in the Articles of Association.

15.6. In March 2020, MD2616 approved the creation of LTLF GP Limited as a new Arm's-Length Company limited by shares and incorporated in Scotland as a wholly owned subsidiary of LTL. The entity's purpose is to act as the General Partner (GP) of the LTLF, a Scottish Private Fund Limited Partnership registered as an Alternative Investment Fund and created as a successor structure to the GLA's long-standing treasury collective investment arrangements. The company was incorporated in November 2020; and its Articles of Association have broadly similar provisions to those governing LTL, other than in respect of appointment and number of directors, amount of share capital, and arrangements specific to its status as a Scottish incorporated company and its purpose as a GP.

15.7. Directors may be appointed (or removed) by the LTL board with the consent of the Chief Finance Officer as the Mayor's shareholder representative to LTL, following consultation with the Mayor's Chief of Staff.

London Stadium LLP and related companies

15.8. As part of the planned evolution of the London Legacy Development Corporation (LLDC) in delivering the next phase of the Olympic and Paralympic Games legacy, MD3324 in January 2025 approved a change in ownership of the LLDC subsidiary E20 Stadium Limited Liability Partnership (E20 LLP) to GLA Holdings. 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. E20 LLP was subsequently renamed London Stadium LLP. MD3468 in May 2026 made some further amendments to the governance relationship between the GLA and London Stadium LLP and its related companies.

15.9. Through MD2468, the GLA also acquired Stratford East London Holdings Limited (SELH) (a LLDC subsidiary and member of E20 LLP) and London Stadium 185 (LS185), a wholly owned subsidiary of E20 LLP.

15.10. The controls to be operated by the GLA over London Stadium LLP are set out in Reserved Matters, which require separate approvals by either the Mayor (Type 1) or the GLA's authorised officer who is the Chief Finance Officer (Type 2). These controls are incorporated in the revised members' agreement.

15.11. Mayoral consent is required for such matters as:

- amending the articles
- arrangements for asset sale and disposal above certain thresholds
- winding up and/or cessation
- Board appointments and dismissals
- the annual business plan and budget
- borrowing.

These are Category 2 Reserved Mayoral Matters.

15.12. GLA officer consent covers such issues as the making of grants and loans; litigation; and approval of the Annual Report and Accounts. Officers can determine whether the decision requires a DD – taking into account the potential financial and reputational impact for the GLA associated with the decision – or if it can be actioned through some other type of Record in Writing (for example, an exchange of emails).

15.13. SELH and LS185 also require approval for the same Reserved Matters as London Stadium LLP and these controls are set out in the London Stadium LLP Members' Agreement (and Scheme of Delegation) and incorporated by reference. This was also agreed by MD3468, as referred to above.

Part G. Rules and procedures for taking and recording GLA Decisions

16. The focus of this part of the Framework: the Decision Form

16.1. The primary mechanism for taking and recording decisions[23] is the Decision Form. The Form is important in of itself. But equally important is the process and the authorisations through which it must pass.

16.2. The focus of this section is on those decisions requiring an authorised Decision Form, and in particular:

- decisions that are NCR (such decisions are a Reserved Mayoral Matter) irrespective of the type or value (if any) of Financial Commitment involved
- decisions involving Non-Routine Financial Commitments, including matters relating to the Mayor's delivery portfolio.

This section does, however, have something to say about other types of decision taken in the GLA; and the associated requirements.

16.3. The definitions of Routine and Non-Routine Financial Commitments are set out from paragraph 18.8.

17. Progressing and authorising a decision using a Decision Form

17.1. The Decision Form, and the process it helps structure, fulfils a number of purposes. It:

- clarifies what is being proposed and precisely what the required decision is (or what the related decisions are)
- describes the background to, and important considerations for, the taking of the decision
- allows for the setting out of options for different approaches
- links decisions to Mayoral strategies and priorities, including priority outcomes
- helps ensure financial and legal implications are identified, and there is corresponding advice

The Mayoral Delivery Board (MDB)

The MDB plays a central role in decision-making arrangements. Its purpose is to support the Mayor in ensuring he can deliver his priorities for Londoners. It is chaired by the Chief of Staff; and attended by the Mayor's Appointees, Executive Directors, and relevant senior officials from the Functional Bodies.

The MDB may establish committees to support it in its work; appoint members to them; and define their terms of references. These may include requiring them to review relevant Decision Forms (MDs, DDs or ADDs; and Programme Decision Records) before submission to the MDB for approval that they may be signed, to ensure corporate co-ordination and review.

The MDB also acts as an important sense check for flagging any concerns about the details of imminent decisions; and ensures factors such as communications and stakeholder engagement are considered. It reviews, among other things, matters of significance or potential significance that may involve the exercise of a Mayoral Power.

It is important that GLA staff are familiar with the process and requirements for engaging with the MDB.

[23] In other words, authorising the exercise of a Mayoral Power.

- similarly, helps ensure the GLA meets its duties under the Public Sector Equality Duty and generally to further equality for all Londoners
- ensures decisions receive the appropriate authorisation and relevant others have been consulted and agreed the proposal
- records the decision that has been taken; and so also aids accountability, transparency and compliance with The Openness of Local Government Bodies Regulations 2014.

17.2. Decision Forms must be prepared with care and rigour: they are published documents that serve as a record of the decision; and also provide sufficient information and advice to the decision taker to enable them to take an informed and evidence-based decision. Executive Directors are therefore expected to take responsibility for the quality of submitted forms within their directorates.

17.3. The table below summarises the main types of GLA Decision, and specifies where a Decision Form is required. The type of form corresponds to the level of authorisation required: primarily from the Mayor (MDs) or from a Senior Member of Staff (DDs and ADDs; and Programme Decision Records).

17.4. Note: this is not an exhaustive list and there are other types of GLA Decision that require a Decision Form. Section 20 has something to say about the requirements for recording decisions generally. A fuller, but still not exhaustive, list of how to progress and record a decision is at Appendix 5.

What/value	Form/method	Notes
Requiring a Decision Form and <u>within</u> the process administered by the Mayoral Boards Team		
Any matter that is NCR, irrespective of value (including nil value)	Mayoral Decision Form (MD)	• A Category 2 Reserved Mayoral Matter. • Applies irrespective of the type and value of expenditure or Financial Commitment (if any). • The relevant Mayoral Appointee in the Mayoral Team must be consulted and confirm they agree with the proposal. • Permission to Proceed can be sought, if there is doubt, to clarify if a matter is or is not NCR.
Matters relating to expenditure under the delivery portfolio Receipt of additional income enhancing or extending projects already included in an approved programme	MD or Programme Decision Record (PDR)	• Approval, closure and allocation of resources to programmes is a Category 2 matter to be approved by MD. • Delegations by the Mayor to SROs (to take expenditure decisions under a programme in the delivery portfolio) are Category 2 matters to be approved by MD. • Where an SRO has delegated authority, decisions taken by the SRO pursuant to that delegated authority must be taken/recorded in a PDR signed by the SRO. • Where operational activity is undertaken by a project manager within the tolerances, parameters and controls set by the SRO, and the matter falls within the scope of a PDR, the

What/value	Form/method	Notes
		PDR must still be signed by the SRO as the individual holding the formal delegation and overall responsibility for the programme. • Rules relating to variations and further decisions are contained in section 19. • Separate rules apply for detailed allocations within specific large-scale programmes, which are set out in Annexe A.
Matters relating to expenditure outside of the delivery portfolio/Non-Routine Financial Commitments of more than £250,000	MD	• A Category 2 Reserved Mayoral Matter. • The relevant Mayoral Appointee in the Mayoral Team must be consulted and confirm they agree with the proposal. • Can be authorised via a lower-order Decision Form if a specific delegation has been put in place by the Mayor (via a prior Decision Form).
Matters relating to expenditure outside of the delivery portfolio/Non-Routine Financial Commitments of up to and including £250,000	Director Decision Form (DD)	• Covered by the General Delegation. • Authorised by the responsible Director listed at Appendix 3. Can also be authorised by the relevant Mayoral Appointee.
Matters relating to expenditure outside of the delivery portfolio/Non-Routine Financial Commitments of up to and including £75,000	Assistant Director Decision Form (ADD)	• Covered by the General Delegation. • Authorised by the responsible Other Member of Senior Staff listed at Appendix 3.
Requiring a Decision Form but <u>outside</u> the process administered by the Mayoral Boards Team		
Programme Expenditure / Non-Routine Financial Commitments of up to and including £10,000	Delegated Authority Record – Manager	• Falls outside of the process administered by the Mayoral Boards Team. But there is still a set template that must be used.

Not requiring a Decision Form		
Non-Programme Expenditure and other Routine Financial Commitments of any value	Routine record-keeping (ensuring an appropriate audit trail) – any member of staff	• Covered by the General Staff Authorisation: every member of GLA Staff (whether listed at Appendix 3 or not) may, in the ordinary course of their duties and subject to the supervision or direction of their line manager, authorise the entering into of Routine Expenditure or another type of Routine Financial Commitment (including a Routine Land and Property Transaction, see definition at Appendix 7). • There are exceptions to this rule relating to large-scale expenditure proposals set out in paragraph 18.8. • Subject to the above, Decision Forms are not normally used for Routine Expenditure or other Routine Financial Commitments. But advice should be sought from the Governance Team regarding the documenting of significant decisions or stages in implementing agreed budgets and programmes. • Decisions authorising Routine Expenditure and other types of Routine Financial Commitment should be documented by a Record in Writing. • Annexe A sets out those programmes that have specific governance arrangements in place.

18. Important considerations, definitions and requirements

Consultation with Mayoral Appointees

18.1. Where an MD is required, the relevant Mayoral Appointee or special appointee must confirm on the Form that the proposal has their endorsement. But even if an MD is not required, in exercising the General Delegation Senior Members of Staff are expected to seek the views of the relevant Mayoral Appointee. In doing so, staff will need to exercise their judgement. In particular there will often be a distinction between:

- narrowly technical and administrative things: sign-off from the lead Mayoral Appointee is not required
- things with significant policy implications and/or that could be attributed to the Mayor as their policy: sign-off is required from the lead Mayoral Appointee and the Chief of Staff or Deputy Chief of Staff (as appropriate) and the Mayoral Head of Policy should also be involved.

Novel, Contentious or Repercussive (NCR) proposals

18.2. If any proposed action or decision can be considered NCR, then the matter in question is a Category 2 Reserved Mayoral Matter and must be referred to the Mayor for approval (i.e. by

an MD in the normal way). A matter can be NCR even if it involves nil expenditure, and irrespective of whether it involves a Routine or Non-Routine Financial Commitment.

18.3. The following fall outside the NCR provisions:

- the GLRO's functions
- any town and country planning functions of the Mayor or GLA, including the PSI Application Powers and those exercised under the Local Development Document Consultation Delegation
- the enforcement of Trafalgar Square and Parliament Square byelaws.

18.4. If there is doubt as to whether a matter is NCR, then any one of the following can, by Record in Writing, give Permission to Proceed (that is, clarify conclusively that a matter is not NCR):

- the Mayor
- the Chief of Staff
- the Chief Officer (Head of Paid Service)
- the Chief Finance Officer
- the Governance Team (copied to the Chief Finance Officer).

Providing there is not a material change in circumstance, and it is not otherwise a Reserved Mayoral Matter, then the proposal is within the General Delegation and can be determined by a Senior Member of Staff in the normal way.

The GLA Budget and Financial Commitments

18.5. The Mayor agrees a detailed GLA-wide budget in March each year, via an MD, for the next financial year. GLA Financial Regulations require budget holders to manage their budgets prudently.

18.6. Non-Programme Expenditure is, generally, a type of 'Routine Financial Commitment'. Unless the Governance Team advise otherwise, all other expenditure is Programme (and therefore a 'Non-Routine Financial Commitment') for the purposes of this Framework.

18.7. Most Non-Programme elements of the GLA-wide budget are approved at the point the Mayor agrees the detailed budget; a subsequent Decision Form is not required, whatever the value, and providing the Routine Financial Commitment in question does not relate to a Reserved Mayoral Matter. Conversely, the approval of the budget **does not** give approval for Programme Expenditure; this is a Non-Routine Financial Commitment, and approval of expenditure is governed by the portfolio-management approach. A Decision Form must be approved before the budget can be spent.

18.8. There are exceptions to the general rule above. Certain items are deemed Non-Routine Financial Commitments, and so do require a Decision Form despite being funded from Non-Programme Expenditure. These are captured in the table below.

Routine (Decision Form not required)[24]	Non-Routine (Decision Form is required)
• Staff salaries and payments to temporary staff and secondees • Indirect employee costs such as travel • Office supplies and services such as stationery and printing • Purchase of books, publications and data; renewal of subscriptions to organisations • Accommodation costs including rent, rates, insurance, and service charges • Payments made under contracts for cleaning, maintenance, catering and for other facilities and estate management services • Routine IT expenditure, such as purchase of IT equipment and payment for mobile devices • Routine Land and Property Transactions[25] • financial and treasury transactions (e.g. business rates repayments to billing authorities)	• Expenditure falling within a Programme Budget • Income or monetary payments in favour of the GLA: unless it is a Routine Land and Property Transaction, or the Governance Team advise otherwise, then creating an obligation to pay income or make a monetary payment to the GLA is Non-Routine • Guarantees and contingent liabilities: unless it is a Routine Land and Property Transaction, on normal commercial terms, or the Governance Team advise otherwise, then the creation of any new contingent liability by the GLA in favour of a third party is Non-Routine • Large contracts for services – primarily in Facilities Management and IT – or expenditure on infrastructure works that have significant financial implications for the GLA and its ability to secure value for money • Framework contracts that do not, in and of themselves, require a commitment of spend, but that nonetheless are significant (for example, because they commit the GLA to a single supplier and where spend is expected to be at scale or the service is critical)

18.9. The value of the Financial Commitment must be determined on the basis of the aggregate value arising. So, for example: a ten-year contract or lease with an annual payment or annual income of £30,000 should be valued at £300,000, and an MD is required.

18.10. Some decisions involve a mix of different Financial Commitment types and/or values. As the table above indicates, expenditure is only one form of Financial Commitment. Where this is the case, the decision should be taken at the level determined by the aggregate value of all Financial Commitment types.

18.11. However, where the income is being received for the direct purpose of funding the expenditure with which the Form is concerned, then it is the discrete value of the income or expenditure – whichever is higher – that is relevant. Both the income and the expenditure must be approved, which can be done through a single Decision Form. Receipt and expenditure of additional income that is received for projects previously approved through a Delivery Plan can be approved through a Programme Decision Record.

Variations

18.12. Where the value of a Financial Commitment associated with a decision changes in relation to a delivery programme matter, then the change control process outlined in paragraphs

[24] Note this is not an exhaustive list.

[25] Note that the acquisition or disposal by the GLA of the freehold of any land or the leasehold of land where the lease is for a term of seven years or more is a Reserved Mayoral Matter and will require an MD, subject to the delegations for property disposals set out in Appendix 1.

19.20 onwards will apply. In other circumstances, a new Decision Form is required in the circumstances outlined in the table below.

Commitment value	Change in value	Action
More than £500,000	• An increase in the total value of the Financial Commitment of more than £50,000. • An increase in expenditure of more than £50,000.[26] • An increase or a decrease in income of more than £50,000.[27]	Draft and progress a Decision Form commensurate with the new value of the Financial Commitment calculated as at paragraphs 18.10 to 18.11 above. It is normally (with the Governance Team able to advise) the revised total value that is relevant to deciding which Decision Form to use – not the value of the change.
£500,000 or less	• An increase in the total value of the Financial Commitment of more than 10 per cent. • An increase in expenditure of more than 10 per cent. • An increase or a decrease in income of more than 10 per cent.	

18.13. The Financial Regulations set down the rules concerning any budget transfers that may arise from a change in the value of a Financial Commitment.

18.14. For matters within the delivery portfolio, the Portfolio Management Framework (PMF) sets out the rules for variations in delivery and the tolerances before requiring a new Programme Decision Record (see section 19). For all other matters, if there are significant changes to the nature of a decision, the basis on which it was taken or to the outcomes being pursued, then a new Decision Form may also be required. If it became apparent the implementation of a scheme would be NCR, an MD would then be required. Similarly a new Decision Form, in most cases at the same level as the original authorisation, would be required if the nature of the outcomes to be delivered changed significantly or there was a significant change in attendant risks. A new Decision Form is not required solely where there is a performance issue, though the authorising officer and relevant Mayoral Appointee should be informed. Similarly, a Decision Form is not necessarily required to extend the length of a programme, reprofile expenditure across years or draw on a different budget (noting the provisos above about outcomes and risks); the procedures set down in the Financial Regulations must, however, be followed.[28]

18.15. GLA staff should inform and seek advice from the Governance Team where there are variations.

[26] It is the absolute expenditure that is relevant, not expenditure net of income.
[27] Where income increases, but net expenditure does not, and there are no other risks to performance or delivery or indirect costs to the GLA, the Governance Team – in consultation with the Chief Finance Officer – may waive this requirement. This must be set out in a Record in Writing.
[28] The Governance Team will maintain, and may from time to time update, supplementary, more detailed guidance to clarify when a further Decision Form is and is not required, where there has been a change to the proposals agreed through the original Decision.

Staffing costs

18.16. Approval for expenditure on staffing costs is governed by separate Establishment Control processes and procedures, which form a parallel process to approval of staffing costs as part of the arrangements in this document.

19. Portfolio Management

19.1. GLA programmes are delivered through a portfolio management approach. The detailed rules are set out in a PMF, which must be followed.

19.2. There are some key principles that govern the approval of programme expenditure and the approval of Decision Forms. These are detailed below.

19.3. The delivery portfolio is the GLA's overarching collection of programmes, established to deliver Mayoral priorities. Portfolio management provides a single, integrated view of delivery, performance, risk, investment decisions and change control across all programmes – ensuring alignment with Mayoral strategies and statutory responsibilities. The Mayoral Delivery Board has oversight of the entire GLA delivery **portfolio**, supported by a number of committees.

19.4. The Mayor issues a mandate for the development of a **programme** to deliver specific outcomes. Mandates will set out the purpose and objectives of the proposed programme, as well as high-level requirements for budget and staffing. A programme is a structured set of related projects and activities that collectively deliver outcomes approved by the Mayor through a MD that establishes the programme and confirms its delivery plan. Each programme is governed by a board, led by a Senior Responsible Officer (SRO), who is accountable for delivery, benefits realisation, risk management and ensuring that all activity remains within the scope, budget and tolerances approved by the Mayor.

19.5. A **project** is a discrete piece of work with defined outputs, budget, timeline and risk profile that contributes to the outcomes of a programme. Projects operate within the tolerances of the programme, set by the SRO and programme board. Project-level decisions are operational and relate to the day-to-day management of delivery. SROs will instruct project managers who, supported by their project board, may take operational project decisions where these fall within the tolerances, parameters and controls of the programme set by the SRO. In all cases, the SRO retains ultimate responsibility and accountability for the programme and is the holder of the formal delegation, responsible for approving portfolio expenditure in accordance with that delegation.

19.6. The MD establishing each programme and delivery plan sets out:

a) activities for which approvals are already in place, through previous decision forms

b) activities in respect of which the MD delegates authority to the SRO to incur expenditure

c) activities that will require a further MD before expenditure can be incurred.

Expenditure decisions delegated to the SRO under (b) are to be approved through a Programme Decision Record. The SRO must have received approval from the budget holder, if that is a different post holder.

19.7. The MD may also provide a delegation of authority to the SRO, subject to various approvals and parameters, to receive additional income to expand projects within the programme. Separate Decision Forms will be required for NCR matters (see paragraph 18.2) and any other matters not covered by an existing programme. A change control process will govern

adjustments to a programme; this is outlined below. An ongoing process is undertaken to ensure the delivery portfolio remains deliverable, affordable, and aligned with strategic priorities. This will be monitored through the quarterly finance and performance reporting of each programme, and oversight from MDB and its committees.

Decision-Making Structure

19.8. The following provides an overview of the decision-making structure at different levels:

Mayor

19.9. The Mayor approves strategies, programmes; budgets; delegations to SROs; matters reserved to the Mayor according to the table set out at 19.25 below; NCR matters; and any change to outcomes, scope or commitments set out in approved programmes. The Mayor has also delegated, to the GLA's Chief Officer, authority to designate and change any standing designations of SROs for GLA programmes in consultation with the Mayoral Delivery Board (MDB). However, any SRO change that is strategically significant, cross-cutting or politically sensitive, or that materially affects Mayoral priorities, are reserved to the Mayor.

Mayoral Delivery Board (MDB)

19.10. MDB provides scrutiny, assurance and oversight of delegated decisions and the performance of the delivery portfolio against the Mayor's goals for London. MDB notes Programme Decision Records (PDRs) and Programme Change Records (PCRs), and escalates matters to the Mayor where thresholds are exceeded or where further direction is required.

Senior Responsible Officer (SRO)

19.11. The SRO is accountable for programme delivery; and sets programme tolerances for scope, budget, schedule and risk. The SRO approves changes within those tolerances; signs PDRs; and raises PCRs where changes require MDB oversight or Mayoral approval. They also have delegated powers from the Mayor to make amendments to the relevant delivery plans, where:

- such amendments arise from the Change Control process under this framework
- these amendments are either:
    - required to maintain alignment between Delivery Plans and the approved portfolio structure, project definitions, strategic narrative or delivery expectations
    - administrative in nature.

They work with a programme board to provide collective governance of the programme.

Project Manager

19.12. Project managers and delivery leads take operational decisions within programme-set tolerances. These decisions must not amend the Mayor's approved scope, outcomes, budget or milestones; or SRO approved expenditure. They work with a project board/team to provide collective governance of the project.

Project-Level Decisions

19.13. Project-level decisions are in many cases operational, and they may include:

- procurement activity consistent with the GLA's Contracts and Funding Code, and within authorised financial limits for the programme / SRO approved expenditure
- contract management actions, including performance management and minor variations within tolerance
- scheduling and delivery planning
- risk and issue management, including implementation of mitigations and escalation of red or NCR risks
- stakeholder engagement with boroughs, partners, suppliers and internal teams.
- operational budget management within the approved project budget and programme-set limits
- monitoring and reporting for programme-level oversight.

19.14. Any proposed decision that exceeds the project's allocated tolerances, or alters its approved scope, outcomes or commitments, must be escalated to the programme board.

Programme tolerances, parameters and controls

19.15. SROs must set clear tolerances for each project in their programme. These tolerances define the boundary between project-level discretion and SRO-level approval. They should be documented and agreed by the Programme Board; and reflected in PDRs and PCRs, where used.

19.16. To ensure all decisions are informed by appropriate oversight and expert input, all PDRs must be considered by the relevant project or programme board prior to SRO approval. This requirement provides an additional level of assurance; ensures visibility of key delivery risks and dependencies; and reflects established good practice across project and programme governance.

19.17. The SRO (or project manager when applicable) retains responsibility for:

- taking the formal decision, within their delegated authority
- ensuring the board's advice has been considered
- escalating decisions to MDB or Mayoral level where required.

19.18. Further guidance on the nature of different programme tolerances, parameters and controls can be found in the PMF but may include things such as the following:

- **Financial tolerances:**
  - Limits on commitments that project managers may approve within the approved project budget / SRO approved expenditure.
  - Thresholds for acceptable budget variance (e.g., plus or minus 5 per cent) before escalation is required.
- **Scope tolerances:**
  - Minor adjustments to deliverables that do not affect outcomes, benefits or commitments for the overall programme.

- Flexibility to refine specifications or delivery methods.

- **Schedule tolerances:**
  - Permitted adjustments to timelines that do not affect critical milestones approved by the Mayor.
  - Rules for re-profiling activity within the financial year (or potentially between financial years).
  - Escalation triggers for slippage affecting key milestones to be determined by the programme.

- **Risk tolerances:**
  - Parameters for risk appetite, including which risks may be managed at project level.
  - Requirements for escalation of red RAG-rated, NCR or cross-cutting risks.

- **Governance controls:**
  - Mandatory SRO sign-off for PDRs, PCRs, and decisions requiring legal or finance advice.
  - Requirements for documentation, audit trails and decision logs through the Programme Board.

Change control process

19.19. The change control process for the GLA portfolio is described below.

19.20. The Mayor's strategic approach to improving outcomes for Londoners will need to evolve as circumstances dictate, and flexibility is therefore allowed to move up to £250,000 within each established programme. Higher delegations are specifically granted in limited circumstances (for example, in large capital programmes); these are set out in Annexe A. Given the fast-moving nature of projects, changes will happen tactically as time-limited work concludes; or as more effective uses of Mayoral funds become available. This flexibility could include closing or establishing projects, provided:

- the programme outcomes already agreed remain the same, and are not materially changed
- the proposed variations are not considered NCR (and not therefore requiring an MD).

This facilitates tactical agility, with the below process maintaining strong compliance and minimising strategic drift. This agility, however, still requires oversight.

19.21. Such delivery variations may be agreed by the SRO in consultation with the relevant Deputy Mayor(s), and the Chair of the relevant MDB Committee; and after discussion and review under local programme governance, such as the relevant Programme Boards, who will have a standard agenda item to consider any programme change control requests. They are then reported to the relevant MDB Committee, and to MDB, for information. Should there be any conflicts, or if agreement cannot be reached, MDB (as holder of the whole portfolio) will be the arbiter. A PCR will be kept for each variation and sent to MDB for noting, ahead of implementing the change.

19.22. It is the requirement of the SRO, in conjunction with the relevant Deputy Mayor and chair of the relevant MDB committee, to ensure that the relative significance of the change is understood within the context of the Programme. Where changes are judged significant, even if below the threshold, the SRO should seek further advice.

19.23. The following matters would be outside the remit of the above process, and would be subject to an MD:

- budget transfers from one programme to another
- a request for additional budget from a programme SRO
- a material change in delivery plan outcomes
- a new project within a programme of above £250,000
- movement of resources between projects within a programme of above £250,000
- any matters considered NCR.

19.24. The variation process (shown in the table below) is still followed; but after discussion and (at the Chair's discretion) endorsement at MDB committee, such matters will require submission to MDB as the holder of the whole portfolio, and preparation of an MD Form.

19.25. The process can be represented diagrammatically in the following accountability matrix:

Change control description	Responsible	Accountable (approver)	Consulted	Informed
• Budget transfers from one programme to another • A request for changes to the programme budget • A change in delivery plan outcomes and/or strategic narrative • The creation of a new project with a value of more than £250,000 • Movement of more than £250k from one project to another in the same programme • Any change deemed NCR	SRO	Mayor Decides via MD	• MDB Committee • MDB • Chief Finance Officer • Legal	• Project Team • Finance Directorate • Performance & Governance • Programme Management Office
• Moving budget between projects within the same programme below the threshold (£250k), as long as proposed variations are not considered NCR; and agreed outcomes will still be delivered • Change in programme schedule, of agreed success measures/ milestones delivering the same outcomes but taking longer • Change in agreed project milestones, but delivering the same outcomes • Creation of a new project with a value of up to and including £250k, with the programme	SRO	SRO Decides via PCR, in consultation with MDB Committee	• Deputy Mayor • Programme Board • MDB Committee • MDB approval before formal signing and implementation • PCR logged and published quarterly	• Project Team • Performance & Governance • Programme Management Office • Finance Directorate

delivering the same outcomes • Receipt of additional income for projects already in Delivery Plan (note: Chief Finance Officer and Legal agreement must be sought)				
• Expenditure within the overall programme budget for the current year and a category two project in the delivery plan MD	SRO	SRO – delegated authority exercised via PDR	• MDB • Programme Board • MDB note the PDR logged by decisions team and published as soon as practical	• MDB Committee • Finance Directorate • Legal • Performance & Governance

20. Recording decisions

20.1. Every decision or action supported by the exercise of a Mayoral Power should normally be recorded in writing and preserved in an auditable form. Where a Decision Form (including a Delegated Authority Record) has been executed, then that, and its referenced and supporting documents, serve as the record and no further documenting is required. Note the requirement to record applies even where the value is nil, or there are no Financial Commitments or financial implications;[29] for example, if the Mayor is appointing someone to a Board or other body.

20.2. Where a Decision Form is not required, then the method of progressing and recording the decision will be some other type of Record in Writing. The record must make clear the action or decision being taken, and in an auditable form that is properly filed and can be retrieved. It should set out relevant considerations and implications; and can, for example, be in an email, memo, report or file note. The Governance Team can advise as to how decisions should be recorded.

20.3. GLA Company Decisions should be recorded in accordance with paragraph 14.5.

20.4. A non-exhaustive list of the format Records in Writing should take is at Appendix 5.

Transparency expectations

20.5. The GLA has a formal commitment to transparency and openness; and is required to comply with the obligations set out in the Openness of Local Government Bodies Regulations 2014, which describe when written records of decisions and their content need to be published. The Mayoral Boards Team therefore publishes MDs, DDs, ADDs and PDRs on the Decisions page of london.gov.uk. A Decision Form, or part of it (known as a 'Part 2'), may be withheld from publication if the information it contains is considered to be exempt under the Freedom of Information of Act 2000. In other circumstances, the entire Decision Form may be deferred for release at a later date. Such circumstances are relatively rare; and unless the

[29] Direct or indirect and including contingent liabilities.

Governance Team advise otherwise, Decision Forms should be prepared on the basis that they will be publicly available. They should therefore be written so that Londoners and other interested parties are able to understand the nature of the decision and the background.

Decision Form templates and the role of the Governance Team

GLA staff must use the specified relevant Decision Form template. These templates are available on the intranet, together with the guidance on the process that must be followed.

The templates are updated from time to time – so it is important staff ensure they are using the latest version.

The framework for MDs, DDs, ADDs and PDRs is overseen by the Governance Team; and coordinated and administered by the Mayoral Boards Team in Secretariat. This helps ensure each decision has the required authorisations and input. An underlying imperative is to ensure the decision-making process is initiated in a timely manner and the Governance Team should be involved early on.

Part H. The Signatory Permission for Formal Documents

21. Formal Documents

21.1. Some decisions are taken and implemented simply by the decision-maker – the Mayor or a Senior Member of Staff – executing (signing) the relevant Decision Form. Other decisions, however, require a separate or stand-alone instrument or document to be signed and it is this 'Formal Document' that constitutes the exercise of the particular legal power (for example, a direction, notice, order or byelaw). In other cases, a recognised or legal document is required to implement a decision that has already been taken (for example, a contract or a lease). The definition of 'Formal Document' here also extends to an official document of any sort.

Definition of a Formal Document

A 'Formal Document' is a document other than a Decision Form that constitutes, or implements, the exercise of a Mayoral Power or a Company Power, in whatever form and by whatever name the document takes, where the document has or is intended to have legal force and effect.

21.2. There is more detail on the definition at Appendix 7; and Appendix 6 contains a non-exhaustive list of documents that fall within the definition of a Formal Document.

22. Exercising the Signatory Permission

22.1. Under the Signatory Permission set down in this Framework, Formal Documents can be executed (signed and dated) by:

- the Mayor
- a Senior Member of Staff, relying on the General Delegation
- a Manager, where the relevant Senior Member of Staff has, through a Record in Writing, put in place specific provision for that individual to exercise the Signatory Permission in certain, properly and narrowly defined circumstances (generally this will be where there are high volumes of low value Formal Documents requiring signature)
- a Company Director, relying on the Company Delegation or a person authorised by a power of attorney under section 47 of the Companies Act 2006 (see paragraphs 14.6 and 14.7)

and in so doing, taking account of the limitations and requirements below.

22.2. For the sake of clarity, Signatory Permission:

- is the authorisation to execute a Formal Document that constitutes, implements or is otherwise connected or related to the discharge or implementation of a Mayoral Power or a decision supported by a Mayoral Power (or in the context of a GLA Subsidiary Company, a Company Power)
- the Formal Document can be executed for or on behalf of the Mayor, GLA and/or GLA Subsidiary Company

- includes the subsequent variation of the terms of the Formal Document in accordance with the original decision, provided that the basis for that decision and the risks associated with it have not changed materially.

22.3. The Contracts and Funding Code, and related guidance, explains, how, within the parameters directly above and below, contracts and grant agreements must be executed.

23. Related limitations, requirements and considerations

Mayoral Reserved Matters

23.1. The Mayor may execute any Formal Document on their own behalf. But only the Mayor may execute one connected or relating to a Category 1 or Category 2 Reserved Mayoral Matter, unless:

- the Urgency Procedures at section 4 apply, but only in respect of Category 2 Matters
- a Decision Form relating to the matter in question has been approved and the Formal Document is part of implementing the approved decision
- in any other case, the Mayor has authorised a Senior Member of Staff to execute the Formal Document on their behalf.

Areas of responsibility

23.2. In the first instance, the Signatory Permission should be exercised by the Senior Member of Staff whose ambit the Formal Document and any preceding decision falls within, noting:

- the Chief of Staff, Chief Officer, the Chief Finance Officer and the Assistant Director, Strategic Programmes, Corporate Performance and Governance, may exercise the Signatory Permission on behalf of any Specified Senior Member of Staff
- the person providing the Signatory Permission does not have to be the same individual or at same level as the decision taker.

GLA Legal Advisers

23.3. The GLA's Legal Advisers have authority to act as agents for the Mayor, the GLA, a GLA Company Director and/or any GLA Subsidiary Company. As such, the GLA's Legal Advisers have Signatory Permission on their behalf, in respect of any Formal Document those persons could themselves sign or execute.

Corporate seal

23.4. The GLA has a corporate seal. The application of the GLA corporate seal shall be authenticated by the signature of any one of the following:

- the Mayor
- any specified Senior Member of Staff
- if authorised by such a person, one of the GLA's Legal Advisers.

The majority of the GLA's formal documents are executed electronically via DocuSign, and staff should follow the relevant guidance on the Intranet.

Part I. Functional Bodies

24. The Mayor's role vis-à-vis the Functional Bodies

24.1. This Framework does not cover the Mayor's powers and duties where they are acting in a different and specified role within one of the GLA's Functional Bodies; for example, as Chair of TfL. When acting in such roles they are subject to the schemes of delegation and other protocols belonging to the body in question.

24.2. That notwithstanding, the Mayor does have particular powers and duties in respect of these bodies in their Mayoral capacity when operating in the GLA context – and therefore this Framework.

24.3. Specific legislation applicable to the Functional Bodies may require the Mayor to:

- do something themselves
- provide their consent or agree to others doing something
- be consulted.

The most important requirements are summarised below. These include where the Functional Body is required to do something under a statutory Mayoral Direction.[30] Unless specifically listed as a Reserved Mayoral Matter, these decisions may be taken by Senior Members of Staff under the General Delegation.

Functional Body	Governance arrangements falling within the ambit of the Mayor acting in a GLA context
London Legacy Development Corporation (LLDC)	• The Mayor has powers of appointment in respect of LLDC's Board and Committees, including appointing the Chair (a Category 2 Reserved Mayoral Matter), subject to the Assembly non-binding confirmation hearing procedures. They may themselves chair LLDC, but at the time this Framework was updated, they were not the Chair. • The Mayor is required to provide consent to certain matters under the Localism Act 2011 and such consent may be given on their behalf by Senior Members of Staff under the General Delegation. • The Mayor has directed that LLDC (under the LLDC Governance Direction (MD1227, as amended by MD2502)) has standing consent to exercise some of those powers without the matter being referred to the Mayor or following consultation with the Mayor. Other matters must be determined by the Mayor. This Framework and the Direction allows Senior Members of Staff at the GLA to provide that consent on his behalf under the General Delegation, which can be given via a DD or, where a minor matter, via another form of Record in Writing. Where, however, a proposal has significant budgetary, legal or delivery implications for the GLA, or is NCR for the GLA, then the Senior Member of Staff in question should ensure consent is provided not under delegation but by the Mayor through an MD.

[30] A Category 2 Reserved Mayoral Matter requiring an MD.

Functional Body	Governance arrangements falling within the ambit of the Mayor acting in a GLA context
	• The Mayor may issue guidance or Directions to LLDC as to the manner in which it is to exercise its functions, and/or specific Directions as to the exercise of its functions. The LLDC Governance Direction provides a framework for that.
Old Oak and Park Royal Development Corporation (OPDC)	• The Mayor has powers of appointment in respect of OPDC's Board and Committees, including appointing the Chair (a Category 2 Reserved Mayoral Matter), subject to the Assembly non-binding confirmation hearing procedures. They may themselves Chair OPDC, but at the time this Framework was updated they were not the Chair. • The Mayor is required to provide consent to certain matters under the Localism Act 2011. Consent may be given on their behalf by Senior Members of Staff under the General Delegation. • MD2502 approved the OPDC Governance Direction 2019 under which the Mayor has directed that OPDC has standing consent to exercise some of those powers without the matter being referred to the Mayor or following consultation with the Mayor. Other matters must be determined by the Mayor. This Framework and the Direction allows Senior Members of Staff at the GLA to provide that consent on his behalf under the General Delegation, which can be given via a DD or, where a minor matter, via another form of Record in Writing. Where, however, a proposal has significant budgetary, legal or delivery implications for the GLA, or is NCR for the GLA, then the Senior Member of Staff in question should ensure consent is provided not under delegation but by the Mayor through an MD. • The OPDC Governance Direction 2019 sets out how the Mayor will use their powers under Section 220 of the Localism Act to direct OPDC.
Oxford Street Development Corporation (OSDC)	• The Mayor has powers of appointment in respect of OSDC, including appointing the Chair (a Category 2 Reserved Mayoral Matter), subject to the Assembly non-binding confirmation hearing procedures. They may themselves Chair OSDC, but at the time this Framework was updated they were not the Chair. • Members of Committees/Sub-Committees are appointed by the OSDC Board, with the Mayor's approval required in advance for the appointment of Committee/Sub-Committee members who are not Board members. • The Mayor is required to provide consent to certain matters under the Localism Act 2011. Consent may be given on their behalf by Senior Members of Staff under the General Delegation. • MD3453 approved the OSDC Governance Direction 2026 issued under section 220 of the Localism Act, which sets out the circumstances in which the GLA will exercise a consultation and consent function on behalf of the Mayor, where the Mayor has been given such a function under the Act. Other matters must be determined by the Mayor. • This Framework and the Direction allows Senior Members of Staff at the GLA to provide specified consents on the Mayor's behalf under the

Functional Body	Governance arrangements falling within the ambit of the Mayor acting in a GLA context
	General Delegation, which can be given via a DD or, where a minor matter, via another form of Record in Writing. Where, however, a proposal has significant budgetary, legal or delivery implications for the GLA, or is NCR for the GLA, then the Senior Member of Staff in question should ensure consent is provided not under delegation but by the Mayor through an MD. • The OSDC Governance Direction 2026 sets out how the Mayor will use their powers under Section 220 of the Localism Act to direct OSDC.
Transport for London (TfL)	• The Mayor appoints the TfL Board, including its Chair (a Category 2 Reserved Mayoral Matter), subject to the non-binding Assembly confirmation hearing procedures. The Mayor may personally Chair TfL; and at the time of writing did fulfil that role. • The formal approval of the statutory Transport Strategy and fares setting direction under section 174(1) of the GLA Act are Category 2 Reserved Mayoral Matters. • The statutory Transport Strategy falls within the GLA Act and must be also approved via an MD. • The Mayor may direct TfL.
London Fire Commissioner (LFC)	• The Mayor appoints the LFC, a corporation sole, and may also appoint a Deputy Mayor for Fire (a GLA employee or an Assembly Member), subject to the Assembly confirmation hearing procedures (binding if the Deputy Mayor is not an Assembly Member, noting that the LFC cannot be an Assembly member). • The Mayor retains oversight for strategy and budget setting for the LFC, and the LFC in turn is responsible for providing London's fire and rescue service. • The Mayor may direct the LFC. • A standing governance direction is in place (MD2260, March 2018) that delineates those matters requiring Mayoral approval before an LFC decision is taken (the appointment of a Deputy LFC and the final proposed text of the draft London Safety Plan) and other matters requiring the approval of, or prior consultation with, the Deputy Mayor for Fire.
Mayor's Office for Policing and Crime (MOPAC)	• The Mayor is the sole occupant of MOPAC and in that role has oversight and strategy and budget setting responsibilities for the Metropolitan Police Service. • The Mayor may appoint a Deputy Mayor for Policing and Crime (DMPC), subject to the Assembly confirmation hearing procedures (binding if the DMPC is not an Assembly Member). They may delegate matters to them, subject to certain matters being reserved to the Mayor under Police and Social Responsibility Act 2011. • The Mayor has no power of direction over MOPAC: they cannot direct themselves.

Appendix 1. Reserved Mayoral Matters

1. Matters reserved by law to be exercised only by the Mayor (Category 1)

The Mayor may not under statute delegate certain matters; that includes under sections 38 and 380 of the GLA Act. The following is a non-exhaustive list. Each Mayoral Power should be checked to confirm it can be delegated.

GLA Act

- The Mayor's functions under section 36 concerning the making of standing orders for the GLA by the Assembly: see section 36(12).
- The power to delegate functions under section 38 and the power to delegate the Mayor's Culture, Media and Sport functions under Part X of the GLA Act: see sections 38(6)(a) and 380(6)(a) respectively. (This means that the Mayor cannot delegate the power to delegate.)
- The exercise of the functions of a Minister of the Crown delegated to the Mayor under section 39A: see section 39A (6).
- Attendance by the Mayor at Mayor's Question Time meetings, and answering questions put to them at such meetings, under section 45(3).
- Attendance by the Mayor at the annual State of London debate meeting held under section 47.
- Attendance by the Mayor at People's Question Time meetings held under section 48.
- The exercise of the Mayor's power of appointment of any of the 11+2 GLA staff under section 67(1) as amended: see section 38(6)(b).
- Appointments to the London-based Regional Council of the Arts Council of England; the London regional committee or panel of the English Sports Council under section 377A and the Greater London Authority (Mayor of London Appointments) Order 2008 (SI 2008/ 701): see section 380(6)(aa).
- The making of byelaws concerning Trafalgar Square and Parliament Square Gardens under section 385(1) of the GLA Act: see section 380(6)(b).
- The duty to consider a report of the Head of Paid Service prepared under section 2 of the Local Government and Housing Act 1989, and the duty to consider a Monitoring Officer or Chief Finance Officer report.

Other legislation

- The duties imposed on the Mayor to consider a report of the Head of Paid Service or GLA Monitoring Officer under sections 2 and 5 of the Local Government and Housing Act 1989: see sections 72(8) and 73(12) of the GLA Act.
- The Mayor's consideration and attendance at a meeting of the Assembly called to consider a report by the GLA's Chief Finance Officer (section 127 officer under the GLA Act) under section 114 of the Local Government Finance Act 1988. (See: section 115A(9) of the 1988 Act).

- Approving the GLA's annual statement of accounts in accordance with regulation 9(2) of the Audit and Accounts Regulations 2015 (see: regulations 2(1),2(3), and 9(2), and the Local Audit and Accountability Act 2014, sections 2(1), 3 and 45(7-8), and Schedule 2, paragraph 7).
- The decision to issue a direction in relation to a borough's Local Development Scheme under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended).
- The functions of determining and keeping under review how much money the GLA or a Functional Body can afford to borrow under section 3(2) of the Local Government Act 2003: section 3(9) LGA 2003.

2. Matters by policy choice for exercise normally only by the Mayor (Category 2)

The Mayor does not wish to delegate the following matters:[31]

- any decision, to exercise a power, that is Novel, Contentious or Repercussive (NCR)
- approval of the programmes that constitute the delivery portfolio and the allocation of resources to and within a programme
- those Specified Matters listed below.

This list of matters the Mayor does not by policy choice wish to delegate can be considered exhaustive.

Specified Matters

- Appointments to any of the following offices (specified in section 60A of the GLA Act or other legislation as ones to which the Assembly's confirmation hearing procedures under Schedule 4A apply):
    - Chair (if not the Mayor) and/or Deputy Chair of Transport for London (TfL)
    - Deputy Mayor for Policing and Crime
    - London Fire Commissioner (LFC) and Deputy Mayor for Fire
    - Chair (if not the Mayor) of a Mayoral Development Corporation
    - the Mayor's representative as Chair of ReLondon (the London Waste and Recycling Board)
    - Chair of the Cultural Strategy Group (currently fulfilled by the Cultural Leadership Board)
    - Chair and (if the Mayor exercises the power to appoint a Deputy Chair), the Deputy Chair of the London Pensions Fund Authority.
- Appointment to a remunerated position established under section 30 of the GLA Act (disregarding the payment of travel or subsistence expenses and allowances when on official business).
- Any other Mayoral appointment not falling within the above, and where not otherwise expressly delegated, including:
    - any statutory power of appointment to any other position, office or body

[31] Though these matters are subject to the Urgency and Unavailability procedures in section 4.

- any appointment to a non-remunerated position, relying solely on section 30 of the GLA Act
- any appointment of directors of or Mayoral representatives on GLA companies.

- Authorising any member of 11+2 staff not listed at paragraph 9.1 of this Framework to exercise the PSI Application Powers, whether generally or specifically.
- The GLA forming or acquiring interests in any company or other corporate body.
- The disposal of land held by the GLA or a GLA Company for the purposes of housing or regeneration for less than the best consideration that can reasonably be obtained in circumstances where the General Consent issued under section 333ZC of the GLA Act requires that a specific consent from the Secretary of State is required.
- The acquisition by the GLA (including a GLA-Managed Company) of the freehold of any land or the leasehold of land where the lease is for a term of seven years or more.
- The disposal by the GLA (including a GLA-Managed Company) of the freehold of any land or the leasehold of land for a term of seven years or more that does not meet the definition of a Minor Property Disposal.
- Approval in principle to the making of any Compulsory Purchase Order by the GLA under section 333ZA of the GLA Act.
- Approval of the text of the Mayoral strategies listed in section 41(1) for the purpose of submission to the Assembly under section 42B of the GLA Act and their subsequent approval for the purposes of publication as the Mayor's official strategy (other than the making of non-material changes to the text including the correction of errors).[32]
- Approval of the final proposed text of the draft London Safety Plan in accordance with the standing governance direction (set out in MD2260, March 2018).
- The giving of statutory directions and/or guidance to:
  - Functional Bodies: TfL under sections 155(1) and 174(1)[33] of the GLA Act; to the LFC under section 327D of the GLA Act as amended by the Policing and Crime Act 2017; and to a Mayoral Development Corporation (MDC) under section 220 of the Localism Act 2011
  - the London Waste and Recycling Board under sections 356, 357 and 358 of the GLA Act
  - London borough councils as regards their local air quality control functions under section 85 of the Environment Act 1995
  - any other person or body where such a statutory power exists.
- The Mayor's functions concerning the annual budget process, as set out in sections 85 to 99 of the GLA Act, including the Mayor's functions under Schedules 6 and 7, and the presentation of the draft consolidated and final draft budgets to the Assembly under that Schedule.
- The granting of an exemption under section 36 of the Freedom of Information Act 2000 (only in exceptional circumstances and providing it would not be unlawful in the circumstances for the Mayor to grant the exemption).

[32] Such corrections and non-material changes are covered by the General Delegation.
[33] Section 174 of the GLA Act concerns the setting by the Mayor of the general level and structure of TfL public transport fares.

- The confirmation by the Mayor of an order establishing a road user charging scheme under section 295 and Schedule 23 of the GLA Act, including the confirmation of any order varying or revoking such a scheme.
- The approval (where required) of arrangements involving the GLA for the provision or delegation of professional technical or administrative services or functions under section 401A of the GLA Act.
- The giving of Mayoral consent under sections 120 or 121 of the GLA Act to the making of capital or revenue grants between the GLA and a Functional Body and/or between Functional Bodies.
- The giving of Mayoral consent to either of:

    a) the disposal of land by an MDC for less than the best consideration that can reasonably be obtained

    b) the disposal of land that has been compulsorily acquired by the MDC

  as respectively required by section 209 (1) and (3) of the Localism Act 2011.
- Any matter listed in a GLA Company's Articles of Association as requiring the consent of or a decision by the Mayor, including amending the Articles themselves.
- Conducting a Safeguarded Wharves Review and making consequential recommendations to the Secretary of State on removing, applying or reissuing safeguarding directions.

Appendix 2. Actions that can be taken under the General Delegation

The following is a non-exhaustive, illustrative list of the actions that can be taken at any time by specified Senior Members of Staff under the General Delegation.

Action	Notes and requirements
Making a Non-Routine Financial Commitment (including Programme Expenditure) of a value up to and including £10,000	The power to enter into a Non-Routine Financial Commitment (including Programme Expenditure) valued at up to and including £10,000.
Conducting procurement exercises and award of contracts/grants	• The power to undertake, on the GLA's behalf, any value-for-money, public-procurement or grant-award exercise necessary or expedient to implementing a decision. This power must be exercised in accordance with the Contracts and Funding Code. • This includes approving any matter involved in such processes; for example, the procurement procedure to follow, publishing procurement notices, approving specifications, evaluation criteria and tender documents, and selecting the winning bidder. • If, however, the exercise of any procurement function is NCR then an MD must be sought first. • Similarly, if the proposal the procurement relates to involves Non-Routine Expenditure of greater than £10,000, then an approved Decision Form is anyway required and should be finalised prior to procurement beginning formally. • Decision Forms should cover procurement options where that is a planned route for implementing the decision. If a single-source procurement route is being sought, that should form part of the decision.
Setting fees and charges	• The power to waive or to require the payment by any person of any fee, monetary payment or charge and to set these on any permitted basis or scale (for example: cost-recovery, not-for-profit, commercial or trading). • There must be a relevant Mayoral or other power expressly permitting the setting of the fee or charge. These most commonly derive from section 401A of the GLA Act; sections 93 to 99 of the Local Government Act 2003, and under the Local Authorities (Goods and Services) Act 1970). • The Chief Finance Officer must have been consulted about any potential budgetary implications of making or waiving the fee, payment or charge. • The setting of fares for TfL's public passenger transport services is a Reserved Mayoral Matter.
Making Compulsory Purchase Order (CPO) compensation payments	• The power to settle CPO Compensation Claims of any value (including those over £250,000) may be approved by the Executive Director of Housing and Land, and the Assistant

Action	Notes and requirements
	Director, Financial Services, acting jointly and following advice from the GLA's retained professional advisors as to the appropriate level of payment. • In the absence or unavailability of either of the above officers, the Assistant Director of Land and Development, and the Senior Finance Business Partner, respectively, may act in their place. • Given the commercial requirement to act quickly in these cases, the exercise of this delegation does not require a Decision Form.
Minor Property Disposals (MPD)	• The power to undertake certain property and land transactions that fall within the category of Non-Routine Financial Commitment. An MPD constitutes any of the following: ○ the disposal of any land holding for £250,000 or less ○ the granting of investment or meanwhile leases for seven years or more where the rental value is below £10,000 per annum ○ the granting of leases, for seven years or more, to utility companies or statutory bodies to enable them to provide services to a GLA or GLA-Managed Company development; or to a third-party development supported by or in alignment with the priorities of the GLA/a GLA-Managed Company ○ the transferring of land to or from the GLA or a GLA-Managed Company to correct errors (or discrepancies with official plans at Land Registry) in boundary lines or rights of access in legal documents with adjoining owners up to the value of £250,000. • But note the following are not MPDs, irrespective of whether or not they meet any of the criteria above: ○ the disposal of land or property for less than best consideration ○ any disposal that might be considered NCR ○ any disposal that does not clearly align to the strategic priorities of the GLA or relevant GLA-Managed Company ○ any Routine Land and Property Transaction, which is considered a Routine Financial Commitment under this framework.
Conducting negotiations and agreeing the terms of Formal Documents	The power to undertake on the GLA's behalf discussions or negotiations with relevant parties and to agree the terms of any decision or action to be taken and the terms of any connected or related Formal Document.
Taking legal advice and instructing legal proceedings	• The power to take advice from the GLA's Legal Advisers and to instruct them to undertake any legal proceedings for or on behalf of the Mayor and/or GLA. Includes taking any action considered necessary or expedient in order to pursue, protect or defend the Mayor's or GLA's interests in any actual or threatened legal proceedings. • In exercising this power, GLA staff should: ○ liaise with the Chief Finance Officer, including in relation to: incurring expenditure on legal or expert support; and any

Action	Notes and requirements
	significant proposal to commence or be a party to or to settle or withdraw from proceedings or to pay damages, compensation or costs ○ cooperate with the GLA's Legal Advisers, who are to have sole care and conduct of the proceedings ○ keep a Record in Writing of decisions or actions taken regarding significant steps or stages in the proceedings • The requirement to complete a Decision Form at the appropriate level in accordance with this Framework remains. • Legal action may also potentially be NCR. If there is any doubt the Chief of Staff should be consulted and the provisions at paragraphs 18.2-18.4 followed.
Publishing material	• The power to publish on the Mayor's and/or GLA's behalf any appropriate material or document on the GLA's website or within other publications (including advertising); and to arrange for any printing and supply (including at a fee) to any person. • The Assistant Director of External Relations or the Head of Media should be consulted.
Signing Formal Documents (Signatory Permission)	• The power to execute or sign, for or on behalf of the Mayor and/or the GLA, GLA Subsidiary Company or Company Director any Formal Document connected or related to the decision in question or necessary or expedient to implementing it. • This power must be exercised in accordance with Part H.
Providing consent to the decision of a GLA Arm's-Length Company (where not a matter reserved for the Mayor)	Officers are expected to take a risk-based decision as to whether or not a Decision Form should be used to progress the consent, with reference to the financial, reputational and other potential impacts on the GLA.
Traffic Designation Orders	Can be exercised at Director/Assistant Director level through a Decision Form.

Appendix 3. Specified Senior Members of Staff

1. Corporate Directors

GLA staff classified as Corporate Directors for the purposes of this Scheme:

- Chief of Staff *
- Chief Officer (incorporating roles as Head of Paid Service and Greater London Returning Officer)
- Executive Director of Communities and Skills
- Executive Director of Corporate Resources and Business Improvement
- Executive Director of Housing and Land
- Executive Director of Good Growth
- Executive Director of Strategy and Communications
- Executive Director of Assembly Secretariat
- Chief Finance Officer

2. Mayoral Appointees

Mayoral Appointees for the purposes of this Scheme:

- Statutory Deputy Mayor and Deputy Mayor for Children and Families #
- Deputy Mayor for Housing and Residential Development *
- Deputy Mayor for Planning, Regeneration and the Fire Service *
- Deputy Mayor for Culture and the Creative Industries *
- Deputy Mayor for Communities and Social Justice*
- Deputy Mayor for Business and Growth*
- Deputy Mayor for Environment and Energy *
- Deputy Mayor for Transport *
- Chief of Staff *
- Deputy Chief of Staff *
- Assistant Chief of Staff and Mayoral Director, Operations *

- Assistant Chief of Staff and Mayoral Director, Communications and Strategy*
- Assistant Chief of Staff and Mayoral Director, Government, Political and Strategic Engagement*
- Mayoral Director, Global Relations and Communities

* Denotes GLA staff appointed by the Mayor under section 67(1) of the GLA Act (as amended by the Policing and Crime Act 2017). Note the Chief of Staff is both a Corporate Director and a Mayoral Appointee under this scheme.

Appointed as Statutory Deputy Mayor under section 49(1) of the GLA Act; the appointee is therefore an Assembly Member and not a member of staff. The Statutory Deputy Mayor is authorised by the Mayor to exercise Mayoral Powers in accordance with the framework set out in this Mayoral Decision-Making document under sections 38(1) and (2)(a) of the GLA Act.

3. Other Members of Senior Staff

Good Growth

- Assistant Director of Planning and Regeneration
- Assistant Director of Culture and the Creative Industries
- Assistant Director of Grants
- Assistant Director of Environment and Energy
- Assistant Director Connectivity, Air Quality, Transport and Infrastructure
- Head of City and Place

Housing and Land

- Royal Docks Programme Director
- Assistant Director of Investment and Operations
- Assistant Director of Land and Development
- Head of Area (North West)
- Head of Area (North East)
- Head of Area (South)
- Assistant Director of Building Safety
- Head of Specialist Housing and Services

Communities and Skills

- Assistant Director of Skills and Employment
- Assistant Director of Social and Economic Inclusion
- Assistant Director of Young London and Communities

- Group Director of Public Health

Strategy and Communications

- Assistant Director of External Relations
- Assistant Director of Strategy, Insight and Intelligence
- Director of London Resilience
- Assistant Director of Public Affairs and Strategic Partnerships

Chief Officer

- Director of GLA Group Collaboration
- Monitoring Officer

Corporate Resources and Business Improvement

- Director of Digital
- Assistant Director of People
- Head of Facilities Management

Chief Finance Officer's Directorate

- Assistant Director of Group Finance
- Assistant Director of Financial Management

Assembly Secretariat

- Assistant Director of Scrutiny and Investigation
- Assistant Director of Committee and Member Services

Appendix 4. List of GLA Subsidiary Companies

1. Greater London Authority Holdings Limited

Status	GLA Managed Subsidiary Company
Type	UK company limited by shares
Company number	07923665
Directors	• David Bellamy • Tim Steer
Shareholder	Greater London Authority
Shareholder's representative	Chief Finance Officer

2. GLA Land and Property Limited

Status	GLA Managed Subsidiary Company of GLA Holdings Ltd
Type	UK company limited by shares
Company number	07911046
Directors	• David Bellamy • Tom Copley • Tim Steer • Sarah Birt
Shareholder	Greater London Authority Holdings Limited
Shareholder's representative	Chief Finance Officer

3. GLA Housing Investments (Silvertown) Ltd (GLAHIS)

Status	GLA Managed Subsidiary Company of GLA Holdings Ltd
Type	UK Private Company limited by shares
Company number	16868567
Directors	• Marc Jacquemond • Dan Maton • Richard Irish • Neil Wilcox
Shareholder	Greater London Authority Holdings Ltd
Shareholder's representative	Executive Director of Housing and Land

4. SME Wholesale Finance (London) Limited (trading as Funding London)

Status	GLA Managed Subsidiary Company
Type	UK private company limited by guarantee without share capital
Company number	05165896
GLA Director	Alex Conway
Shareholder	N/A
Member's representative	Chief Finance Officer

5. GLIF Limited

Status	GLA Arm's-Length Subsidiary Company of SME Wholesale Finance (London) Limited
Type	UK private company limited by guarantee without share capital
Company number	11403390
GLA Director	N/A
Shareholder	N/A
Member's representative	N/A (oversight through SMEWFL)

6. London Treasury Limited

Status	GLA Arm's-Length Subsidiary Company of GLA Holdings Ltd
Type	UK company limited by shares
Company number	11035820
GLA Director	N/A
Shareholder	Greater London Authority Holdings Limited
Shareholder's representative	Chief Finance Officer

7. London Power Co. Ltd

Status	GLA Managed Subsidiary Company of GLA Holdings Ltd
Type	UK company limited by shares
Company number	12113294
GLA Directors	• Mete Coban • Phillip Graham • Megan Life
Shareholder	Greater London Authority Holdings Limited
Shareholder's representative	Chief Finance Officer

8. LTLF GP Ltd

Status	GLA Arm's Length Subsidiary Company of London Treasury Ltd
Type	Company limited by shares and incorporated in Scotland
Company number	SC679933
GLA Directors	N/A
Shareholder	London Treasury Limited
GLA's representative	N/A (oversight through London Treasury Ltd)

9. London Stadium LLP

Status	GLA Arm's-Length Subsidiary Company of GLA Holdings Ltd
Type	Limited Liability Partnership
Company number	OC376732
GLA Board Members	• David Bellamy • Dianne Tranmer • Felicity Appleby
Shareholder	GLA Holdings has 99 per cent membership interest in E20 LLP and controls the remaining 1 per cent interest through its ownership of Stratford East London Holdings Limited
Shareholder's representative	Tim Steer

10. Stratford East London Holdings Limited

Status	GLA Arm's-Length Subsidiary Company of GLA Holdings Ltd
Type	UK private company limited by shares
Company number	101088870
GLA Director	David Bellamy Dianne Tranmer
Shareholder	Greater London Authority Holdings Limited
Shareholder's representative	Tim Steer

11. LS 185 Limited

Status	GLA Arm's-Length Subsidiary Company of London Stadium LLP
Type	UK private company limited by shares
Company number	09359341
GLA Director	n/a
Shareholder	London Stadium LLP

Appendix 5. Format for progressing and recording decisions

The table below sets out the required format for progressing and recording particular decisions by the Mayor, under the General Delegation and by GLA staff generally in other circumstances.

Decision	Document	Notes
Any GLA Decision requiring a Decision Form under the table at paragraph 17.3 (NCR matters and all Non-Routine Financial Commitments)	The Decision Form providing the required level of authorisation	The Decision Form is, together with its supporting and referenced documents, a sufficient record of the decision.
Significant changes to the provisions of Mayoral Decision-Making in the GLA (this Framework)	Mayoral Decision Form (MD)	See section 2, including the delegated arrangements that are in place and require only that a Record in Writing be made.
Significant changes to the provisions of other key governance documents	MD	• The Governance Team can advise on what constitutes a 'key' governance document. • In some cases, there will be other approvals required; for example, that of the London Assembly and/or Head of Paid Service.
Significant updates to, and the introduction of, important internally focussed policies and procedures	A Director Decision Form (DD)	Where not requiring an MD but of GLA-wide significance; for example, making significant changes to the GLA's Anti-Fraud Framework.
Category 1 Reserved Mayoral Matters (not otherwise specified in this table)	MD	The Mayor's attendance at the specified meetings and events does not need to be documented except in so much a record should be kept of the meeting in the usual way.
Category 2 Reserved Mayoral Matters (not otherwise specified in this table)	MD	• If either a Category 2 decision taken under the Urgency Procedures at section 4 or because Permission to Proceed for an NCR matter has been given under paragraph 18.4, then consult the Governance Team and use a Decision Form appropriate to the

Decision	Document	Notes
		seniority of the decision-maker and importance of the matter. • Statutory Mayoral Directions may be contained in a letter or other document appended to the MD authorising the Direction.
Mayor's GLA Group budget proposals and budget	The consultation budget proposals and budget documents themselves	This covers the consultation budget proposals, Draft Consolidated Budget and the Final Draft Budget including transfers to/from reserves, council tax and business rates allocations as presented to the Assembly.
Details of the Mayoral component of the GLA's own annual budget	MD	Determines what is Programme and what is Non-Programme Expenditure for the purpose of this Framework.
Appointment to a remunerated position established under section 30 of the GLA Act	MD	The payment of travel or subsistence expenses/allowances when on official business does not amount to remuneration.
All other Mayoral appointments, including Mayoral consent to an appointment by a Functional Body or other entity	Mayoral letter	Includes: • any appointments subject to the Assembly confirmation hearing procedures under Schedule 4A of the GLA Act, all 11+2 GLA staff appointments under section 67(1) of the GLA Act as amended • any other statutory power of appointment to a position, office or body • any appointment to a non-remunerated position relying on section 30 of the GLA Act • any appointments as GLA Directors of GLA companies unless otherwise specified in the company articles or the MD establishing the company.
Receipt of additional income for projects already approved through a Delivery Plan; and expenditure and other decisions taken by an SRO, for which the Mayor has	PDR	• Parameters will have been set out in the Delivery Plan MD. • A specific template must be used. • PDRs are prepared by the SRO, submitted to MDB for information

Decision	Document	Notes
given a specific delegation in the Decision Form approving a Delivery Plan		and published in accordance with transparency requirements
Approval of Other Non-Routine Commitments for which the Mayor has given a specific delegation	DD (or ADD if the delegation was to a specified Other Member of Senior Staff)	• The Mayor must, via an MD, have given approval for a Senior Member of Staff to take the decision. Unless specified otherwise, this delegation will be exercised through a Decision Form (DD or ADD). • The Decision must remain within the parameters set by the MD.
CPO Compensation Payments of any value	Routine record keeping (ensuring an appropriate audit trail)	Delegated to the Executive Director of Housing and Land and Assistant Director, Financial Services.
Exercise of town and country planning powers	Any of the following, as advised by the Assistant Director for Planning and Regeneration: • Letter • Report to Mayor's/ Deputy Mayor's Planning Meeting • Statutory notice or document in appropriate or prescribed form • Decision Form • Record in Writing	• Includes the exercise of PSI Application Powers by Mayoral Appointees listed at paragraph 9.1. • Letters may be signed for and on behalf of the Mayor or on behalf of the Mayoral Appointees by the Assistant Director for Planning and Regeneration, anyone reporting to that post, or as listed in the Local Development Documents Delegation Table, which has further detail about the Local Plan Documents Delegation.
Minor Property Disposal (MPD)	A Record in Writing (Decision Form not normally required)	• The Record in Writing should set out the relevant facts and advice and confirm that the Senior Member of staff both: a) agrees the disposal constitutes an MPD, including it aligns with relevant strategic priorities b) agrees with the proposed disposal(s). • The Housing and Land Directorate shall maintain and periodically publish a schedule of all disposals

Decision	Document	Notes
		to meet transparency requirements.
Other matters falling within the General Delegation	As appropriate according to circumstances, but normally either a DD or a Record in Writing	The Governance Team can advise on the appropriate approval route and record.
Routine expenditure of any value	Record in Writing	• Falls within the General Permission to All GLA Staff. • Includes Routine Land and Property Transactions.
Mayoral consent under sections 120 or 121 of the GLA Act to the making of capital or revenue grants between the GLA and a Functional Body and/or between Functional Bodies	MD	The Mayor must approve both the making of the grant and the receipt of it.
Work in support of decisions	Record in Writing	Falls within the General Permission to All GLA Staff.
Signing off Borough Local Implementation Plans (LIPs)	DD	The Mayoral responsibility to approve or refuse LIPs (plans prepared by each London borough that set out how they will deliver the Mayor's Transport Strategy within their borough) may be approved by the relevant Director in consultation with the Deputy Mayor for Transport.
Traffic Designation Orders	DD or ADD	Where responsibility for a piece of road transfers between TfL and a borough as part of an improvement scheme, the GLA Act gives the GLA the relevant order-making powers in the Highways Act 1980 and Road Traffic Regulation Act 1984.
Actions and decisions of a GLA Subsidiary Company and/or a Company Director, unconnected with the implementation of a GLA Decision	As required by the Company's Articles, or as otherwise determined by the Company or company law	Falls within the Company Delegation.

Decision	Document	Notes
A GLA Company's Implementing Action	No additional record is required, unless specified by the Company's Articles, or as otherwise determined by the Company or company law	
Mayoral approval of Reserved Matters under the Articles of Association of a GLA Arm's-Length Company	Mayoral Letter or other Record in Writing	Except where the Chief of Staff or the Chief Finance Officer determines that the matter is NCR, or otherwise requires an MD Form.
Assessing applications to transfer local authority owned homes in London to a new landlord, made by tenant groups under the Housing (Right to Transfer from a Local Authority Landlord) (England) Regulations 2013, and deciding whether an application should be approved	MD or DD	In line with delegations and criteria set out in MD2866.
Assessing applications to transfer local authority owned homes in London to a new landlord, made by local authorities under the Housing Act 1985, and deciding whether an application should be approved	MD or DD	In line with delegations and criteria set out in MD2866.
Adding new programmes and projects to the list of schemes where the GLA has delegated its powers under sections 30 and 34 of the GLA Act 1999 to Homes England to undertake professional, technical or administrative activities	Record in Writing	In line with the delegation to the Executive Director, Housing and Land and related procedures set out in MD3023 and MD3378 (Building More Homes).

Local Development Documents Delegation Table: Approval routes and records required

Nature of consultation	Consultation with/via	Delegation to
All controversial[34] Local Plan proposals	• Mayor's Planning Meeting, or • Deputy Mayor with responsibility for Planning	• Assistant Director Planning and Regeneration • Head of London Plan and Growth Strategies
Regulation 21 Statement of Conformity	• Mayor's Planning Meeting, or • Deputy Mayor with responsibility for Planning	• Assistant Director Planning and Regeneration • Head of London Plan and Growth Strategies
Regulation 19 (Draft Submission) Local Plan Consultations	• Mayor's Planning Meeting, or • Deputy Mayor with responsibility for Planning	• Assistant Director Planning and Regeneration • Head of London Plan and Growth Strategies
Regulation 18 (Issues and Options): Non-London Plan conforming	Deputy Mayor's Planning Meeting	• Assistant Director Planning and Regeneration • Head of London Plan and Growth Strategies
Regulation 18 (Issues and Options): London Plan Conforming	Head of London Plan and Growth Strategies	• Principal Planner/Team Leader- London Plan and Growth Strategies • Other Planning officer above grade 10
Supplementary Planning Guidance	Head of London Plan and Growth Strategies	• Principal Planner/Team Leader- London Plan and Growth Strategies • Other Planning officer above grade 10
Area Action Plans	Head of London Plan and Growth Strategies	• Principal Planner/Team Leader- London Plan and Growth Strategies • Other Planning officer above grade 10
Borough Community Infrastructure Levies	Head of London Plan and Growth Strategies	• Principal Planner/Team Leader – London Plan and Growth Strategies

[34] As identified by either the Mayor, Deputy Mayor for Planning, Regeneration and the Fire Service or GLA officers

Nature of consultation	Consultation with/via	Delegation to
		• Other Planning officer above grade 10
Neighbourhood Plans	Head of London Plan and Growth Strategies	• Principal Planner/Team Leader- London Plan and Growth Strategies • Other Planning officer above grade 10
Evidence/Statements for Examinations	• Assistant Director Planning and Regeneration, or • Head of London Plan and Growth Strategies, or • Head of Development Management	• Principal Planner/Team Leader- London Plan and Growth Strategies • Other Planning officer above grade 10
Plans outside London	Head of London Plan and Growth Strategies	Principal Planner/Team Leader- London Plan and Growth Strategies or other Planning officer above grade 10

Appendix 6. Examples of Formal Documents

The following is a non-exhaustive list of documents within the definition of 'Formal Document' in this Framework:

- byelaws, for example for Trafalgar Square and Parliament Square
- certificates, designations, specifications or confirmations of any kind
- company forms: articles and memorandum of association, share certificates, etc
- transfers, conveyances, contracts and agreements relating to land or interests in land of all kinds; for example, to create, acquire, grant, transfer, sell, extinguish or dispose of land and/or interests in land of any type
- contracts of all other kinds; for example, contracts of employment, contracts for works, services or supplies, intellectual and other tangible or intangible property, etc
- consents or approvals of any kind
- 'court process' documents of any kind used before any court or tribunal or arbitrator or similar person/body having appropriate jurisdiction whether in England and Wales or elsewhere; for example, claim forms, summonses, acknowledgements of service, defences, witness statements, orders, notices
- section 106 and development agreements and similar
- agreements under section 5 or section 278 of the Highways Act 1980
- directions of any kind; for example, from the Mayor to a Functional Body, to London boroughs regarding air quality or local implementation plans, to waste disposal and collection authorities
- regulations of any kind
- grant agreements
- guarantees and indemnities
- leases, assignments and similar
- official letters, demands, opinions and accounts
- loan, borrowing and finance agreements
- memoranda of understanding, heads of terms or agreement, side letters and letters of intent and the like (including where subject to contract) – as although not legally binding, they have legal significance
- mortgages or charges or debentures
- notices of any kind; for example, notices of entry or to treat, notices to quit, notices under the Companies Acts, shareholder notices

- orders of all kinds; for example, compulsory purchase orders, road traffic orders, GLA road and side-road designation orders
- partnership agreements; for examples, LLPs or limited partnerships
- procurement documents of all kinds including OJEU notices of any type, invitations to negotiate or tender, conditions of contract and similar
- share certificates, stock forms and similar
- statutory transfer schemes.

Appendix 7. Definitions and interpretation

Term	Definition
11+2	Those staff appointed by the Mayor under section 67(1) of the GLA Act: the two political advisers under subsection 67(1)(a); and the 11 other staff under subsection 67(1)(b) (as amended by the Policing and Crime Act 2017). Note if the Mayor is making the full 11 appointees, one must be a Deputy Mayor for Fire.
Acting Mayor	The Statutory Deputy Mayor (in the first instance) or the Chair of the Assembly (if there is no Statutory Deputy Mayor) when acting as Mayor because the Mayor is Unable to Act in accordance with schedule 4 of the GLA Act. References in this Framework to the Mayor will in such cases include the 'Acting Mayor'.
Acting Senior Member of Staff	An individual acting in the place of one of the Senior Member of Staff listed at Appendix 3. This will be formally documented, and be either for a defined period of time while the substantive post holder is away from the office; or while someone is acting up. The person in question is, during this period, considered a Senior Member of Staff for the purpose of this Framework.
Affordable Homes Programme	Programme for the funding or provision of affordable homes as that term is defined in the Glossary of the National Planning Policy Framework (March 2012) or any successor document.
GLA Company/Subsidiary Company	A company under the Companies Act 2006 and, where relevant, a limited liability partnership under the Limited Liability Partnerships Act 2000 and as specified at Appendix 4 ('Subsidiary' has the meaning given it in section 1159 of the Companies Act 2006).
GLA Managed Company	A GLA Company as defined above for which decision-making is largely integrated with that of the GLA. As a consequence, most of its decisions are GLA decisions that are progressed as such and as per this document.
GLA Arm's-Length Company	A GLA Company that operates at arm's length and for which, except for a few specified areas, has decision-making that operates largely independently of that of the GLA.
Category 1/2 Reserved Mayoral Matter	See 'Reserved Mayoral Matter' below.

Term	Definition
Company Power	A GLA Company's legal powers to do things that are described in its Memorandum or Articles of Association, common law powers and statutory powers transferred, conferred or imposed by legislation on the company itself. Generally speaking, a company that is a GLA Subsidiary Company cannot do things that the Mayor and/or GLA have no Mayoral Power to do.
Corporate Director (GLA rather than Company)	The Chief of Staff, the Chief Officer or an Executive Director, specified at Appendix 3.
CPO Compensation Claims	Claims for compensation against the GLA as a result of the making of any Compulsory Purchase Order, including any liabilities transferred to the GLA as statutory successor of the Homes and Communities Agency, London Development Agency, London Thames Gateway Development Corporation or other body under a statutory transfer scheme.
Decision	The act of determining to use a Mayoral Power, or in the context of a GLA Subsidiary Company, a Company Power (including where it takes decisions or actions under the Implementing Action Authorisation).
Decision Form	One of: Mayoral Decision Form (MD), Director Decision Form (DD), Assistant Director Decision Form (ADD), Programme Decision Record (PDR) or Delegated Authority Record (DAR). All but the latter must be subject to the formal decision-making process administered by the Mayoral Boards Team.
Delivery Plan	A plan for each programme within the portfolio, setting out detailed and costed projects that will deliver the outcomes set out in the mandate for that programme issued by the Mayor; and requiring approval through a Mayoral Decision Form (MD).
Formal Document	A document other than a Decision Form that constitutes or implements the exercise of a Mayoral Power or a Company Power, in whatever form and by whatever name the document takes, where the document has or is intended to have legal force and effect or legal significance. Note: • this definition applies whether the Mayor, GLA or GLA Subsidiary Company is the sole signatory or a signatory with other parties • it applies where nil or a stated value or other consideration (including nominal consideration or value) passes under the document (i.e. there is nil or only nominal consideration) • it applies whether the document is executed as a deed or not

Term	Definition
	• it applies whether the form of execution is a personal signature or by affixing and attesting a corporate seal or it is executed by electronic means through DocuSign • it includes all associated documentation required by judicial, legal, administrative, public or official bodies undertaking functions in respect of the Formal Document or its subject matter; for example, High Court or County Court process documents, Land Registry forms, Memorandum or Articles of Association and Companies House forms, Charity Commission forms, shares and stock certificates • it also includes side letters, memorandums of understanding, ways of working documents and heads of terms, which are not themselves legally binding but nonetheless have legal significance.
The General Delegation	The authorisation to specified Senior Members of Staff under sections 38 and 380 of the GLA Act to exercise Mayoral Powers where they are not a Reserved Mayoral Matter or covered by a separate delegation within this document.
General Staff Authorisation	The permission given to all GLA Staff under sections 38 and 380 of the GLA Act, set out in Part C, to do anything on behalf of the GLA (including the Mayor, Senior Staff Members a GLA Subsidiary Company or its Directors) that facilitates, or is conducive or incidental to, them preparing for, making or implementing a decision or other legitimate activity under this Framework (where not a Reserved Mayoral Matter or covered by a separate delegation within this document).
GLA Act	The Greater London Authority Act 1999 (as amended).
GLA Company Director	A Senior Member of Staff who is a director of a GLA Subsidiary Company, listed at Appendix 4.
GLA Decision	Any decision involving the use of a Mayoral Power in a GLA context.
GLA Legal Advisers	Transport for London's General Counsel and its Legal Directorate (or such other Legal Advisers to the GLA as may be appointed by the Executive Director of Corporate Resources and Business Improvement from time to time).
GLRO and Deputy GLRO (and GLRO Decisions)	The Greater London Returning Officer and their appointed Deputy and any decisions made by either. GLRO decision-making is not explicitly covered by this Framework and is subject to separate

Term	Definition
	rules but a similar process involving a GLRO (or DGLRO) Decision From.
Governance Team	The Assistant Director of Strategic Programmes, Corporate Governance and Performance; and the Head of Performance and Governance.
Implementing Action Authorisation	An Implementing Action is one taken by a GLA Managed Company or GLA Company Director to implement an approved GLA Decision. GLA Company Directors have a standing authorisation to undertake Implementing Actions, which includes doing anything incidental or conducive to, or that facilitates, the implementation of that decision.
The Local Development Document Delegation	A delegation from the Mayor to GLA staff to exercise their powers to respond on their behalf when the Mayor is consulted on a Local Development Document. The approval levels are specified in the Local Development Document Delegation Table at Appendix 5.
Managed Company Director Delegation	The authorisation granted by a GLA Managed Company to a GLA Managed Company Director to take actions and decisions, and to exercise Company Powers for and on behalf of the Company, within the limitations and on the terms set out in this Framework.
Manager (for approval of expenditure up to £10,000)	A GLA member of staff who reports directly to an Assistant Director, or Head of Unit or otherwise; and has senior responsibilities in the area in question. Note: where the authorising Manager is not the Budget Holder, then they must separately seek, receive and retain approval from the relevant Budget Holder.
Mayoral Appointee	One of the 11+2 members of GLA staff appointed by the Mayor under section 67(1) of the GLA Act (as amended by the Policing and Crime Act 2017) and the Statutory Deputy Mayor in respect of their role as part of the Mayor's Team, and as listed at Appendix 3.
Mayoral Power	The Mayor's lawful ability, or the requirement on them, to do something through the exercising of a legal power or duty (a 'function'). It includes common law powers and statutory powers transferred, conferred or imposed by any Act of Parliament, any Direction or Regulation of the European Union or secondary or subordinate legislation or byelaw of any kind (whenever passed or amended) on:

Term	Definition
	• the office of the Mayor of London directly, or • the GLA but which, as a result of section 35 of the GLA Act, is exercisable only by the Mayor acting on behalf of the GLA, and includes the exercise by the Mayor of any power they are required to exercise jointly with the Assembly. It includes the power of the Mayor to do something, provide their consent or agreement to another natural or legal person doing things or to respond when consulted including where any such requirement arises as a result of a direction to such a person by the Mayor. A Mayoral Power includes the power to do anything that facilitates, or is conducive or is incidental to, the exercise of the function in question.
Mayoral Development Corporation (MDC)	A Mayoral Development Corporation established under section 198 of the Localism Act 2011, of which there are currently three: the London Legacy Development Corporation (LLDC), the Old Oak and Park Royal Development Corporation (OPDC), and the Oxford Street Development Corporation (OSDC)
Minor Property and Land Transactions	Those categories of transaction as defined in Appendix 2.
NCR	A proposal that could be objectively considered Novel, Contentious or Repercussive; and is therefore a Category 2 Reserved Mayoral Matter requiring a Mayoral Decision Form. See also 'Permission to Proceed', below.
Non-Routine Expenditure	Any one of: • Programme Expenditure • income or monetary payments in favour of the GLA (unless a Routine Land and Property Transaction, or the Governance Team advise otherwise), including creating an obligation to pay • a contingent liability (unless a Routine Land and Property Transaction, on normal commercial terms, or the Governance Team advise otherwise) • large contracts for services or expenditure on infrastructure works that have significant financial implications for the GLA and its ability to secure value for money

Term	Definition
	• framework contracts that do not in of themselves require a commitment of spend, but which nonetheless are significant • anything else falling outside the definition of Routine Expenditure.
Other Specified Member of Senior Staff	An Assistant Director or Head of Unit specified at Appendix 3, and authorised to act under the General Delegation.
Part 2	The part of a Decision Form, that where required, sets out information exempt from publication under the Freedom of Information Act 2000; and is not published until such time as the information may cease to be exempt.
Permission to Proceed	The clarification that a proposal is not considered Novel, Contentious or Repercussive – given by one of the Mayor, Chief of Staff, Head of Paid Service, Chief Finance Officer or Governance Team (as appropriate) – so allowing a Senior Member of Staff to proceed without a Mayoral Decision.
Portfolio	The GLA delivery 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 set of programmes, which the Mayor commissioned his organisations to deliver via establishing the programmes.
Programme Decision Record (PDR)	A published decision form which records details of decisions taken by SROs pursuant to delegated authority conferred by the Mayor, in approving a Delivery Plan.
Programme Expenditure	Any expenditure from budgets delineated as Programme Budgets in the detailed GLA annual budget, or budgets otherwise categorised as Programme. A type of Non-Routine Financial Commitment.
Potential Strategic Importance (PSI) Application Powers	The functions exercisable under sections 2A to 2F of the Town and Country Planning Act 1990 (as amended) and the Town and Country Planning (Mayor of London) Order 2008 (SI 2008/580, as amended. (Note the definition of what amounts to a PSI Application is set out in the Schedule to the 2008 Order.)
The PSI Application Powers Delegation	The standing delegation of the above powers to certain Mayoral Appointees as per paragraph 8.4 of this Framework.

Term	Definition
Record in Writing	A record, in auditable form, of a decision or a matter related to a decision – whether in hard or soft copy, a memo, a report or an email – that is properly filed or archived and is capable of retrieval and publication.
Reserved Mayoral Matter	Powers that may only be exercised by the Mayor, either by law (Category 1) or out of policy choice (Category 2) and that as such fall outside the General Delegation (subject to the Urgency procedures). An indicative list of the former and a definitive list of the latter are at Appendix 1.
Routine Expenditure	Expenditure from Non-Programme Budgets that is deemed to be approved at the point the detailed GLA annual budget is approved, noting the exceptions at paragraph 18.8.
Routine Land and Property Transaction (RLPT)	An RLPT includes, noting the caveats below, any transaction by the GLA or a GLA-Managed Company concluded at arm's length on normal commercial terms that involves the disposal of land or any interest in land or any licence or contractual term relating to or connected with land. This covers: • the granting of leases • tenancies • assignments • short term licences • consents in relation to easements • rights of light • amendments to existing contractual relationships of a non-financial nature (for example, the relaxation of user clause) • amendments to existing contractual relationships of a financial nature (for example, rent review or adjustment of rent or payment period to assist tenant if in the interest of the GLA) • relaxation, removal or other aspects relating to charges and historical grant/endowment situations where they relate to property inherited from predecessor bodies. An RLPT excludes: a) the acquisition of land b) either the

Term	Definition
	i) disposal of the freehold of any land ii) the leasehold of land where the lease is for a term of seven years or more.
Senior Member of Staff	A member of staff specified at Appendix 3, comprising: • the GLA's Corporate Directors • Mayoral Appointees • Other Senior Members of Staff. It may also include a member of staff acting up into that role (Acting Senior Member of Staff) generally; or, in a specific instance, given permission to act in her or his place as per the requirements set out elsewhere.
Senior Responsible Owner (SRO)	A Senior Member of Staff appointed by the Mayor, and to be held accountable by them, for the delivery of a programme approved by the Mayor in response to a Mayoral mandate.
Signatory Permission	The ability under this Framework to exercise Formal Documents, as detailed at Part H of this document.
Specified Activities Order	An order made by the Secretary of State under section 34A of the GLA Act requiring the GLA to channel all its commercial activities through a trading company.
Specified Matter	In the context of a Category 2 Reserved Mayoral Matter, a specific power (listed at Appendix 1) the Mayor has decided as a matter of policy choice not to delegate, subject to the Urgency and Unavailability Procedures.
Staff	GLA Staff appointed under either section 67(1) or (2) of the GLA Act.
Unable to Act	Where the Mayor is 'Temporarily Unable to Act' as described under the GLA Act and allowing for the related provisions to come into effect. Distinct from being Unavailable to Act. The Urgency Procedures do not apply.
Unavailable to Act/ Urgency and Unavailability Procedures	Where the Mayor is able but otherwise unavailable to act or is conflicted or wishes not to prejudice their future involvement. In this case, Category 2 Reserved Mayoral Matters may be exercised by another individual as per the Urgency Procedures at section 4.

Annexe A: Rules regarding specific programmes

1. Rules concerning Land Investment Programmes

In December 2017, the Mayor established a £250 million Homes for Londoners Land Fund, drawn from the GLA's housing and land resources and receipts, as an investment fund for buying and preparing land for new and affordable housing in support of the Mayor's London Housing Strategy.

The Mayor's decision to approve the Scheme (Mayoral Decision (MD) 2207) provided a standing delegation for individual spending decisions to be taken by the Executive Director of Housing and Land, with the involvement of Housing and Land's Investment Committee – which scrutinises proposals for intervention; and makes decisions on asset acquisitions and disposals in accordance with an Investment Strategy. Such decisions must be authorised through a Director Decision Form (DD).

The purpose of the delegation is to allow the GLA to respond swiftly to opportunities for intervention in a fast-paced property market where transactions take place at speed. The delegation enables officers to undertake necessary due diligence and, at least, confirm initial interest in acquiring land and/or property within timescales driven by the market.

The Mayor must approve significant changes to the Fund's investment objectives through an MD.

In September 2018, the Mayor secured £486 million of funding from the government to help unlock and accelerate housing delivery in London through land assembly, infrastructure investment and provision of gap funding. Terms for the use of this funding were agreed in a Memorandum of Understanding between the GLA and the Ministry of Housing, Communities and Local Government.

The Mayor's decision (MD2396) to approve receipt of the funds for the purposes described in the Memorandum of Understanding provided a standing delegation to the Executive Director of Housing and Land to approve, via DDs, the allocation of this new funding in accordance with the terms associated with the programmes and in pursuit of the Mayor's housing ambitions.

In the case of both funding pots, however, any investment proposals that are Novel, Contentious of Repercussive must be approved via an MD.

The intention is the same rule will apply to any future funding, from the government, given for the same or similar purposes. This will be confirmed through the MD approving receipt of the funding.

2. Rules concerning the Affordable Homes Programme, and the London Social and Affordable Homes Programme[35]

The Affordable Homes Programmes (AHP) (2016-23 and 2021-26) and the London Social and Affordable Homes Programme (LSAHP) (2026-36) aim to increase the supply of new, genuinely

[35] These provisions (in sections 2 and 3) also apply to affordable housing schemes for specialist and supported housing (SSH) (such as, for example, the Single Homelessness Accommodation Programme) that aim to increase the supply of genuinely affordable homes for a group or groups of people with specific needs or characteristics, drawing on government funding. SSH, for these purposes, is defined in the GLA's Affordable Housing Capital Funding Guide.

affordable homes, drawing on government funding. Due to the scale of the funding and the number of Financial Commitments entered into, different decision-making criteria apply to those set out in the 'Mayoral Decision Making in the GLA' document:

- the overall programme is approved through an MD
- any decisions within the funding envelope and scope of that MD are delegated to the Executive Director of Housing and Land, or the Assistant Director of Housing Programmes and Partnerships, and Decision Forms are not required unless:
    - the decision is NCR, in which case an MD is required as normal
    - the decision involves a complex Financial Commitment, involves the giving of a loan for or the direct purchase of land, or relates to a bespoke agreement (Formal Document), in which case a DD is required; and
    - consideration has been given to the obligations set out in the Openness of Local Government Bodies Regulations 2014; and
- any decisions taken under this delegation not requiring a Decision Form must be documented via a Record in Writing as defined in this document and should be reported publicly quarterly.

Responsibility for identifying complex and bespoke schemes rests in the first instance with the Executive Director for Housing and Land. Advice should, however, be sought from the GLA's Legal Advisers and/or the Governance Team if there is any doubt.

3. Rules concerning the use of returned Recycled Capital Grant and other returned capital grant funding made for the delivery of affordable housing

The GLA provides capital grant funding to organisations across London, to deliver affordable housing through different funding schemes – the largest being the GLA's Affordable Homes Programmes. Partners securing capital grant funding under GLA schemes for the delivery of affordable housing must adhere to the terms of the GLA's funding agreements, the GLA's Recovery of Capital Grant General Determinations, and its Affordable Housing Capital Funding Guide (CFG). As set out in these documents, the GLA can, under certain circumstances, recover capital grant it has paid out previously.

Where grant-recovery circumstances do not require the immediate return of grant funding to the GLA, partners who are registered providers of social housing often hold the grant funding in a Recycled Capital Grant Fund (RCGF). This is maintained and managed by the grant recipient.

The GLA sometimes allows partners to use the capital funding in the RCGF towards 'permitted uses', defined in the CFG. Save for exceptional circumstances, grant that has been in the RCGF for three years or more is returned to the GLA, as part of an annual process.

Predecessor bodies to the GLA who previously carried out the same or similar housing and regeneration functions to the GLA in the whole or part of London, including but not limited to the Homes and Communities Agency, and the Housing Corporation, also provided capital grant funding for the delivery of affordable housing in London. Some of this funding has been, or in the future

Affordable housing schemes for SSH may include revenue funding, as well as capital funding, where care, support or supervision needs to be provided alongside accommodation to help people live as independently as possible.

may be, returned to the GLA (sometimes through the RCGF process and sometimes returned immediately).

Due to the scale of the returned funding (including funding originally paid by predecessor bodies referred to above) – either immediately returned to the GLA or repaid to the GLA from a partner's RCGF – and the number of Financial Commitments entered into, different decision-making criteria apply to returned Recycled Capital Grant and other returned capital grant funding made for the delivery of affordable housing, than to those outlined in 'Mayoral Decision Making in the GLA'.

These criteria are that:

- where applicable, funding must be used in accordance with the requirements of section 333ZE of the Greater London Authority Act 1999 (*'Sums received by the Authority in respect of repayments of grants made by it for the purposes of social housing are to be used by it for those purposes'*), as amended or replaced from time to time

- the obligations set out in the Openness of Local Government Bodies Regulations 2014, which describe when written records of decisions and their content need to be published must be complied with

- any decisions regarding the use of the funding are delegated to the Executive Director of Housing and Land, or the Assistant Director of Housing Programmes and Partnerships – unless the funding is not delivering projects that are approved as part of the Building More Homes programme, in which case an MD is required as normal

- the decision is Novel, Contentious or Repercussive, in which case an MD is required as normal

- any decision made by either the Executive Director of Housing and Land, or the Assistant Director of Housing Programmes and Partnerships, regarding the use of the funding that:

    - is a complex Financial Commitment, or

    - is for the giving of a loan for or the direct purchase of land, or

    - relates to a bespoke agreement (Formal Document)

    in which case a DD is required

- a referral to the Competition and Markets Authority under the Subsidy Control Act 2022 (as amended or replaced from time to time) will require a DD

- any decisions taken under this delegation not requiring a Decision form must be documented via a Record in Writing, as defined in this document, and should be reported publicly quarterly.

Responsibility for identifying complex and bespoke schemes rests in the first instance with the Executive Director, Housing and Land. Advice should be sought from the GLA's legal advisers and/or the GLA's Governance team if there is any doubt.

4. Rules concerning the use of returned funding relating to 'The Greater London Authority and the Homes and Communities Agency Transfer Scheme 2012'

'The Greater London Authority and the Homes and Communities Agency Transfer Scheme 2012', made by the Secretary of State in exercise of the powers conferred by sections 190 and 193 of the Localism Act 2011, transferred to the GLA, and GLA Land and Property Limited, the rights and

liabilities of the Homes and Communities Agency under a number of funding agreements related to property situated in London ('historic funding agreements'). This included agreements for both capital and revenue funding.

This section (4) applies to these historic funding agreements – save to the extent that such an agreement relates to the provision of capital grant funding for the delivery of affordable housing, in which case the rules set out in section 3, above, shall apply instead.

Some of the funding given under these historic funding agreements has been, or in the future may be, returned to the GLA or GLA Land and Property Limited.

Due to the scale of the returned funding, and the number of Financial Commitments entered into, different decision-making criteria apply to returned funding originating from these historic funding agreements than to those outlined in Mayoral Decision Making in the GLA.

These criteria are that:

- the obligations set out in the Openness of Local Government Bodies Regulations 2014, which describe when written records of decisions and their content need to be published must be complied with
- any decisions regarding the use of the funding are delegated to the Executive Director of Housing and Land – unless the funding is not delivering projects that are approved as part of the Building More Homes programme, in which case an MD is required as normal
- the decision is Novel, Contentious or Repercussive, in which case an MD is required as normal
- any decision made by the Executive Director, Housing and Land regarding the use of the funding which is either: a complex Financial Commitment, the giving of a loan for or the direct purchase of land, or relates to a bespoke agreement (Formal Document)
- a referral to the Competition and Markets Authority under the Subsidy Control Act 2022 (as amended or replaced from time to time) will require a DD
- any decisions taken under this delegation not requiring a Decision form must be documented via a Record in Writing, as defined in this document, and should be reported publicly each quarter.

Responsibility for identifying complex and bespoke schemes rests in the first instance with the Executive Director, Housing and Land. Advice should be sought from the GLA's legal advisers and/or the GLA's Governance team if there is any doubt.

5. Rules Concerning the Adult Skills Fund

The English Devolution and Community Empowerment Act 2026 ("the 2026 Act") received Royal Assent on 29 April 2026. Schedule 13 of the 2026 Act amends the Apprenticeships, Skills and Children Learning Act 2009 ("the 2009 Act") confers a range of legal duties and provisions relating to the education and training of adults to strategic authorities. This substitutes the Mayor and the GLA, rather than the Secretary of State for Education, to exercise specified functions relating to adult education in London. Prior to the 2026 Act, many of these functions were delegated by the Secretary of State for Education pursuant to section 39A of the Greater London Authority Act 1999.

From April 2026, the ASF was incorporated into the Integrated Settlement (IS) under the adult skills and employment support pillar. The GLA now receives consolidated funding for skills and

employment support for the Spending Review period to April 2029 as part of the IS. As a result, the specific legislative framework and governance requirements that previously required the Mayor to take all ASF decisions personally no longer apply, as ASF responsibilities are now devolved to the GLA and the Mayor pursuant to the amendments to the 2009 Act following the enactment of the 2026 Act.

6. Rules Concerning the Integrated Settlement

From April 2026, the GLA is receiving funding through an Integrated Settlement (IS) from the government via the Ministry of Housing, Communities and Local Government (MHCLG). This settlement consolidates several previously separate grant streams into a single multiyear funding package designed to support London's strategic priorities in housing, regeneration, skills, community integration, and local economic growth.

MHCLG also issues, after negotiation with the GLA and relevant Government departments, an Integrated Settlement Outcomes Framework (ISOF), which sets out the required metrics, reporting arrangements, and performance indicators. Acceptance of the funding requires the GLA to adopt this framework and ensure that all delivery partners comply with associated monitoring and evaluation obligations.

In addition, the provision of the IS allows the GLA some flexibilities about how it spends this funding, provided it continues to meet the above ISOF. These flexibilities include the ability to move funding:

- between projects within a single IS theme
- between the different themes – up to 10 per cent
- forward between years
- between capital (Capital Departmental Expenditure Limit) and revenue (Resource Departmental Expenditure Limit) – up to 10 per cent.

There are limits to these flexibilities and all uses of them must be reported to an IS Programme Board that brings together the government and the GLA.

To the extent permissible by the governance requirements of the IS, funding is allocated to GLA programmes and managed within GLA governance processes including Mayoral Decision Making, the PMF and Financial Regulations.

MD3486 therefore delegated authority to the respective SROs to incur expenditure, and take further decisions on IS funds alongside the relevant strategic programme to which it aligns, and in accordance with the programme's local governance arrangements, as set out in the relevant programme MDs.