

# GREATER LONDON AUTHORITY

## REQUEST FOR MAYORAL DECISION – MD2059

### Title: London & Partners Review Recommendations

#### Executive Summary:

In August 2016, the Mayor requested an internal review of the funding, governance and effectiveness of London & Partners (L&P) to ensure GLA funding results in the best possible promotion of London. The review was established in the changing context of the new Mayor's priorities, the result of the EU referendum and increasing competition with other cities. The internal review steering group, chaired by the Deputy Mayor for Business, came up with 14 final recommendations which the group believes will best meet these objectives.

#### Decision:

That the Mayor approves the final London & Partners review recommendations, as set out in Appendix A, so that officers begin the implementation process.

#### Mayor of London

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

The above request has my approval.

Signature:



Date:

6/12/16

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

### **Decision required – supporting report**

#### **1. Introduction and background**

L&P has been in operation since April 2011 when the functions of Visit London, Think London and Study London were consolidated to form a new single organisation. The rationale for the merger was that a single, coherent voice would promote London more effectively and efficiently.

L&P is funded by a combination of sources – most significantly a grant from the Mayor of London (almost half of its annual budget), other public sector funding, fees from their commercial partners, in-kind support from the private sector and income from their commercial activities.

The context within which L&P operates has changed substantially since 2011. This has included the shift towards a 50:50 split (20:80 in 2011) of non-GLA income versus GLA funding; along with new Mayor's priorities, the result of the EU referendum as well as increasing competition with other cities. L&P has a fundamental role to play to ensure London maintains its competitive position. As such, in August, the Mayor requested an internal review of L&P's funding, governance and effectiveness to ensure GLA funding results in the best possible promotion of London. This was approved through the Mayoral Decision: MD2028.

The Deputy Mayor for Business established an internal GLA review steering group to identify how L&P can best support the Mayor's priorities and to enable L&P to focus on its strengths and core mission - which is to promote London as the best city in the world in which to invest, work, study and visit, through amplifying the Mayor's key messages, priorities and campaigns, to an international audience.

The review steering group considered the following areas:

- Configuration and effectiveness of current arrangements
- London's wider promotional landscape
- Funding, governance and transparency
- Measuring success

The steering group proposed 14 recommendations, which it believes will best meet the review objectives.

#### **2. Objectives and expected outcomes**

Subject to the review recommendations being signed off, the secretariat will draw up an implementation plan to ensure how L&P can best support the Mayor's priorities, by focusing on their areas of strength, which is to promote London as the best city in the world in which to invest, work, study and visit.

#### **3. Equality comments**

The implementation of the review recommendations will take into account all of the requirements set out in the Equality Act 2010 including the public sector equality duty.

#### **4. Other considerations**

##### Links to Mayoral priorities

The proposals are fully in line with the Mayor's document "A City for all Londoners", which recognises the importance of promoting London internationally, to maintain London's global competitiveness, which helps to drive the city's economy.

##### Key risks and issues

1. Should this decision not be approved:

- GLA will not be able to implement the recommendations which, as agreed by the review panel, are important to ensure L&P best supports the Mayor's priorities.
- The promotion of London may not be optimised should the recommendations not be implemented.

**5. Financial comments**

There were no costs arising to the GLA from this review.

Implementing the findings of the review could lead to some cost savings. The implications of those cost savings for L&P and the GLA will be looked at if and when they arise.

**6. Legal comments**

There is no formal recognition of board observers in L&P's articles so there is no automatic right for them to attend meetings and receive papers but there is nothing which precludes their appointment. Care is needed to ensure that the observers do not become de facto directors and thereby take on obligations of which they may be unaware, for example, fiduciary duties. Consideration should be given to whether the Mayor's right to appoint observers is entrenched in L&P's articles and what formal rights observers should have, for example, receipt of board papers.

**7. Planned delivery approach and next steps**

Activity	Timeline
Communicate the review recommendations with London & Partners	Start of December
EBPU to finalise a recommendations' implementation plan with L&P	Mid December
Recommendations to be included in the grant funding agreement for 17/18	January
Recommendations implemented	End of March 2017

**Appendices and supporting papers:**

Annex 1 –L&P Review recommendations

**Public access to information**

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

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

**Part 1 Deferral:****Is the publication of Part 1 of this approval to be deferred? Yes**

If YES, for what reason: To allow L&P to share the recommendations with their staff before they are published. L&P have requested one week after the Mayor's approval and therefore this decision form could be published before 16 December 2016.

Until what date: 16 December 2016

**Part 2 Confidentiality:** Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form – NO**

**ORIGINATING OFFICER DECLARATION:**

Drafting officer to  
confirm the  
following (✓)

**Drafting officer:**

Hanna Ostling has drafted this report in accordance with GLA procedures and confirms the following:

✓

**Sponsoring Director:**

Fiona Fletcher-Smith has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

**Mayoral Adviser:**

Rajesh Agrawal has been consulted about the proposal and agrees the recommendations.

✓

**Advice:**

The Finance and Legal teams have commented on this proposal.

✓

**Corporate Investment Board**

This decision was agreed by the Corporate Investment Board on the 5 December 2016.

**EXECUTIVE DIRECTOR, RESOURCES:**

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

Signature

*M. D. Allge*

Date

*5.12.16*

**CHIEF OF STAFF:**

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

Signature

*D. Bellamy*

Date

*5/12/2016*