

Evidence collation: Transparency in the GLA Group and Family

February 2016

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MAYOR OF LONDON

John Biggs AM
Member of the London Assembly
City Hall

Our ref:

Date: 20th July 2015

Dear John

Transparency

Thank you for your letter of 1 July which the Mayor has asked me to respond to on his behalf. The Mayor places a high priority on transparency and will of course do whatever he can to support your work in this regard.

Please find enclosed the Mayor's answers to the questions you have posed. I have copied this letter to the GLA's functional bodies.

Yours sincerely



Sir Edward Lister
Chief of Staff and Deputy Mayor, Policy & Planning

1) Please set out your vision for how the GLA should approach transparency. In your response, please consider what transparency and publication requirements should apply to:
a. the core GLA;
b. the functional bodies;

The Mayor has placed a high priority on transparency since being elected and the GLA has been in the vanguard of practices that are now becoming the norm.

The Mayor's vision is encapsulated in the GLA's [Openness & Transparency Policy](#):

Our guiding principle, underpinning our approach to transparency, is that all information should be accessible unless one or more of the exemptions set out in the Freedom of Information Act 2000 (FOIA) or Environmental Information Regulations 2004 (EIR) applies or publication would be prohibitively costly.

Further information is set out within the policy.

In addition, though the Government's Transparency Code applies formally only to the core GLA, TfL and LFEPA, the Mayor has asked that MOPAC and the two MDCs also seek to hold to its standards.

GLA officers will be reiterating the Mayor's high-level expectations in respect of transparency in a forthcoming refresh of the Group's Corporate Governance Framework.

To cite a few practical examples of how the Mayor's vision is being implemented and how City Hall is much more transparent than when the Mayor was first elected:

- We now publish Mayoral and GLA officer decisions which involve non-routine expenditure of over £10,000 as well as decisions that are contentious, novel or repercussive – and we do so within two days. This is stark contrast to the situation under the previous Mayor in which decisions were not routinely published.
- We publish every line of expenditure over £250 across the GLA Group, with the exception of MOPAC where the threshold is currently £500 and discussions are taking place to lower it.
- In the past year we have greatly increased the extent of the procurement information we make available. The core GLA maintains a register of and publishes all contracts – irrespective of financial value. At TfL and LLDC the threshold is as low as £5,000; it is £10,000 at LFEPA.
- We continue to expand the London Datastore, which gives access to a panoply of datasets that can be analysed to provide insights or underpin apps developed in London's burgeoning tech sector. The City Dashboard provides an 'at a glance view' of metrics that provide a readout of performance in priority areas.
- We are making transparency information easier to access. TfL, LFEPA and LLDC have portals that provide access to transparency datasets from a single page and the core GLA's new website will make our information much easier to find and digest.
- Right across the GLA Group we continue to publish information that promotes and demonstrates good governance and high standards, from staff pay to gifts and hospitality and from appointments to registers of interests.

c. the wider GLA family (including London and Partners, London Travel Watch, the London Pension Funds Authority, the London Waste and Recycling Board, and the Museum of London)

The Mayor is of the view that bodies which receive and direct significant funding from the public purse should endeavour to be transparent. However, it is important to recognise that the bodies referenced in the question are not part of the GLA Group and are different from functional bodies. Further, such bodies vary enormously in role and resources and what will be appropriate and practicable for one may not be for another.

The Mayor believes the best way to bring our influence to bear is to include transparency and good governance requirements within the funding agreements of those bodies in receipt of funding for core costs (rather than just specific projects) from the GLA.

GLA officers have already updated L&P's grant agreement. The principal improvements centre on an explicit expectation that L&P responds positively to Assembly information requests and on the GLA being awarded audit access rights to relevant items of L&P expenditure.

As other grants come up for renewal, transparency clauses will be included as appropriate.

d. any relevant advisory boards (such as the London Enterprise Panel);

Again, not all 'advisory boards' are the same and it would be imprudent to apply a blanket approach. In particular, and as per the FOIA exemption, it is important transparency is not detrimental to effective policy making. Furthermore, many of the items discussed by such boards will result in formal decisions that will be published.

Nevertheless, there are minimum standards and these include that such boards should publish terms of reference, details of membership, registers of interests where relevant, and agendas and minutes, where that is appropriate. In some but not all cases, it may be beneficial to good governance to publish board papers. That is why we publish a high proportion of IPB papers, either in part or in whole.

e. any subsidiaries, associates or joint-ventures of the GLA functional bodies and wider GLA family; and

f. any other arms-length GLA bodies which you feel have transparency and publication duties.

These should be assessed on a case-by-case basis with the aim of furthering transparency where we have influence and it is congruent with effective governance and other requirements that may exist upon the body.

GLA Land & Property Limited (GLAP) is subject to the same transparency requirements as the GLA.

2) Should there be one transparency and publication policy which applies to organisations receiving funding from the GLA (such as London and Partners)?

Please see 1c above.

3) Should organisations which have Mayoral appointments but which do not receive GLA funding (such as the London Pension Funds Authority) have the same transparency and publication policies as those that receive funding from the GLA?

The Mayor makes appointments, to a great many organisations, boards and partnerships. It is neither practicable nor appropriate to suggest that each entity with a Mayoral appointee should hold to a rigid transparency and set of publication policies set by the GLA.

The Mayor's public position is clear: that transparency promotes efficiency, effectiveness and accountability and his hope is that organisations we work with share this view.

For example, the Mayor is pleased to note that the LPFA now publishes full details of its Board Members' interests, which is very much in line with the Mayor's and Assembly's expectations.

4) Have you identified any benefits of embedding a culture of transparency across the GLA? If so, what are those benefits?

By freeing our data through the Datastore and elsewhere we have done much to stimulate innovation and enterprise. The response to TfL making real-time and other travel data freely available, for example, has been phenomenal and hugely benefited passengers.

Elsewhere the benefits of transparency are difficult to quantify and, as stewards of public funds, we must be mindful of costs and bureaucratic burden that can be incurred by releasing information. That said, I am confident that our transparency drive has supported good governance and performance improvements. Transparency shines a light on wasteful practices and drives efficiency.

The Mayor is also of the view that transparency is in itself a good thing, provided a pragmatic approach is adopted. As a democratically accountable public body, we must be responsive to the public and that cannot happen if we are opaque in our work.

5) What steps have you taken to identify what decisions can be made in the public domain in line with recommendation 5 of the 2013 report?

In the Mayor's original response to the recommendation, he said that:

Providing full information on decision-making is integral to the transparency agenda and I know that GLA Group bodies already place a strong emphasis on publishing the rationale underlying the decisions they take.

The Mayor further said in response to the recommendation's specific points:

- *I expect all GLA Group bodies to publish as much information relating to decisions as possible. In some cases reserved or delayed papers are unavoidable but these instances should be relatively rare. As one example of my commitment, I know that GLA officers are currently ensuring that a substantially higher proportion of Housing Investment Group (HIG) papers are published as a matter of routine than has previously been the case.*
- *As was made clear in the responses to the Assembly scrutiny, [tests to determine whether information should be withheld from publication and/or considered in private] already exist through the Freedom of Information Act and the Environmental Information Regulations.*

- *I am of the view that transparency should be led from the top of each organisation and so I would expect the chief executive of each body, or equivalent, to be the responsible officer for transparency issues.*
- *I am happy for the Assembly to set out how it wishes to monitor the publication of decision-making information.*

The Mayor's position remains the same and would welcome feedback from the Assembly on its monitoring of decision-making information. Where specific issues have been identified, we will of course consider them.

GLA decisions are published except for those that are routine or of very low value – less than £10,000. None of the forms associated with these decisions are reserved from publication in their entirety, and we use part 2s and deferrals only in respect of a small proportion of decisions and only where FOIA exemptions are applicable. Where a deferral is used, we establish a date when the form will be published.

The Mayor's advisory boards – the Investment & Performance Board (IPB), the Housing Investment Group (HIG) and the London Enterprise Panel (LEP) – have aided transparency by ensuring more of the information that is used in formulating policy, considering decisions and assessing performance is released. Since your original investigation we have adopted the approach of putting information that is properly reserved in separate annexes, rather than reserving the entire paper, and are therefore now publishing more of the information that goes to boards.

Please refer to individual functional body responses for details of their approaches.

- 6) With regards to recommendation 6, what guidance have you prepared for the GLA Group to assist the Assembly in its role and how do you feel this advice has alleviated the concerns identified in the 2013 report? Does any relevant guidance apply to all of the bodies set out in question 1 above?**
- 7) What standards have you introduced for the GLA Group with regards to responding to requests for information from Assembly Members and Committees? Do the standards apply to all of the bodies set out in question 1 above?**

In his original response to recommendation 6 the Mayor said:

I would expect all GLA Group officials to respond to Assembly requests in a professional manner. Similarly, I would expect the Assembly to treat GLA Group officials in the same manner. However, I am not sure that formal guidance or additions to appointment letters would necessarily help in this regard as the solution does not lie in bureaucratic initiatives but in cultural change.

The Mayor's position remains the same: he does not think that centrally prepared guidance would necessarily help.

It is, however, the Mayor's view that there would be merit in, as part of the refresh of the Group's Corporate Governance Framework, each body within the Group ensuring that it has:

- A demonstrably proactive and positive approach to engagement with the Assembly;
- A proper allocation of resources to deal with queries from the Assembly and its Members; and
- Systems in place to deliver responses as priority matters.

Separately, there is a role for the GLA in ensuring the Assembly is able to exercise its scrutiny role in respect of those bodies receiving GLA funding for core costs. That is why the Mayor has, as mentioned above, updated L&P's funding agreement to reference the need to respond positively to Assembly information requests.

The GLA's Member-Officer Protocol sets standards for responding to Assembly requests. The GLA aims to meet either the deadline set by the Committee/Member or, where there is no deadline or it is earlier, the corporate target to respond to all written correspondence within 20 working days.

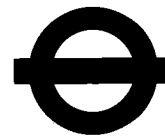
In your original transparency review you said that the Assembly secretariat would in future monitor responses to committee information requests and report cases of slow and poor responses to the GLA Oversight Committee and to committee. The Mayor would be pleased to receive information on any systematic issues that have been identified so that officers can address them.

Please refer to individual functional body responses for details of their approaches. If the Assembly identifies any specific deficiencies in any of those approaches, then the Mayor would be keen to ascertain the underlying reasons for those deficiencies and what can be done to rectify them.

8) Are there are further steps that you think the organisations set out above in question 1 should be taking to increase their transparency above and beyond publication of information and documents?

We should all take whatever steps are available to us to increase transparency where this supports good governance, efficiency and accountability and where it is not prohibitively costly, nor where FOI exemptions apply and nor – in a small number of cases – where it might detract from delivering improved outcomes for Londoners.

Transport for London



Your Ref: 23/2015

31 July 2015

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Dear John

Follow up investigation into transparency across the Greater London Authority

Thank you for your letter of 1 July 2015.

We are committed to operating in an open and transparent manner and we fully recognise the benefits that this brings, to our customers and stakeholders and to ourselves.

We support your investigation into transparency and I am pleased to tell you that it has influenced our approach since your first report in June 2013.

Our answers to your questions and related appendix to our consultation paper setting out what we do are in the enclosed documents.

Please let me know if you require any further information.

Yours sincerely

Howard Carter
General Counsel

Copied (by email) to:
Sir Edward Lister, Chief of Staff and Deputy Mayor, Policy and Planning
Lucy Pickering, Scrutiny Manager

MAYOR OF LONDON



VAT number 756 2769 90

Transport for London's (TfL's) Corporate view on transparency

1) What is your organisation's approach to transparency? In particular, please set out:

a. how you ensure you are achieving the highest possible level of transparency;

We are determined to operate in an open and transparent way, for the benefit of our customers, stakeholders and those who hold us to account.

We recognise that with responsibility for billions of road and public transport journeys every year and an annual budget of around £9bn, we have a duty to spend that money as efficiently as possible and account for every penny. We publish a huge amount of data reflecting the scale of what we do including contracts, expenditure, operational and financial performance, customer satisfaction and journey patterns. This helps people understand how we run London's transport network, and how we reinvest the money raised through fares, charges, Government grants and commercial activity back into the transport network.

We now publish more information on how we operate than ever before. Our dedicated 'Transparency' section on our website at www.tfl.gov.uk/transparency shows where this information can be obtained.

The Assembly has rightly taken a keen interest in transparency across the GLA Group. Following the GLA Oversight Committee's report on this issue in June 2013, we have gone far beyond statutory requirements and adopted an assumption that we will routinely publish contracts, where the Invitation to Tender was issued after September 2013 and the value of the contract exceeds the appropriate OJEU threshold for the goods or services being purchased. We are also publishing all contracts announced via press releases. The only information being redacted from these contracts is information which would be exempt from disclosure under the Freedom of Information Act.

In building on our commitment to openness, transparency and publishing information, we ran a public consultation from 8 December 2014 to 8 March 2015. We invited customers and stakeholders to provide feedback on whether:

- We are publishing the information you want to know;
- We are publishing it in a way that is useful to you; and
- Suggestions for any further information we should be making publicly available as a matter of course.

I jointly chair a Working Group with Vernon Everitt, Managing Director for Customer Experience, Marketing & Communications. This steers ongoing work in this area, meeting regularly to direct the implementation of transparency-related work, initiate action and review progress towards the publication of new datasets. Our Customer Group (chaired by Vernon Everitt with senior representatives from all customer-facing areas of TfL) considers related initiatives, particularly on open data and customer information.

Our commitment to transparency is embedded in relevant policy documents and in the instructions we issue to all staff using the TfL Management System, thereby ensuring that transparency remains at the heart of our business processes.

b. if you have established any subsidiaries, associates, or joint ventures, what instructions (if any) have you given those organisations with regards to transparency?

All our policies and initiatives designed to ensure transparency, apply across the TfL Group, to all subsidiary companies. Joint ventures, which we are establishing to deliver our commercial development strategy, will include provisions obliging our development partner to recognise and accept that we will be making information available in line with our transparency and Freedom of Information commitments.

c. whether you have identified any benefits of embedding a culture of transparency in your organisation (and if so, what those benefits are);

Yes. Openness and transparency help to transform the way in which we operate. It strengthens our relationships with customers and stakeholders, and helps us to work with local communities and businesses to improve our services.

This information also enables innovation in the way our customers travel, with our real time data feeds leading to the development of hundreds of smartphone apps to help people get around the Capital.

By being open and accountable we:

- Enable our stakeholders to hold us to account;
- Deliver better value for money; and
- Help businesses, non-profit organisations, academics and others to make transport in London better (e.g. by enabling the creation of Citymapper and facilitating research into travel patterns).

d. if your organisation works on the basis that all information should be in the public domain unless it is treated as confidential (and if so, what information is defined as confidential);

Our initial presumption is that all information should be made publicly available and, in the case of data, in machine readable form. The only exceptions are where one or more of the exemptions set out in the Freedom of Information Act 2000 (FOIA) or Environmental Information Regulations 2004 (EIR) applies, or unless there are other legitimate reasons why not. For example disproportionate cost, personal data or information which would harm our ability to maximise value for money for customers and tax payers.

e. if you have a transparency and/or publication policy (and if so, please provide it/them with your questionnaire response);

Our 'approach to transparency' policy document (**attached as an Appendix**) was provided with our consultation, which sets out the work we do to ensure we remain as transparent as possible. Responses received will inform the preparation of a strategy that will set out an improved approach and be published later this summer.

f. if you use redactions where possible, rather than confidential papers or appendices;

The FOI Act 2000 provides a right to request access to all types of recorded information held by public authorities. This includes TfL and its subsidiary companies. Although we

answer the majority of requests in full, we do hold some information that we have a duty to protect. The law recognises this and some information is exempt from disclosure under the FOI Act. If disclosure would cause genuine harm then it is likely that an exemption will apply. We redact exempt information only when replying to FOI requests in cases where the whole document is not exempt.

g. if you employ end dates for confidential information (i.e. a date by when information should be released into the public domain); and

When a paper for a Board and Committee meeting is covered by an exemption in Part 2 of the Local Government Act 1972, there will always be an open paper containing as much information as possible. Although we currently do not employ end dates for confidential information, we are intending to introduce a process to systematically review papers considered in future closed sessions of the Board and Committees, with the intention of identifying information that can be made public.

h. any steps you are taking to increase transparency above and beyond publication of information and documents.

In addition to the consultation exercise referred to above, we are working with suppliers to ensure any information likely to be covered by an FOI exemption is identified at the time of creation, making pro-active publication easier.

We are also currently reviewing how information published on our website is structured and published to identify improvements.

Legislation and non-statutory guidance

2) Please provide a summary of which legislation places transparency and publication duties on your organisation and the relevant systems/processes you have in place to ensure you comply with them.

The principal relevant legislation is the FOI Act 2000, the EIR 2004, the Data Protection Act 1998, the Localism Act, the Local Government Act 1972, and the Local Authority Transparency Code 2015. A variety of processes ensure our compliance with the requirements of this legislation, for example:

- Requests made under the FOI Act and the EIRs are handled by the Information Governance team (part of General Counsel), who track requests, ensure the information requested is identified and retrieved, consider whether any information is exempt from disclosure and draft replies. Complaints about TfL's compliance with this legislation are also managed by this team.
- The Information Governance team also ensures we proactively publish the information required to comply with the publication scheme requirements of the FOI Act and the Local Authority Transparency Code 2015 and publish information on how we use personal information, to meet the transparency requirements of the Data Protection Act.
- TfL's Secretariat ensures that the transparency requirements of the Localism Act and the Local Government Act 1972 are applied to information considered by the Board and its Committees.

3) Do you publish all Freedom of Information Act requests, including the original request and the full response? If so, is this informational readily accessible by the public (e.g. do you have a searchable website which includes the full questions and responses)?

TfL does not currently publish all FOI requests received. However, we are in the process of acquiring new software for handling requests which will enable us to do so. It is anticipated that this will be in place by the end of this year.

Currently, any information regularly requested in FOIs is identified and included with other data in our programme of pro-active publication. In 2014/15, we received 16 per cent fewer FOI requests than in the previous year (the first year on year reduction recorded by us since the implementation of FOI in 2005 and against the trend experienced in Central Government – where the only comparable figures are available). It is likely that this decline is associated with our successful transparency initiatives and the now routine publication of information previously only available via FOI requests.

4) Please provide evidence of the steps you have taken to implement the Local Government Transparency Code (recommendation 1).

Our website (<https://tfl.gov.uk/corporate/transparency/>) contains details of all the information we publish, as required by the Code, in addition to information that the Code recommends publishing. Where some details are not published (for example VAT that cannot be recovered), it is because our systems do not record these details, or they cannot be extracted for publication.

5) Please provide details on the guidance you have received from the Mayor regarding decision making in the public domain (recommendation 5).

I understand that the GLA response addresses this question.

6) What guidance have you received from the Mayor with regards to assisting the Assembly in its role (recommendation 6) and for providing responses to Assembly Members and Committees (recommendation 7)?

I understand that the GLA response addresses this question.

7) Please provide an overview of how the transparency and publication requirements (both statutory and non-statutory) are working in practice.

Our transparency approach is working well, and this is evidenced by the responses received to the consultation and the decline in FOI request volumes.

Our transparency initiatives are well received internally and there is widespread recognition of the benefits – to customers (from open data), to stakeholders (from greater accountability) and to ourselves (from greater efficiency and higher levels of trust).

The issues we sometimes experience are practical ones, relating to the volume and complexity of certain data, for example where some systems are not designed to produce data for presentation online.

That said, we are always striving to improve transparency throughout the organisation and will continually review our approach.

Contractual information

- 8) Please provide evidence of how you have implemented recommendation 2 (regarding a searchable webpage of active contracts), recommendation 3 (regarding contractual transparency clauses) and recommendation 4 (regarding the publication of contracts over a certain value). Please include an explanation of how you have determined any threshold you apply use when considering the publication of contracts.**

We are publishing all contracts entered into by us (and our subsidiaries) when the value of the contract exceeds the applicable OJEU threshold and the Invitation to Tender was published after September 2013. We are also publishing all contracts announced via press releases. This commitment, made by our Leadership Team, goes well beyond the current Transparency Code's requirement, which only requires the publication of 'details' of contracts.

Our contracts are published through the 'Contracts finder' website and the 'Contracts' section of the 'Publication and Reports' section of our website. Further work is underway to improve online presentation of these and other documents.

Transparency clauses, which make provision for us to publish information in accordance with the Transparency Code and the additional commitments we have made, have been in use since 2012 (as outlined in our response to the Assembly's initial review of the GLA Group's transparency).

Decision making

- 9) Please provide a summary of your organisation's decision making processes (including below Board level), whether decision-making meetings are held in public, if the papers for such meetings are publically available (including advice to the Mayor) and how frequently decision-making information is uploaded to your organisation's website.**

The Mayor appoints the TfL Board; determines our budget for each financial year, having consulted with the London Assembly; and has a power of direction in relation to our activities.

The TfL Board approves the most important matters affecting the organisation, including: our Budget; the Business Plan; other major and strategic issues; policies; the appointment of the Commissioner for Transport and specified other senior staff.

The TfL Board has delegated the day-to-day management of TfL to the Commissioner and the Chief Officers. They are responsible for the delivery of the Business Plan, as well as operational and budgetary performance.

The TfL Board has established the following Committees:

- Finance and Policy;
- Audit and Assurance; and
- Remuneration.

The terms of reference and membership of the Board's committees and panels are set out in the 'Subordinate Bodies of TfL' document (<https://tfl.gov.uk/cdn/static/cms/documents/tfl-subordinate-bodies.pdf>). Members are appointed to these bodies based on their knowledge, skills, experience and interests.

The remit of each Committee is summarised below.

Finance and Policy Committee (FPC)

- Considers matters with a significant financial or policy element before these go to the Board (for example major project approvals and the draft budget);
- Approves project authority up to £100m. It considers projects above that value before submission to the Board; and
- Meets not less than six times a year (in line with the Board).

Audit and Assurance Committee (AAC)

- Reviews the effectiveness of the system of internal controls;
- Considers fraud and risk management issues;
- Reviews the annual report and accounts; and
- Meets not less than four times a year.

Remuneration Committee (RemCom)

- Approves the overall TfL Group performance scorecard; and
- Approves the remuneration of the Commissioner and Chief Officers.

The Board has established three advisory panels to consider wide-ranging issues including policy, strategy, the implementation of the Mayor's Transport Strategy and operating business performance.

Each of these panels meets at least four times a year:

- Rail and Underground panel;
- Safety, Accessibility and Sustainability panel; and
- Surface Transport panel.

TfL's Standing Orders (<https://tfl.gov.uk/cdn/static/cms/documents/tfl-standing-orders.pdf>) outline:

- The duties and powers of TfL;
- The role and responsibilities of the TfL Board;
- The decision-making structure and proceedings; and
- The authority (including financial) that is delegated on behalf of the Board to staff within TfL.

The meetings of the Board and its Committees are subject to the meeting provisions of the Local Government Act 1972. From 1 April 2014, we have applied the same provisions to the meetings of its Panels. All meetings are held in public and papers are published for each substantive item, with only limited information being exempt from publication. For the Board and Committees, the papers are always published online at least five working days before the meeting.

When the Board delegates a decision to the Finance and Policy Committee and when the Board or the Finance and Policy Committee delegates a specific decision to the Commissioner or a Chief Officer, the exercise of that delegated authority is reported to the next available meeting. Each ordinary meeting of the Finance and Policy Committee also receives a public paper on Project Approvals that sets out the details of Project Authority granted by the Commissioner (between £25m and £50m) and the Managing Director of Finance (between £5m and 25m).

Performance data and progress against targets

10) Please provide an overview of the performance monitoring data your organisation publishes and how regularly it does so.

A comprehensive review of the performance of our services is published regularly, in our Quarterly Performance Report and the Investment Programme Report. Other operational performance data is also published and updated regularly (for example detailed accident data, availability of cycle hire docking stations, data on the use of Oyster and contactless payment cards).

Transport for London – Our approach to transparency

8 December 2014

Transport for London - our approach to transparency

We are committed to improving transparency for our customers and stakeholders and we are making more information available than ever before.

With responsibility for billions of road and public transport journeys every year and an annual budget of around £9bn, we are a large organisation undertaking a wide range of activities. We publish a huge amount of data reflecting the scale of what we do including contracts, expenditure, operational and financial performance, customer satisfaction and journey patterns. This helps people understand how we run London's transport network, and how we reinvest in transport the money raised through fares, charges, Government grants and commercial activity.

Openness and transparency in these and other areas is helping to transform the way in which we operate. It strengthens our relationships with customers and stakeholders, and helps us to work with local communities and businesses to improve our services.

Our provision of real-time open data also enables innovation in the way our customers travel. Hundreds of smartphone apps developed by third parties are being powered by our data.

By being open and accountable we:

- Enable our customers and stakeholders to hold us to account
- Deliver better value for money
- Help businesses, non-profit organisations, academics and others make transport in London better

Transport for London - our purpose

We are London's integrated transport authority, responsible for implementing the Mayor's Transport Strategy. Our purpose is to keep London working and growing and to make life in the Capital better.

We are funded by income from fares, revenue raised from fees and charges, commercial property and advertising, and Government grants. Every penny of our income is reinvested in running and improving transport to ensure that London remains a world-leading city. There is no 'profit' retained by TfL.

Our services

We are responsible for London Underground, London Buses, Docklands Light Railway, London Overground, London Tramlink, London River Services, Dial-a-Ride, Victoria Coach Station, Barclays Cycle Hire and the Emirates Air Line.

We regulate taxis and the private hire trade, operate the Congestion Charging scheme, manage the 580km red route network of London's key strategic roads, and operate 6,000 traffic signals.

We work with many partners to improve life in London. This includes taking action on road safety and enabling people to make sustainable travel choices, such as cycling and walking.

We are also delivering one of Europe's biggest programmes of capital investment, including building Crossrail, modernising the Tube and road networks and delivering the Mayor's vision for cycling.

The benefits of transparency

We are committed to operating in an open and transparent way and fully recognise the benefits this offers our customers, stakeholders and, of course, us.

It helps our customers use our services more effectively and helps us act to improve transport. It enables people to hold us account and scrutinise our activity and decisions.

We make a wide range of information publicly available on all aspects of our operations, projects and business, through a variety of channels. We have also encouraged other organisations to publish their information to the benefit of our customers.

Our website contains a vast amount of data and information for customers and stakeholders. This includes travel information, fares, financial and operational performance and progress on our public transport and roads modernisation programme.

We have dedicated transparency pages (linked from the home page and every other page of the site) and a publications and reports section to make finding all of this easier.

We produce all the documents required by statute and supplement these to publish a family of documents which provide a detailed insight into our priorities, targets and delivery:

- Business Plan – our 10 year plan of investment and operational improvements and the financial resources required for their delivery
- Annual Budget – how the ‘first’ year of the Business Plan will be delivered, including that year’s detailed budget and performance targets
- Annual Report and Statement of Accounts – overall performance in the previous financial year including investment and operational performance, staff remuneration and statutory accounts
- Operational and Financial Performance Report – quarterly reporting setting out performance against annual budget
- Investment Programme Report – quarterly reporting on progress of the investment programme against annual budget and milestones
- Commissioner’s report to the Board – the main highlights of all TfL’s activities and performance since the previous Board meeting
- Annual report for Health, Safety and Environment – to provide our stakeholders with additional information on these core areas of our business.

With your help, we want to build on this to create a Transparency Strategy to guide the future development of our approach.

How we develop our approach

We constantly analyse what our customers and users tell us are important to them. This is derived from, among other sources, questions and complaints, regular customer research, scrutiny from the London Assembly and London TravelWatch and from Freedom of Information requests.

This analysis allows us to identify core areas of public interest and thus the new data sets which we should publish as a matter of course rather than waiting to be asked for them.

Our presumption is that all information should be made publicly available and, in the case of data, in machine readable form, unless there are legitimate reasons why not – for example, disproportionate cost, personal data or information which would harm our ability to maximise value for money for fare and tax payers.

Our published information is focussed on:

- our operational performance, including the reliability and safety of public transport and the road network and data on ticketing derived from the Oyster system
- progress on delivery of our investment programme which is modernising public transport and roads infrastructure
- our people, including levels of remuneration and expenses
- real-time customer information on the status of public transport and roads, including open data feeds that can be used by third parties free of charge
- overall value for money, including commercial contracts and sponsorships

We assign staff to own this information and to keep it accurate and up-to-date. Our overall approach to transparency is regularly reviewed.

Operational performance

We must ensure that millions of journeys are made safely and reliably every day and publish data on our operational performance, through the Operational and Financial Report to the Board. Additional examples of more detailed information published about our operations are:

- detailed and frequent performance information published on our website in the 'Transparency' and 'Publication and reports' sections

- information on planned modernisation work which might disrupt journeys, including sending this out each week to millions of customers and users who have registered to receive service-related emails from us
- an array of live 'service status' information
- crime figures on public transport
- the number of people killed and seriously injured on the roads
- a range of operational information derived from the Oyster and contactless payment card system
- bus-related crime data by borough, based on figures provided by the Metropolitan Police Service
- bus operator league tables, showing performance against a number of measures
- the performance of TfL Customer Services

In addition, we publish more general information on our operations, such as customer research and guidance on how to get the best out of the services we operate. We help customers to understand the features of Oyster and contactless payments and how they can make sure they pay the right fare and get the best value for money. This includes promotion of daily and weekly fare capping, off-peak fares, remembering to touch in and out, and refunds following service delays.

The investment programme

Increasing capacity and connectivity is central to meeting the needs of a rapidly expanding world city. London is now growing faster than anyone expected a few years ago, with its population expected to rise from 8.4 million today to around 10 million by 2030. To accommodate this, we must increase services and unlock areas of economic development. This requires better local connections, more people using sustainable transport and the capacity to take people to where they work.

Our quarterly Investment Programme Report to the TfL Board describes our major programmes and projects designed to expand capacity. It describes the objectives of each, the financial cost and their progress against milestones. We also publish:

- details of our most significant projects, including short films, available via our website
- an annual report, which sets out the improvements we have delivered.

Our people

We publish:

- a high-level organisation chart
- extensive details of the remuneration of staff
- our annual Workforce and Monitoring Report and Single Equalities Scheme describing the composition of our workforce

- biographies of all Board members and Chief Officers, with declaration of interests, a register of gifts and hospitality and any expenses claimed

Customer information

We reinvest all of our income into running and improving our services and this is a common theme in our public communications, helping to explain how we use public money.

Customers rightly regard real-time travel information as part of the core service we provide. Their expectations of how they should be kept informed and how they transact with us have shifted dramatically, and will continue to do so.

Examples of how we have adapted to these expectations include:

- providing a real-time commentary on the status of transport services via our website and social media such as Twitter
- films on our website answer customers' most frequently asked questions in a simple and accessible way
- factsheets help customers get the most from our services and make sure any charges, such as the Congestion Charge, are fully explained
- we publish complaints levels, the major themes which emerge from complaints and the action we take to address them
- all live feeds of operational service status are made openly and freely available

Thousands of developers and others use our feeds to create real-time travel information apps for millions of customers. The Shakespeare Review, commissioned by the Government in 2013 to consider the use of open data created by the public sector, noted that this approach benefited our customers by up to £58m each year in time saved.

We are proactive in explaining to our customers how we will handle personal information that they share with us. This includes publishing detail on what we do with their data, who it is shared with and how long it is retained.

Value for money

Delivering value for fare and tax payers money is central to everything we do. We explain how we spend public money productively and the resulting benefits through publishing:

- details about our financial decision making, including agendas, papers and minutes from Board and other key governance meetings
- details of all expenditure over £250
- details of all contracts worth more than £500,000 and any that have been released as a result of a Freedom of Information (FOI) request

- all contracts announced in a press release or concluded as a result of an invitation to tender issued after 1 September 2013, where the value of the contract exceeds the applicable OJEU threshold
- contract opportunities
- internal audit reports, showing the actions we have taken

In addition, we communicate any discounts customers might be eligible for by promoting Zip Oyster cards for children and adult discount and concession cards. This includes supporting London Councils to promote Freedom passes.

Accountability

We have substantially changed the way information is made available about our decision-making. We have published the information required by the Department for Communities and Local Government's 2011 Code of Recommended Practice for Local Authorities on Data Transparency (and will do the same for the 2014 version by the required deadlines) and met all of the requirements in relation to disclosure of remuneration data.

We answer around 2,500 FOI requests a year at a cost of around £1 million, providing access to an even greater range of data, often of particular benefit to individuals with a local or specialist interest in our operations.

We also use these requests to identify information that we should publish routinely, such as London Underground's working timetables or data on the use of Oyster and contactless payment cards. Eighty-two per cent of all FOI requests result in the disclosure of information in full and currently eighty-nine per cent of all FOI requests are answered within statutory deadlines.

Approximately 2,000 questions put to the Mayor about TfL through the Mayoral Question Time process are also answered each year, as well as around 2,500 pieces of correspondence from Assembly Members.

John Biggs AM

City Hall, The Queen's Walk
London, SE1 2AA

7 August 2015

MOPAC01072015-20304

Dear John,

Thank you for the follow up investigation into transparency across the GLA questionnaire dated 1 July 2015. The response is appended to this letter.

MOPAC is highly mindful of its legal obligations to transparency, as demonstrated by the responses to your questionnaire.

But my commitment to transparency goes above and beyond. A central pillar of the approach to oversight of policing and crime in London which I have driven through MOPAC is a commitment to transparency and open data.

MOPAC has published a comprehensive Police and Crime Plan, which I have taken to public meetings in every borough through two series of roadshows. In addition, MOPAC has led the way in making publicly available accessible data on the performance and outcomes of police and crime partners across London, through interactive dashboards, strategies, analysis and hearings at the monthly MOPAC challenge. This gives exceptional accessibility for the public and stakeholders to monitor progress against the priorities in the Police and Crime Plan

So far MOPAC has published dashboards on: business crime; youth reoffending; confidence; crime; domestic and sexual violence; gangs; criminal justice timeliness; and intrusive tactics. These, combined with the monthly MOPAC challenges which bring partners together in the public domain around focused analysis of key issues, allow police and partners to solve problems and commit to actions. No other police oversight body in the country has published this level of information in such a way.

The benefits to policing and crime are leading to focused effort and improved performance. For example, the neighbourhood comparator tool is allowing police officers in similar neighbourhoods to share best practice in their approach to driving confidence by see how they compare to others with similar demographic and economic positions across the drivers of confidence. In the areas of criminal justice timeliness, London police, courts and prosecutors are for the first time able to see how the different parts of the system contribute and focus effort on problem areas. The latest dashboard shows how court delays have reduced since this data was made available.

The data published is now starting to be used by academics and researchers, building the building the evidence base for researchers and police leaders of the future.

We are not complacent. There is more to be done. For example, I am aware that the presentation of the material on MOPAC's website is constrained in part by the format of the site which is serviced by the GLA and in part by the information systems of MPS.

With investment from both GLA and MPS in future systems, and the continued commitment by MOPAC to innovative analysis, we look forward to continuing to releasing accessible information for the benefit of improving the safety and security of London.

Yours sincerely,



Stephen Greenhalgh
Deputy Mayor for Policing and Crime

**Transparency across the GLA Group
MOPAC****Corporate view on transparency****1) What is your organisation's approach to transparency? In particular, please set out:****a. how you ensure you are achieving the highest possible level of transparency;**

MOPAC is committed to high levels of transparency, not only to meet legal requirements but crucially to drive performance and quality oversight of policing and crime across London through consistent and innovative release of information.

As the elected local policing oversight body for London, MOPAC has a legal duty to publish a wide range of transparency information relating to its work. MOPAC is aware of its legal responsibilities and adhere to the Police Reform and Social Responsibility Act 2011; Freedom of Information Act 2000; Police Act 1996; and The Elected Local Policing Bodies (Specified Information) Order (2011).

MOPAC also fulfils its transparency obligations as part of the wider GLA family, consistent with any particular requirements due to the nature of its work.

MOPAC continues to publish information that promotes and demonstrates good governance and high standards, from staff pay to gifts and hospitality and from appointments to registers of interests.

MOPAC seeks internal assurance on levels of transparency and works with the Association of Police and Crime Commissioners network on sharing good practice in increasing transparency.

MOPAC's corporate approach is to ensure that information is published in a timely manner and is as accessible as possible. MOPAC fulfils its requirements on its website, publishing detailed information on:

- our leadership and staffing;
- our strategic plans and progress against them;
- decision making and governance;
- our budget and spending, including grant giving;
- our policies and procedures.

The structure of the current website, hosted by the GLA, and the information within the systems of the Metropolitan Police Service (MPS) can limit the user friendly appearance of some of the information.

On one of the key areas of transparency used by MOPAC, namely accessibility of innovative data on policing and crime, MOPAC has invested significantly in systems and culture (see below).

b. whether you have identified any benefits of embedding a culture of transparency in your organisation (and if so, what those benefits are);

A central pillar of MOPAC's approach to oversight of policing and crime in London is a commitment to transparency and open data. MOPAC has not only published a comprehensive Police and Crime Plan, but has led the way in making publicly available accessible data on the performance and outcomes of police and crime partners across London, through interactive dashboards, strategies, analysis and hearings at the monthly MOPAC challenge. This gives exceptional accessibility for the public and stakeholders to monitor progress against the priorities in the Police and Crime Plan and in particular to see the picture – over a range of indicators - in their local borough.

So far MOPAC has published dashboards on: business crime; youth reoffending; confidence; crime; domestic and sexual violence; gangs; criminal justice timeliness; and intrusive tactics.

These data visualisations, combined with analysis at the monthly MOPAC challenge meetings, have allowed the Metropolitan Police Service (MPS) and a wider range of local partners better to understand performance. Benefits in terms of improved focus and performance are already being seen. For example, since publishing data on criminal justice timeliness (the first part of the country to do so) and carrying out analysis of the drivers of delays, latest timeliness has improved (see <https://www.london.gov.uk/priorities/policing-crime/data-information> to compare data over time).

Albeit difficult to measure, there may be a benefit in increasing confidence of Londoners in policing and MOPAC. There is also a saving on resources internally as this in effect, increases the ability for the public and partners to 'self-service' on gaining performance information.

c. if your organisation works on the basis that all information should be in the public domain unless it is treated as confidential (and if so, what information is defined as confidential);

All information categorised under the principles of the Freedom of Information Act. Only where there is a valid and proportionate public interest reason not to release such information, it will be made exempt.

All formal decisions are published.

d. if you have a transparency and/or publication policy (and if so, please provide it/them with your questionnaire response);

MOPAC sets out its policy on the MOPAC webpage at the link below:
<http://www.london.gov.uk/priorities/policing-crime/transparency>.

e. if you use redactions where possible, rather than confidential papers or appendices; and

MOPAC adopts the most appropriate method. Redactions are used based on FOI Act guidance and legislation, especially in regards to law enforcement, national security and crime prevention.

f. if you employ end dates for confidential information (i.e. a date by when information should be released into the public domain); and

MOPAC uses end dates for confidential information. For example, some Part Two sections of decisions could be categorised as confidential until its release date. Reasons may include commercial or legal confidentiality. Some Part Two sections will not be published, for example where to do so reveals classified information with regards to law enforcement, national security and crime prevention.

g. any steps you are taking to increase transparency above and beyond publication of information and documents.

MOPAC is highly committed to public meetings. For example, MOPAC Challenge meetings are open to the public. Each month, the MPS, a wide range of partners and experts in the field are invited to explore different themes from across the spectrum. Quarterly the Mayor holds the Commissioner of the Metropolitan Police to account for its performance. As well as being held in public, all documentation is in the public domain.

The Deputy Mayor for Policing and Crime has held two series of public roadshows in each London borough, consulting on the Police and Crime Plan and on its delivery one year on.

Legislation and non-statutory guidance

2) Please provide a summary of which legislation places transparency and publication duties on your organisation and the relevant systems/processes you have in place to ensure you comply with them.

MOPAC adheres to the:

- Police Reform and Social Responsibility Act 2011;
- Freedom of Information Act 2000;
- Police Act 1996; and
- The Elected Local Policing Bodies (Specified Information) Order (2011).

All these (as expected) may lead to a conflict of published information.

3) Do you publish all Freedom of Information Act (FOIA) requests, including the original request and the full response? If so, is this informational readily accessible by the public (e.g. do you have a searchable website which includes the full questions and responses)?

MOPAC redacts the name of the requestor.

Please see link:

<http://www.london.gov.uk/priorities/policing-crime/transparency/freedom-of-information>

The MPS also adhere to the FOIA. Please see link:

<http://content.met.police.uk/Article/Freedom-of-Information-Act/1400005849334/1400005849334>

4) The Local Government Transparency Code applies to the publication of information by local authorities, but not to Police and Crime Commissioners. Although the Code does not apply to MOPAC, MOPAC is requested to advise on whether it operates by

the Code's standards (and if so, please provide evidence) and to set out how it fulfils its duties under Sections 11(1) and (2) of the Police Reform and Social Responsibility Act.

Under section 11(1) and (2), MOPAC must also publish any information asked for by the Secretary of State. MOPAC adheres to the spirit of the Act.

Please see:

<http://www.london.gov.uk/priorities/policing-crime/transparency>

5) Please provide details on the guidance you have received from the Mayor regarding decision making in the public domain (recommendation 5).

The Mayor's duty is to ensure that MOPAC complies with Police Reform and Social Responsibility Act 2011.

Decisions are published in the public domain. Advice received from advisory boards is included within published decisions.

6) What guidance have you received from the Mayor with regards to assisting the Assembly in its role (recommendation 6) and for providing responses to Assembly Members and Committees (recommendation 7)? Please provide an update on the establishment of a dedicated email address for Members and their staff (recommendation 8).

MOPAC complies with the Mayor's overall approach to transparency and openness.

As the monthly reporting shows, MOPAC has improved its response times to correspondence and enquiries over the last two years.

The following are the generic MOPAC email addresses:

- Enquiries@mopac.london.gov.uk – This email address is dedicated and in the public domain for members of the public.
- FOI@mopac.london.gov.uk – Freedom of Information requests are sent to this email address.
- PrivateOffice@mopac.london.gov.uk – This is dedicated to external advisers for example members of the Ethics Panel, Audit Panel, Non- Executive Advisers etc.
- correspondence@mopac.london.gov.uk – dedicated to Assembly Members, Mayor's Office and their staff.

7) Please provide an overview of how the transparency and publication requirements (both statutory and non-statutory) are working in practice.

MOPAC has made a commitment to opening up as much data on policing, crime and criminal justice as possible, with an emphasis on presenting this data in innovative ways that allow the public and practitioners to engage meaningfully.

Information is made public in a systematic manner on the website.

MOPAC goes much further than its statutory transparency duties through its range of interactive data dashboards, MOPAC Challenge process and roadshows, all of which go beyond statutory duties.

Contractual information

8) Please provide evidence of how you have implemented recommendation 2 (regarding a searchable webpage of active contracts), recommendation 3 (regarding contractual transparency clauses) and recommendation 4 (regarding the publication of contracts over a certain value). Please include an explanation of how you have determined any threshold you apply use when considering the publication of contracts.

http://www.met.police.uk/foi/c_lists_and_registers.htm

Contracts of over £2500 are published at the link above.

Contracts are published in compliance with FOIA 2000 S.43, which relates to information where disclosure is likely to prejudice commercial interests. Some contracts are not published if the commercial interests of MOPAC and or the MPS could be prejudiced.

Decision making

9) Please provide a summary of your organisation's decision making processes (including below Board level), whether decision-making meeting are held in public, if the papers for such meetings are publically available (including advice to the Mayor) and how frequently decision-making information is uploaded to your organisation's website.

The Deputy Mayor for Policing and Crime is a single person executive and decision taker. All decisions taken by the deputy Mayor for Policing and Crime are published. In some cases, in compliance with FOIA exemptions, there can be a Part Two that is exempt information which may or may not be published at a later date (see answer to 1(f)). Written advice considered at meetings informing subsequent decisions is published as part of the decision documentation.

Please see link below:

<http://www.london.gov.uk/priorities/policing-crime/mopac-decisions>

Performance data and progress against targets

10) Please provide an overview of the performance monitoring data your organisation publishes and how regularly it does so.

- The 2014/15 Annual Report was published on 9 July.
- A MOPAC monthly report is presented to PCC on a monthly basis and in the report is performance information ranging from financial performance to correspondence/enquiries responded to MOPAC 7 crime performance.
- In addition, MOPAC presents data in innovative ways that allow the public and practitioners to engage simply and meaningfully with it through a range of interactive data dashboards, freely available on the MOPAC website.
- These dashboards are updated either monthly or quarterly, in accordance with the availability of the data and as soon as the data can be processed.

Follow up investigation into transparency across the Greater London Authority

Questionnaire to the GLA Group

Question	LFEPA response
Corporate view on transparency	
1) What is your organisation's approach to transparency? In particular, please set out:	
a. how you ensure you are achieving the highest possible level of transparency;	LFEPA agreed a 'commitment to openness' in December 2002 (FEP362). The Fifth London Safety Plan 2013/2016 (which is also the Authority corporate plan) – approved in July/September 2013 – reaffirmed its commitment to "... <i>publishing a wide range of information about the organisation and its performance.</i> "
b. if you have established any subsidiaries, associates, or joint ventures, what instructions (if any) have you given those organisations with regards to transparency?	LFEPA has only one body that might fall into this category which is <i>London Fire Brigade (LFB) Enterprises</i> , a wholly owned trading company which was established in January 2015 (report FEP 2254). Being a local authority controlled company, LFB Enterprises is subject to the same legal regime, and therefore transparency requirements, as LFEPA, including the Freedom of Information Act.
c. whether you have identified any benefits of embedding a culture of transparency in your organisation (and if so, what those benefits are);	The Authority recognises the importance and benefits of being more transparent. During the consultation phase for the Fifth London Safety Plan (LSP5), LFEPA published a wide range of raw data about incidents attended by LFB and the fire engines attending. That data is still available on the London Datastore and is updated on a monthly basis.
d. if your organisation works on the basis that all information should be in the public domain unless it is treated as confidential (and if so, what information is defined as confidential);	I would refer to the 'commitment to openness' referenced above in answer to question 1a. The presumption in the Freedom of Information Act is that all information is available, and we regularly ensure that all staff are aware of the provisions of the FOIA, and the need to be transparent. In a recent update for staff (April 2015) about the need to keep information and ICT systems secure, staff were advised that "As part of the Brigade's on-going commitment to openness , it's just as important that you do not add a security classification to documents which do not require one." There is a presumption of openness when preparing papers for decision-making meetings (i.e. Authority or its committees) where as much as possible is put in part 1 of a meeting; this is underpinned by LFB internal policy 628.

Question	LFEPA response
e. if you have a transparency and/or publication policy (and if so, please provide it/them with your questionnaire response);	Not specifically. See answer to question 1(a) above. Transparency matters are reported periodically to Members of the Governance, Performance and Audit Committee. The last report (FEP2397) was in March 2015 and dealt with the Authority compliance with the Local Government Transparency Code 2014.
f. if you use redactions where possible, rather than confidential papers or appendices;	We do not use redactions routinely in information we publish, except in the context of information supplied as a result of Freedom of Information Act requests. The approach for decision-making papers (to the Authority or its committees) is to include as much as possible on the Part 1 agenda for the meeting, including by splitting reports into public and non-public information to be considered in the open and closed parts of a meeting. Matters will be considered in the closed parts of the meeting where there is personal information, or matters of commercial interest (e.g. around tenders/contracts).
g. if you employ end dates for confidential information (i.e. a date by when information should be released into the public domain); and	For 'Part 2' (confidential) papers submitted to the Authority or its committees, policy 840 (September 2013) describes a process for reviewing those papers to ensure that they are released when confidentiality no longer applies. The review process is triggered one year after a paper has been considered by the Authority or a committee. The Clerk to the Authority (service provided by the GLA) is responsible for ensuring the process is implemented.
h. any steps you are taking to increase transparency above and beyond publication of information and documents.	All LFEPA decision-making meetings are held in public. The recent move to hold those meetings at City Hall means they are now available to view as a webcast. As outlined elsewhere in this response, the presumption is that all information supporting decision-making is published as part of the public part of the agenda.

Question	LFEPA response
Legislation and non-statutory guidance	
<p>2) Please provide a summary of which legislation places transparency and publication duties on your organisation and the relevant systems/processes you have in place to ensure you comply with them.</p>	<ul style="list-style-type: none"> • Freedom of Information Act 2000, Environmental Information Regulations 2004, Data Protection Act 1998 (DPA): <i>The LFB's Information Access Team handle all FOIA, DPA and EIR requests to ensure consistency of handling. The team are also responsible for ensuring staff and managers are aware of the provisions of law.</i> • Re-Use of Public Sector Information Regulations 2005 and 2015: <i>The LFB's Information Access Team handle all requests under the regulations.</i> • The Environmental Protection Public Sector (INSPIRE) Regulations 2009: <i>None of the currently published data specification apply to the fire and rescue service.</i> • Local Audit & Accountability Act 2014, and the Accounts and Audit Regulations 2015: <i>Information published in the LFEPA annual accounts; details of senior employee remuneration is also published in response to the Transparency Code (now similar provisions).</i> • Openness of Local Government Bodies Regulations 2014 (under sections 40 and 43(2) of the Local Audit and Accountability Act 2014): <i>LFEPA standing orders have been amended to reflect the provisions of the regulations, so far video, tweeting, etc. from meetings is concerned.</i> • Local Government Transparency Code 2015 (under section 2 of the Local Government, Planning and Land Act 1980): <i>An officer level transparency group oversees the response to the Code, with periodic reports to the Commissioner's Corporate Management Board, and to the Member-level Governance, Performance and Audit Committee.</i> • Local Government (Access to Information) Act 1985: <i>LFEPA reports to decision-making bodies include details of background papers used in the preparation of the report.</i>
<p>3) Do you publish all Freedom of Information Act requests, including the original request and the full response? If so, is this information readily accessible by the public (e.g. do you have a searchable website which includes the full questions and responses)?</p>	<p>The Authority publishes a selection of Freedom of Information request together with the information provided. The decision on which request to publish is made having regard to potential public interest in the request/ information provided. The disclosure log can be found from the transparency page (and other pages) on the LFB website here.</p>

Question	LFEPA response
4) Please provide evidence of the steps you have taken to implement the Local Government Transparency Code (recommendation 1).	All information where there is a mandatory requirement to publish is available on (or via) the LFB website. An internal officer-level transparency group oversees the collation and publication of information, and is now considering the information which the Local Government Transparency Code recommends might be published. LFEPA's progress in implementing the mandatory provisions of the Code was reported to the Authority's Governance, Performance and Audit Committee and to the officer Corporate Management Board on a periodic basis (most recently to the Committee in March 2015 (FEP2397)).
5) Please provide details on the guidance you have received from the Mayor regarding decision making in the public domain (recommendation 5).	I would refer you to the response sent by Sir Edward Lister dated 20 July 2015 to questions 6 and 7 directed to the Mayor where he deals with the issue of guidance provided by the Mayor to the GLA group.
6) What guidance have you received from the Mayor with regards to assisting the Assembly in its role (recommendation 6) and for providing responses to Assembly Members and Committees (recommendation 7)?	
7) Please provide an overview of how the transparency and publication requirements (both statutory and non-statutory) are working in practice.	LFEPA has found that the mandatory publication of transparency information (specified in the government's Code) were relatively simple to achieve. However, the Authority has not noticed a significant interest in the data published. There appears to be more interest in information which the Authority has voluntarily published (via the London DataStore) in relation to incidents attended, and response times of fire engines attending emergency incidents. The Authority is currently looking at the range of non-mandatory publication of information set out in the code to see what more should be published.

Question	LFEPA response
Contractual information	
<p>8) Please provide evidence of how you have implemented recommendation 2 (regarding a searchable webpage of active contracts), recommendation 3 (regarding contractual transparency clauses) and recommendation 4 (regarding the publication of contracts over a certain value). Please include an explanation of how you have determined any threshold you apply use when considering the publication of contracts.</p>	<p>The Authority uses the London Contracts Register (provided by London Councils) at this website. There are links to this website from the LFB website (including via the transparency page). The details of active LFEPA contracts are searchable and include contract total and annual value. There is a transparency clause in all LFEPA contracts. All tenders are published via the BlueLight portal here.</p> <p>LFEPA standing orders provide for competitive tenders to be sought where the value of the contract is more than £10,000, and those contract appear on the London Contracts Register. The Local Government Transparency Code 2015 requires the publication of all contracts of £5,000 or more, and to meet this requirement LFEPA publish details of purchase orders (quarterly) of a value between £5,000 and £10,000 on the London DataStore. The data is linked from the LFB website transparency page here. The London Contracts Register is in transition from one supplier to another, and the data will require a refresh across all boroughs / bodies that use the register. This work is underway and should be completed by end August 2015. Alongside this, the Authority is developing a comprehensive register of contracts which will support more easily publishing data about tenders and contracts in response to transparency requirements.</p>
Decision making	
<p>9) Please provide a summary of your organisation's decision making processes (including below Board level), whether decision-making meeting are held in public, if the papers for such meetings are publically available (including advice to the Mayor) and how frequently decision-making information is uploaded to your organisation's website.</p>	<p>LFEPA has a traditional 'local government' type committee structure for decision-making. The Authority appoints a number of committees and all meetings are held in public. Agendas and papers are published five clear working days in advance of meetings and are available on the LFB website here. All LFEPA meetings are now held at City Hall and are streamed live to the web and can accessed via the LFB web site (there is a link on the landing page for each committee).</p> <p>The Authority has delegated some decisions to officers and the scheme of specific delegations is available on the LFB web site here. This was last revised in June 2015.</p> <p>In addition, there is an informal meeting of Members called the Chairman's Coordinating Group; this does not meet regularly and only periodically to provide an opportunity for informal Member discussion on specific matters. Whilst it is not a decision-making body, it helps inform decision-making.</p>

Question	LFEPA response
Performance data and progress against targets	
<p>10) Please provide an overview of the performance monitoring data your organisation publishes and how regularly it does so.</p>	<p>The Authority's committees consider performance information on a six monthly basis (usually for end quarter 2 and quarter 4 (end September and end March respectively). The Strategy Committee considers progress in delivering the commitments in the London Safety Plan, the Governance Performance and Audit Committee consider performance against indicators/targets in the London Safety Plan for the corporate aims relating to prevention, protection and response, and the Resources Committee for corporate aims for people, resources and principles.</p> <p>At officer-level, the Commissioner chaired a quarterly Corporate Management Board performance meeting which would review all aspects of performance. Going forward, quarterly performance meeting, still chaired by the Commissioner, will involve the wider LFB top management group (first meeting 19 August 2015).</p> <p>The 'Our Performance' page on the LFB website here includes an annual 'Our Performance' document (latest is for 2014/15) which details performance for all LFEPA performance indicators (with targets) and service measures (no targets). A update performance digest is published quarterly during the year.</p> <p>Although not strictly performance (against target), the LFB publishes a wide range of data on the London Datastore, including data for all incidents attended since January 2009 (updated monthly) with the data about the fire engines that attended and their response times. The LFB mapping tool – accessible from the LFB website here – also allow display of information about incident types and response times by borough and ward (also updated monthly).</p>

This document produced on 14 August 2015

LFB | Information Management | David Wyatt | 020 8555 1200 x30352

29th July 2015

John Biggs AM
City Hall
The Queen's Walk
London SE1 2AA

Dear John

Follow up investigation into transparency across the Greater London Authority

Thank you for your letter dated 1 July 2015 and the questionnaire to the GLA Group. The London Legacy Development Corporation takes its transparency obligations very seriously and is pleased to provide the attached response to the questions. In answering these, we have set out our approach to transparency as well as that of our joint venture, E20 Stadium LLP.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Goldstone', with a horizontal line underneath.

David Goldstone CBE
Chief Executive
LLDC

Enc: 1

Question area	LLDC response
Corporate view on transparency	
1) What is your organisation's approach to transparency? In particular, please set out:	
a. how you ensure you are achieving the highest possible level of transparency;	LLDC is committed to openness and transparency for example through having a Publication Scheme and a new page on Transparency on its website. Transparency is led from the top of the organisation. It is embedded in the CEO's objectives to "Ensure resources are managed efficiently and effectively and at the same time maintain a high reputation both internally and externally."
b. if you have established any subsidiaries, associates, or joint ventures, what instructions (if any) have you given those organisations with regards to transparency?	LLDC has a joint venture with London Borough of Newham called E20 Stadium LLP established to manage the Stadium and its transformation to secure extensive community benefits. E20 LLP complies with the Freedom of Information Act.
c. whether you have identified any benefits of embedding a culture of transparency in your organisation (and if so, what those benefits are);	LLDC believes that transparency ensures good governance. Quantifying the benefits is difficult, but qualitatively we see it helping to drive efficiency, clear decision making and greater engagement with our stakeholders.
d. if your organisation works on the basis that all information should be in the public domain unless it is treated as confidential (and if so, what information is defined as confidential);	Yes, information should be accessible unless the exemptions set out in the Freedom of Information Act 2000 or Environmental Information Regulations 2004 applies. The definitions of what confidential are also informed by the exemptions of the Local Government Act 1972.
e. if you have a transparency and/or publication policy (and if so, please provide it/them with your questionnaire response);	The LLDC does not have a transparency policy. However, we are planning to introduce a policy in line with the GLA's policy.
f. if you use redactions where possible, rather than confidential papers or appendices;	Where possible, LLDC aims to include as much information as possible in Part 1 or public papers. In some cases, the use of a confidential paper or appendices is unavoidable for example where commercially sensitive information is included. LLDC uses redactions in some of its responses to Freedom of Information requests where it redacts information and states the exemption applied.
g. if you employ end dates for confidential information (i.e. a date by when information should be released into the public domain); and	The LLDC does not employ end dates for confidential information to be released into the public domain, but is considering including this in future.
h. any steps you are taking to increase transparency above and beyond publication	LLDC undertakes a range of engagement to keep local communities and

<p>of information and documents.</p>	<p>stakeholders informed about the plans for the Park this helps to encourage openness and transparency.</p> <p>Examples include:</p> <p>The Park Panel is a group of approximately 20 representatives drawn from local organisations or community groups, who engage with and support the London Legacy Development Corporation to realise its mission. The Panel acts as a sounding board for overall Park management including events and programming activity and provides a link to the local community and sharing information on their issues, needs and opportunities.</p> <p>The Legacy Youth Panel is a panel of young east Londoners working alongside the team delivering Queen Elizabeth Olympic Park. Formed four years prior to the London 2012 Games, the project harnesses young people's interest and enthusiasm, and enables them to make a valuable contribution to the regeneration of east London. Every year since 2008, LLDC recruits 30 new members aged between 14 and 18 from Hackney, Newham, Tower Hamlets and Waltham Forest to add to our panel – to date we have over 150 members. The Legacy Youth Panel has already had a significant impact on the development of the Park and the surrounding area, including the revolutionary designs of the Timber Lodge community centre and The Podium. They have recently elected 10 panel members to form a Youth Board to provide a link between the Panel and the Legacy Corporation, sharing information on and giving feedback to help inform key priority areas. Members of the Panel also gain valuable practical skills and experience in a range of areas, including: group and team work; communication and presenting; event planning; and urban design and planning.</p> <p>Quarterly resident meetings in the neighbourhoods closest to the Park in East Village and Carpenters Estate (Newham) and Hackney Wick (Hackney). LLDC also presents regularly at a range of local stakeholder fora e.g the Hackney Wick Cultural Interest Group, Stratford Business Improvement District.</p> <p>LLDC also publishes Park News 4 times a year distributed to 17,000 local residents and businesses within the LLDC's boundary. This is also available at the Info Point at the gateway to the Park where visitors can talk with a member of staff directly to find information on Park and venues. LLDC also has a 24 hour freephone hotline to</p>
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	answer any resident or visitor enquiries or questions about events or activities on and around the Park.
<p>Legislation and non-statutory guidance</p> <p>2) Please provide a summary of which legislation places transparency and publication duties on your organisation and the relevant systems/processes you have in place to ensure you comply with them.</p>	<p>The following legislation places transparency and publication duties on LLDC.</p> <ul style="list-style-type: none"> • Freedom of Information Act 2000 • Environmental Information Regulations 2004 • Data Protection Act 1998 <ul style="list-style-type: none"> ○ The LLDC's policy and procedures for handling requests for information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and the Data Protection Act 1998 are set out in its Information Compliance Policy and on a dedicated page on its website. • Local Government Act 1972 <ul style="list-style-type: none"> ○ The LLDC is subject to the requirements under this act including the arrangements for admission of public to Board and Committee meetings and access to documents. • Local Government Transparency Code 2015 <ul style="list-style-type: none"> ○ The Code covers the publication of information by local authorities about the discharge of their functions. While the LLDC is not covered by this Code, it aims to abide by it. • Openness of Local Government Bodies Regulations 2014 <ul style="list-style-type: none"> ○ These Regulations aimed at achieving greater transparency by local government bodies. The Regulations do not apply to LLDC but it aims to abide by it. • Re-Use of Public Sector Information Regulations 2005 <ul style="list-style-type: none"> ○ This promotes the re-use of information held by public sector bodies including the GLA and functional bodies. • The Infrastructure for Spatial Information in the EC (INSPIRE) Regulations 2009 <ul style="list-style-type: none"> ○ This relates to public access to "spatial data sets" meaning data in electronic format which refers directly or indirectly to a specific

	<p>location or geographical area.</p> <ul style="list-style-type: none"> • Local Audit & Accountability Act 2014 <ul style="list-style-type: none"> ◦ This includes provisions on public access to accounts (and underlying documents).
3) Do you publish all Freedom of Information Act requests, including the original request and the full response? If so, is this information readily accessible by the public (e.g. do you have a searchable website which includes the full questions and responses)?	<p>Yes. Since October 2014 LLDC has published all Freedom of Information and all Environmental Information Regulation requests that it has responded to including the original request and full response (excluding any personal information which has been redacted). This is readily accessible to the public via the Disclosure Log page on the LLDC's website (accessed from the main Freedom of Information requests page). The list is updated monthly.</p>
4) Please provide evidence of the steps you have taken to implement the Local Government Transparency Code (recommendation 1).	<p>As noted above, the LLDC is not covered by the Local Government Transparency Code, but is committed to being open and transparent and complying with the Code wherever possible.</p> <p>The LLDC has a webpage related to transparency which sets out the mandatory requirements of the Code and the information the LLDC publishes monthly, annually or does not hold. This page can be viewed at: http://www.queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/good-governance/transparency</p>
5) Please provide details on the guidance you have received from the Mayor regarding decision making in the public domain (recommendation 5).	<p>The Legacy Corporation's approach has been guided by Mayor's original response to recommendation 5 in the GLA Oversight Committee's 2013 report and his expectation that GLA group bodies publish as much information relating to decisions as possible.</p> <p>LLDC Board and Committee meetings are open to the public except for when confidential, personal or financial information matters are being discussed (these items are marked on the agenda and are considered in the Part 2 of the meeting.</p> <p>Agendas of business that will be discussed at a meeting and the reports on each topic for discussion (except any which contain confidential, personal or financial information as set out under the exemptions of the Local Government Act 1972) can be viewed on the website five days before the meeting.</p>

	<p>All items on the agenda have a Part 1 (public) paper with any exempt information being included in a Part 2 report or appendix.</p> <p>Minutes of the decisions taken at the meeting are available on the website once they have been agreed. These record all decisions taken at the meeting whether in Part 1 or Part 2 of the meeting.</p> <p>Members of the public can attend the public session of each Board and Committee meeting and obtain copies of the public papers.</p>
<p>6) What guidance have you received from the Mayor with regards to assisting the Assembly in its role (recommendation 6) and for providing responses to Assembly Members and Committees (recommendation 7)?</p>	<p>While the Legacy Corporation has not received any guidance from the Mayor, the Legacy Corporation's approach to assisting the Assembly in its role has been guided by Mayor's original response to recommendation 6 in the GLA Oversight Committee's 2013 report. This set out his expectations that all GLA Group officials respond to Assembly requests in a professional manner while noting it was not his intention to issue guidance. We note that his position remains the same in this regard as set out in the Mayor's response to this present investigation.</p> <p>The Legacy Corporation has a proactive and positive approach to engaging with the Assembly and providing responses to Assembly Members and Committees. This includes assisting the Mayor to respond to Mayoral Questions related to LLDC's remit, providing witnesses when requested for Assembly scrutiny committees and ensuring that they are fully briefed to answer questions, facilitating tours of Queen Elizabeth Olympic Park and its venues for Members and Committees.</p> <p>The LLDC aims to be transparent in our responses to Assembly Members and Committees unless there is a specific data protection, commerciality or confidentiality reason for withholding the information.</p>
<p>7) Please provide an overview of how the transparency and publication requirements (both statutory and non-statutory) are working in practice.</p>	<p>The LLDC believes that the processes it has in place to meet the transparency and publication requirements are working well in practice. For example, the introduction of the Disclosure Log of FOIs has enabled members of the public to view previously answered requests.</p> <p>The Freedom of Information Act also requires the LLDC to have an approved publication scheme in order to provide easy access to certain types of commonly</p>

	requested information. FOI requests are often signposted back to information that is published under the Publication Scheme.
Contractual information	
8) Please provide evidence of how you have implemented recommendation 2 (regarding a searchable webpage of active contracts), recommendation 3 (regarding contractual transparency clauses) and recommendation 4 (regarding the publication of contracts over a certain value). Please include an explanation of how you have determined any threshold you apply use when considering the publication of contracts.	<p>In terms of implementing recommendation 2, LLDC does not have a searchable webpage of active contracts as it publishes contracts data on a monthly basis on a contracts register. This includes most of the detail requested in this recommendation is including brief descriptions, contract values (as opposed to using value bands), the names of suppliers, contract end dates. It does not include hyperlinks to published contracts.</p> <p>In terms of recommendation 4, the LLDC has published contract information of contracts over £10,000 and since December 2014, the threshold has been reduced to £5,000 in line with the Local Government Transparency Code. LLDC also publishes the exact amounts, as opposed to values in bands, since December 2015.</p> <p>In terms of recommendation 3 on contractual transparency clauses, all contracts have an FOI and a transparency clause as standard.</p>
Decision making	
9) Please provide a summary of your organisation's decision making processes (including below Board level), whether decision-making meeting are held in public, if the papers for such meetings are publically available (including advice to the Mayor) and how frequently decision-making information is uploaded to your organisation's website.	<p>The Scheme of Delegations sets out arrangements for delegation of decisions to the Board, Committees and officers.</p> <p>The LLDC Board and its five Committees meet and take decisions in public except for when confidential, personal or financial information as set out under the exemptions of the Local Government Act 1972 is being discussed. As outlined in the response to question 5, the minutes of the meetings record all decisions taken at the meeting whether in Part 1 or Part 2 of the meeting. The Board and Committee papers which set out the detail of the decision are available on the website five days prior to the meeting and the minutes of the meetings are available after the meeting once they have been agreed in draft.</p> <p>Decisions made below Board and Committee level are made by individual officers in line with the Scheme of Delegation. These decisions are not taken in public. The Chief Executive and his direct reports meet on a weekly basis as the Executive Management Team to discuss strategic issues and forthcoming decisions, monitor</p>

	the corporate risk and issue registers and review project approval documents. These meetings are not held in public.
Performance data and progress against targets 10) Please provide an overview of the performance monitoring data your organisation publishes and how regularly it does so.	LLDC produces a quarterly Corporate Performance reports which provides an update on progress against the milestones in the London Legacy Development Corporation's 10 Year Plan, and set out information about the Legacy Corporation's financial performance. It is submitted to the LLDC Board and also to the London Assembly Budget Monitoring Sub-Committee. The reports are available here. http://www.queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/business-plan

John Biggs AM
London Assembly
City Hall
The Queen's Walk
London SE1 2AA

27 July 2015

Dear Mr Biggs

Thank you for your letter of 1 July requesting information about London & Partners' (L&P) approach to transparency.

You will be familiar with L&P's corporate governance arrangements, which we have discussed with the London Assembly on a number of occasions.

I am pleased to say that we have now implemented changes requested by the Assembly to provide greater transparency, whilst not undermining our governance arrangements, or ability to supplement public grant with private income - all of which is then used to attract additional jobs and growth into London.

Please find below responses to your specific questions:

Corporate view on transparency

1. L&P was established by the Mayor as a company limited by guarantee. It is not part of the GLA Group; it is a not-for-profit enterprise which receives both public and private funding, as well as having its own income streams.

The Mayor is one of five members of the company, which is run by a private sector-led Board, to which L&P's executive team is accountable. Neither the Mayor, nor any of the other members, exercise control of L&P. The Mayor appoints the Board's Chairman and one other director. The other directors are senior business men and women of strong repute.

L&P was deliberately set up in this way to enable it to develop commercial partnerships and conduct business activities to augment its public grant. This objective is central to the governance of L&P and delivers strong value for money to the London taxpayer. Unlike our national counterparts, which are public sector, almost half our promotional and economic development activities are NOT funded by the taxpayer.

We are, however, committed to being transparent in relation to how taxpayers' money is spent and the return on that investment. Earlier this year, our board introduced a number of reforms to support this objective, as follows:

- Publish key company policies, including procurement, travel and expenses, gifts and hospitality, remuneration and declarations of interest of board members;
- Continue to publish our annual business plans, annual reports and, in addition, share quarterly updates with the Assembly, showing delivery against key economic performance indicators;
- Bring forward the decision making process for GLA sign-off of our business plan, to enable the Assembly to review how we plan to spend our grant as part of its scrutiny of the Mayor's budget;
- Invite Assembly Members to attend our AGM;
- Continue to respond positively to requests from the Assembly about how we spend public grant, with my COO as a single point of contact between L&P and the Assembly.

In addition the GLA has the right to deploy internal auditors to access the records of L&P to review grant expenditure if necessary.

All of these measures are consistent with Mayoral Decision 1493. They were reflected in a deed of variation to L&P Grant Agreement for 2015/16 and 2016/17 and have all been implemented.

Legislation and non-statutory guidance

2. L&P is not part of the GLA Group, and, as a private company, is not subject to transparency guidelines for public sector bodies. As detailed above, however, L&P has put extensive transparency measures in place.
3. L&P is not covered by the Freedom of Information Act 2000. However it co-operates with FOI requests made to the GLA in relation to its grant-funded activities.
4. L&P has followed the underlying principles of the GLA Group Corporate Governance Framework with concessions made for commercial reasons.
5. L&P has also always responded positively to requests for information from the Assembly and to attend Assembly Committees. These arrangements were confirmed in Mayoral Decision 1493.
6. The new transparency arrangements have been in place since April 2015 and are working effectively.

Contractual Information

7. Due to their commercial nature, L&P does not publish details of its contracts.

Decision Making

8. Decision-making within the organisation is split between the Board and the Executive.

The Board's primary tasks are to:

- Be responsible for the management of the company's business, as set out in the Articles of Association;
- Provide strategic leadership on the development of strategies, policies and plans to discharge L&P's purposes;
- Monitor the performance of L&P, to ensure that it meets its strategic objectives and targets;
- Promote high standards of propriety, best practice and the efficient and effective use of staff and resources.

The Board meets four times a year which may be supplemented by additional meetings as and when required. The Board delegates specific responsibilities to Board Committees, with the role and responsibilities of each committee set out in clearly defined terms of reference.

The board is chaired by Sir Edward Lister. The GLA also sends an observer to board meetings, who is currently Munira Mirza. As is normal practice for private companies, board meetings are held in private and papers are not published.

All other decision making is the responsibility of L&P's executive team, which meets weekly.

9. L&P recognises the public interest in knowing what the GLA grant delivers for the city. The transparency arrangements, detailed above, allow the company to provide full, relevant information about value for money, whilst protecting governance arrangements and commercial information which enable L&P to be more effective and efficient.

Performance

10. L&P now publishes quarterly reports which outline L&P's progress against key economic performance indicators. Our report for April-June, has just been published and is attached to this letter.

Yours sincerely



GORDON INNES
Chief Executive Officer

REVIEW OF PERFORMANCE AGAINST TARGETS FOR Q1 2015-16

PURPOSE

This report highlights London & Partners' performance for the first quarter of 2015-16 against its core objectives of delivering jobs and growth for London and strengthening the city's reputation for the future.

SUMMARY

The company has had a successful first quarter and is on target to achieve or exceed its key performance indicators for the financial year.

We measure London & Partners' additional economic impact: defined as the extra benefits generated as a direct result of our intervention, compared to what would have happened without us. Our claims, which exclude all other influencing factors and take account of possible displacement of economic activity and over-optimism by those surveyed, have been confirmed by GLA economists as 'best practice'. Our KPIs for measuring economic benefit to the city are gross value added (GVA) and jobs created or supported. We also estimate the additional spend of leisure tourists, business delegates, major events-goers and additional sales made by foreign direct investment companies.

KPI	Actual for Q1 15/16	15/16 Target	% vs Annual Target
Total Additional Gross Value Added (GVA) from FDI, international students, tourists, major and business events delegates and organisers assisted by L&P	£78m	£247m	32%
Jobs supported by spend from international students, tourists, major and business events delegates and organisers assisted by L&P	967	2,896	33%
New jobs created in their first year of operation by Foreign Direct Investment (FDI) assisted by L&P	1,397	4,300	32%
Advertising Value Equivalent (AVE) from strengthening London's reputation as a cultural centre and leading destination for life sciences and tech	£76m ¹	£70m	108%

Key achievements for the quarter included:

- Lego establishing a global hub in London
- London rising from 7th to 6th position in the International Convention and Congress Association Rankings.

¹ London & Partners changed its media monitoring agency in the first quarter which is more effective in capturing international media than previously hence the results for 2015/16 are not comparable with previous years.

- Working with our partners to win 10 major congresses and conventions for London including the Sibos banking and finance congress for 4,500 delegates in 2019 and a new consumer show, New Scientist Live in 2016 with 40,000 delegates.
- Securing £135k from the UK Challenge Fund for a leisure tourism campaign in association with Tourism South East targeting visitors in Norway and Sweden.
- Delivering the second, annual, London Technology Week with our partners, UBM Europe, Tech London Advocates and ExCel London.

CREATING JOBS AND GROWTH

London & Partners creates jobs and growth from its work in supporting international trade, attracting foreign direct investment, international students, leisure tourists, congresses, conventions and major events to London.

International Trade and Foreign Direct Investment

During the quarter L&P completed 63 inward investment projects which collectively will create 1,397 jobs within their first year of operation and generate £23.3m of GVA. The majority of these investments were from companies in the technology sector (37%) followed by financial and business services (22%) and creative industries (14%).

Significant investments included Booking.com, the US online hotel retailer, establishing a London contact centre; Lego opening one of a number of global hubs in London; Spotify, the Swedish digital music provider expanding its presence in London's West End; and, buoyed by London's construction boom, the global leading curtain wall solution provider from China, Far East Group, is establishing a presence in the capital.

London & Partners has also submitted a bid for ERDF funds to deliver the next phase of the Mayor's export programme in partnership with the GLA. The ERDF funding will be matched with c. £1m of cash and in-kind support per annum from a number of private sector suppliers. The programme will focus on supporting innovative and scale up businesses in the tech, life sciences and urban sectors. If the ERDF bid is successful, the three year programme will be operational from January 2016.

Congresses and Conventions

The Convention Bureau team won 10 major congresses and conventions for London including the Sibos banking and finance congress for 4,500 delegates in 2019; a new consumer show, New Scientist Live in 2016 with 40,000 delegates; and the International Federation for Surgery of Obesity in 2017 with 2,200 delegates. In total £12m of GVA has been generated and 204 jobs supported by spend from business events delegates and organisers assisted by London & Partners.

A new year-long integrated marketing campaign was launched in April "Love the event & Love the experience" based on insights surrounding how event planners make buying decisions. The campaign has been very successful with more than 24,000 views of the video and 345,000 reached on Twitter. It also helped generate 120 pre-booked appointments for London & Partners at the leading IMEX Frankfurt trade show which was declared the busiest city stand at the show.

Finally, London rose from 7th to 6th position for the number of meetings and 4th position by number of delegates in the International Convention and Congress Rankings.

<http://www.iccaworld.com/npps/story.cfm?nppage=4852>

Major Events

Work progressed during the quarter in planning to the third annual RideLondon cycling festival in August, alongside the other founding partners, GLA and TfL. In addition the team has been developing activations and a business hosting programme during the Rugby World Cup in September and supporting the creation of “Lumiere” - a new light festival for London in February 2016. The team has also continued to support the GLA in the development of a potential bid for Expo 2025.

During the quarter RideLondon won Sports Tourism Event of the Year in the European Sports Tourism Awards 2015 and Participation Event of the Year in the BT Sports Industry Awards 2015. London was awarded Sports Tourism City of the Year in the European Sports Tourism Awards 2015.

Leisure Tourism

Our digital channels and activities to attract leisure tourists attracted additional tourism spend, which contributed an additional £36.3m of GVA to the economy. Our continued focus on social media resulted in London & Partners winning the Best Use of Online Video Social Award and a number one ranking for the VisitLondon Twitter account in the Top 1000 Travel Destinations.

London & Partners was successful in securing £135,000 from the UK Challenge Fund for a consumer and travel trade campaign targeting visitors from Norway and Sweden. The campaign will run from October 2015 to February 2016. Work is progressing on marketing activities to attract more international tourists to London’s cultural attractions and a large-scale, leisure tourism campaign to attract more US tourists to London, which will be activated in early 2016.

In May figures from the Office for National Statistics International Passenger Survey revealed that London welcomed more international visitors than ever before in 2014, with 17.4 million visits to the city, up 3.5% from the previous record of 16.8million visits in 2013.

<http://www.londonandpartners.com/media-centre/press-releases/2015/150602-london-holds-on-to-top-spot-as-worlds-most-popular-tourist-destination>

In addition, in June London was hailed as the world’s most popular tourist destination, topping MasterCard’s global destinations Cities Index for the second year running.

<http://www.londonandpartners.com/media-centre/press-releases/2015/150520-london-welcomes-174-million-international-visitors-in-another-recordbreaking-year-for-tourism>

Higher Education

Our main channel to attract international students is the official university guide www.studyinlondon.ac.uk. Quarter 1 results for the website have been strong and above target with over 19,000 registrations and 7,016 student referrals to London Universities. This has resulted in GVA of £6.5m.

Other activity in the quarter included the production and launch of a new film (in English and Chinese) promoting studying in London. www.youtube.com/user/StudyLondon In addition, a live Q&A was held in partnership with UCL Imperial College London, Kings College London, City University and Goldsmiths College on the Chinese social media channel Weibo. The session reached over 1.4m people with over 250 questions answered.

STRENGTHENING LONDON'S REPUTATION

Tech

London & Partners delivered the second, annual, London Technology Week with its partners, UBM Europe, Tech London Advocates and Excel London. The week-long festival celebrates London's global position as a hotbed of tech innovation, business successes, entrepreneurship and creative talent. This year's event included more than 220 events at more than 140 venues and attracted more than 43,000 visitors from 80 countries including nine large scale international delegations. London Technology Week generated media coverage worth £26m AVE with the week's launch event trending globally on Twitter.

Two campaigns to promote London's tech sector were launched during the week, a digital campaign celebrating 15 of London's most successful tech companies and a report on identifying the key benefits of growing and scaling a tech business in London.

Life Sciences

London & Partners works in close association with MedCity to showcase London and the Greater South East's sector's strengths internationally. During the quarter London & Partners and MedCity created MedCity's Top Tips. Launched during Wired Health conference, these one-page practical tips provide insights to navigating the region's life sciences ecosystem.

London & Partners also progressed work on sales and marketing activities to attract life sciences-related investment into London, which will be activated in the autumn.

Culture

The team is developing a major culture campaign for the autumn season. The campaign will shine a spotlight on London's cultural assets including galleries, museums, theatre, music and dance, which are a key driver for tourism. The first phase of the campaign will commence in August in key European markets. To date 60 content partners have been recruited with private sector funding and in-kind support of £550k.

FUTURE ACTIVITY

London & Partners has been tasked by the GLA and London Enterprise Panel (LEP) to develop a ten-year strategy to grow London's tourism economy. The strategy will go beyond London & Partners' current promotional remit and will look at product development, skills, competitiveness and infrastructure, amongst other things. It will build on the initial work carried out by the LEP to produce an Economic Development Plan to 2036, which highlighted the potential of the tourism sector to contribute to London's economic growth and job creation ambitions. An extensive programme of consultation with the tourism sector and related bodies will take place over the autumn, with the strategy and action plan completed in early 2016.

Questionnaire to the wider GLA family (London and Partners, London Travel Watch, the London Pension Funds Authority, the London Waste and Recycling Board, and the Museum of London)

In your response please consider your organisation's approach to transparency as well as that of any of your organisation's subsidiaries, associates, and joint ventures (as applicable).

Corporate view on transparency

1) What is your organisation's approach to transparency? In particular, please set out:

a. how you ensure you are achieving the highest possible level of transparency;

LWARB operates on the assumption that all of its activities are open to public scrutiny.

In particular, LWARB operates under the London Waste and Recycling Board Order (2008) which stipulates in section 17 the information that must be made available to the public:

- (a) the Board's Annual Report and Accounts
- (b) approved minutes of Board and committee meetings;
- (c) details of the remuneration of Board members;
- (d) a list of Board and committee members;
- (e) the register of Board and committee members' interests;
- (f) the dates of Board meetings and the agendas for those meetings.

In addition, members of the public are able to attend all LWARB Board and Committee meetings and access the papers for such meetings other than when confidential information (as defined by the Order) is being considered.

All non-confidential Board and Committee papers and meeting minutes are published on the LWARB website.

While LWARB is not subject to the provisions of the Freedom of Information Act, it is subject to the provisions of the Environmental Information Regulations 2004.

All work streams are scrutinised by one or other of the LWARB Committees or directly by the Board. The relevant committee considers regular updates which (with the exception of the investment programme) are reviewed in public meetings.

b. if you have established any subsidiaries, associates, or joint ventures, what instructions (if any) have you given those organisations with regards to transparency?

Resource London is a partnership programme formed by LWARB and WRAP. The programme supports London boroughs to deliver more consistent and efficient waste and recycling services for London. Resource London is governed through a Partnership Board constituted as an LWARB committee. As a formal committee of LWARB the Partnership Board operates

under the same governance framework as LWARB i.e. all (non-confidential) matters including reports and meetings of the Partnership Board are available and open to the public respectively, Resource London is also subject the Environmental Information Act.

c. if your organisation works on the basis that all information should be in the public domain unless it is treated as confidential (and if so, what information is defined as confidential);

LWARB uses the definitions given in Section 18(3&4) of the London Waste and Recycling Board Order concerning public access to meetings to determine what information may be considered confidential:

- s(3)
 - (a) information relating to any individual;
 - (b) information which is likely to reveal the identity of an individual;
 - (c) information relating to the financial or business affairs of any particular person;
 - (d) commercially sensitive information;
 - (e) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any employment matter arising between the Board and any employee; or
 - (f) information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- s(4)
 - (a) information provided to the Board by a Government department upon terms that prohibit the disclosure of the information to the public, and;
 - (b) information that may not be disclosed to the public by virtue of any enactment, rule of law or order of the court.

d. whether you have identified any benefits of embedding a culture of transparency in your organisation (and if so, what those benefits are);

We are required to be transparent by our establishing legislation, and the terms of the Environmental Information Regulations. We are not covered by the terms of the Freedom of Information Act, but we act as if we were. As such, transparency is, and always has been part of our culture. This means we must always strive to act to the highest standard and be in a position to explain and justify all of our activities. We do this in part by publishing a Business Plan each year and an annual report, as required by the LWARB Order.

e. if you have a transparency and/or publication policy (and if so, please provide it/them with your questionnaire response);

LWARB does not have a formal transparency/publication policy. A copy of the LWARB Standing Orders (which include the LWARB Order 2008) is included with this submission.

f. if you use redactions where possible, rather than confidential papers or appendices; and

Not as a matter of course. Typically, confidential papers report on market sensitive information relating to the performance of LWARB infrastructure investments, and as such it would not be appropriate to put this in the public domain with redactions.

g. if you employ end dates for confidential information (i.e. a date by when information should be released into the public domain); and

No – see above

h. any steps you are taking to increase transparency above and beyond publication of information and documents.

As mentioned above, all of LWARB's programmes are scrutinised by its Board and Committees which are held in public unless prescribed confidential information is being considered.

Legislation and non-statutory guidance

2) With regards to transparency and publication, does your organisation operate under the general requirements and expectations of all public sector bodies? Please provide a summary of which legislation places transparency and publication duties on your organisation and the relevant systems/processes you have in place to ensure you comply with them.

LWARB is covered by the GLA Act (2007), and Order (2008) and the Environmental Information Regulations (2004).

3) If you are covered by the Freedom of Information Act 2000, do you publish all Freedom of Information Act requests, including the original request and the full response? If so, is this information readily accessible by the public (e.g. do you have a searchable website which includes the full questions and responses)?

LWARB is not covered by the Freedom of Information Act, though any such information requests are usually covered by the Environmental Information Regulations 2004. LWARB has only received five information requests since its establishment in 2008, and does not consider it necessary to provide a searchable database of requests and responses. Should a requests be received to view these queries and responses, they would be provided.

4) Please provide details on the guidance you have received from the Mayor regarding decision making in the public domain.

None received

5) What guidance have you received from the Mayor with regards to assisting the Assembly in its role and for providing responses to Assembly Members and Committees?

None received

6) Please provide an overview of how any transparency and publication requirements (both statutory and non-statutory) are working in practice.

See above

7) Do you publish the details of any contracts you hold? If so, does your organisation have a searchable webpage of active contracts and do those contracts have transparency clauses? Please include an explanation of how you have determined any threshold you apply use when considering the publication of contracts.

No

Standing orders

These are the Standing Orders and rules of debate and procedure for the conduct of meetings of the London Waste and Recycling Board (the “Board”) and its committees.

The Board is established under section 356A of the GLA Act 1999 (as inserted by section 38 of the GLA Act 2007) and Statutory Instrument 2008 No. 2038: The London Waste and Recycling Board Order 2008 (the “Order”).

These Standing Orders apply to the Board and any Committees it establishes and should be read in conjunction with the Order and nothing in these Standing Orders should be interpreted as being contrary to the Order.

Revised:

December 2010
November 2012
December 2013

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1. Definitions

Board means the London Waste and Recycling Board

The Mayor means the Mayor of London.

Chairman has the meaning given by article 3(1)(a) of the Order

Committee has the meaning given by article 8 of the Order

Designated Deputy has the meaning given in three below

The Fund means the London Waste and Recycling Fund

Greater London Authority Group means the Greater London Authority, Transport for London, London Fire and Emergency Planning Authority, Metropolitan Police Authority and London Development Agency

Mayor's Representative has the meaning given by article 4 of the Order

Members has the meaning given by article 3(1) of the Order

The Order means the London Waste and Recycling Board Order 2008 (2038)

Secretariat means the persons or body responsible for the administrative arrangements of the Board provided for under article 13 of the Order and to deliver part 5 of the Order

2. Membership

The Board comprises eight members as prescribed by the Order (Section 3). Namely: The Mayor or his/her representative (as defined in Section 4 of the Order); four elected members of any borough council or the Common Council appointed by the London councils ("Council Members"); two persons appointed by the London councils and one person appointed by the Mayor ("independent members").

Terms of appointment and tenure are prescribed in Sections 4 and 6 of the Order. In summary:

- The term of office for any Board member (other than the chair) must not exceed 4 years.
- Council members and independent members may be appointed for at most two terms.
- Board members cease to be Board members if:
 - They are Council Members who cease to be elected members of a London borough or Common Council.
 - They are an independent member who becomes an elected member of a London borough of the Common Council.
 - They are the Mayor, on leaving office.
 - They are the Mayor's appointee and the Mayor ceases to be Mayor (unless their appointment is confirmed by the subsequent Mayor.)
 - They are the Mayor's representative and the Mayor leaves office.
 - They are the Mayor's representative and they become an elected member of a London borough or the Common Council.

Section 6 of the Order includes provisions for the London Councils or the Mayor to remove their respective appointees. Section 4 of the Order includes provisions for the Mayor to remove his representative.

Membership of all committees is as agreed by the Board.

Members of the Board and its Committees are required to adhere to the Board's Code of Conduct which includes the requirement to make a declaration of any personal interests and to register any gifts or hospitality received in relation to their work for the Board in excess of £25 – see Section 8 and Appendix SO3.

3. The Chairman

The Mayor or the Mayor's Representative will be the Chairman of the Board (as prescribed by the Order). If the Mayor or the Mayor's Representative is unable to attend a Board meeting he or she may appoint another Board member as his or her Designated Deputy, who shall act as Chairman for that Board meeting only and have all such powers and rights as Chairman, pursuant to these Standing Orders, as are delegated to him by the Mayor or the Mayor's Representative in connection with such appointment. Any such appointment shall be made by written notice which shall be delivered to the Secretariat and notified to Members prior to the meeting.

Committee Chairs will be appointed by the Board. If committee chair is unable to attend a particular meeting, he/she may appoint a deputy to chair in his/her place.

4. Committees

The Board shall establish any committees that it considers appropriate.

The membership, delegated authority and any reporting requirements will be agreed by the Board.

The Chairman of the Board may not be a member of any Committee (as prescribed by the Order); Non-Board members may be appointed as Committee members.

Each Committee will have terms of reference which will be approved by the Board.

Terms of Reference for all committees will be reviewed annually by the Audit Committee.

5. Meetings

The Board shall hold a minimum of three meetings each year. The frequency of committee meetings will be determined by committee chairs.

The Board or Committee Chairman will determine the time and place of meetings which will be notified to the membership by the Secretariat at least ten working days in advance of the meeting.

Details of all meetings including agendas and any non-confidential reports will be published on the LWARB website not less than five working days before the meeting.

The Board or Committee Chairman will set the agendas for all meetings. All agenda items and reports for circulation should be received from

Board/Committee Members and/or officers by the Secretariat for the Chairman's approval not less than ten working days prior to the meeting.

The secretariat will endeavour to despatch all Board and Committee papers to members at least five working days in advance of any meeting.

Board and Committee meetings will automatically adjourn after two and a half hours from the start of the meeting unless the Board/Committee agrees to the contrary.

Meeting agendas will include the following as standing items:

- Approval of the minutes of the previous meeting, which shall be signed by the Chairman once approved
- Declarations of interest;
- Update report from the Chief Operating Officer (Board Meetings only).
- Matters arising from the previous meeting.

The Board or Committee Chairman may at his/her discretion alter the order in which business is taken.

In addition to formal meetings the Board and its committees may carry out its business by email and telephone.

Quorum

The quorum of the Board is four Members, to include at least the Chairman, or the Designated Deputy Chairman, and in addition one London borough Councillor and one independent Member.

The quorum of any committee is one third of the members or four, whichever is the greater, unless specified differently in the Committee's Terms of Reference. The Audit Committee's Terms of Reference (as revised November 2012) define a quorum of 3 members.

If within half an hour of the time appointed for the meeting to commence, a quorum is not present, the meeting shall be dissolved.

A quorum may be convened by way of a conference call.

Minutes of meetings

The secretariat will draft minutes and a list of actions arising of each Board and Committee meeting. The minutes will include a list of attendees, a summary of discussions and any decisions made. The minutes and actions list will be for approval at the next meeting. The Chairman of the Board or relevant Committee will sign the minutes once approved. The only part of the minutes that can be discussed is their accuracy and any matters arising.

Public access to meetings

Meetings of the Board and its Committees are required by the Order to be held in public.

Members of the public may be excluded from meetings when confidential, or commercially sensitive information is to be discussed (as defined in Section 18 of the Order).

Non-members of the Board may, at the discretion of the Board or Committee Chairman be invited to attend and participate the Board or Committee discussions, but may not vote on any matters.

Disturbance of meetings

If there is a general disturbance making orderly business impossible, the Board or Committee Chairman may adjourn the meeting for as long as he/she thinks necessary.

If a member of the public interrupts proceedings, the Board or Committee Chairman will warn the person concerned. If they continue to interrupt, the Board or Committee Chairman will order their removal from the meeting room.

Points of order

A Board or Committee Member may raise a point of order at any time. The Board or Chairman will hear them immediately. A point of order may only relate to an alleged breach of these Standing Orders or the law. The ruling of the Board or Committee Chairman on the matter will be final.

Voting

The closing of the debate and move to vote will be at the Board or Committee Chairman's discretion.

With the exception of amendments to these standing orders, decisions will be made by a simple majority vote. The Chairman shall have an extra, casting, vote if no majority is reached.

Where a Board or Committee member requests it and is supported by two other members, the secretariat shall record each member's vote (including abstentions).

A member may request that their individual vote be recorded in the minutes. For significant decisions, all votes are recorded.

Voting on appointments

If there are more than two people nominated for any position to be filled and there is not a clear majority of votes in favour of one person, then the name of

the person with the least number of votes will be taken off the list and a new vote taken. The process will continue until there is a majority of votes for one person.

6. Board decisions between meetings

The Board and Committees may make decisions other than at formal meetings via one or other of the two procedures below (Urgency or Written Resolutions procedure).

Urgency procedure

If at any time the Chairman of the Board or a Committee considers that any matter is urgent and should be decided prior to the next meeting of the Board or Committee, then he/she shall consult all Members. If at least three of the Members, of whom one will be the Chairman, and (for Board decisions) one will be a London Borough Councillor and one will be an independent Member agree on the recommendation, then the decision shall be taken by the Chairman.

In the event that this urgency procedure is inoperable following, for example, Mayoral or local government elections and there is a need for urgent action, the Board Chairman is authorised to take executive action, subject to an independent member agreeing to that action, such action to be reported to the next meeting of the Board.

A copy of the record of a decision taken under procedure shall be kept by the Secretariat and reported to the next meeting of the Board along with an explanation of why the decision was required to be taken via the Urgency Procedure.

Written Resolutions

If at any time the Chairman of the Board or a Committee considers that any matter should be decided between meetings but is not considered to be urgent the Board/Committee Chairman will seek a Written Resolution. The Chairman will consult all members of the Board or Committee via email, and the decision will be put to a vote, with deadline for votes to be received by the Secretariat stipulated. Other than for the amendment of these standing orders, decisions will be taken on a simple majority vote, with the Chairman having a casting vote if necessary. A valid decision requires that the number of votes cast must be greater than or equal to the quorum for the body making the decision.

A copy of the record of a decision taken under this procedure shall be kept by the Secretariat and reported to the next meeting of the Board or Committee.

7. Delegation

The Board or a Committee may authorise any of the following to exercise on its behalf any of its functions as it may determine: The Chair or member of the Board or Committee; a Committee of the Board or an employee of the Board.

8. Code of Conduct, Declarations of Interest, and Hospitality Register

Members of the Board and its Committees are required to adhere to the Board's Code of Conduct which includes a requirement that members declare any interests in the matters being considered by the Board or its Committees, and to register any gifts or hospitality received as a result of being a member of the Board or its Committees above a value of £25. Full details of the code of conduct may be found in "G5 Code of Conduct and Declarations of Interest".

9. Amendment of Standing Orders

The Standing Orders may only be amended by majority decision of the Board that includes the Chairman.

Appendix SO1**Section 356A and 356B of the GLA Act 1999, as amended by the GLA Act 2007 section 38(1)****38 London Waste and Recycling Board**

(1) After section 356 of the GLA Act 1999 (directions by the Mayor) insert—

“356A London Waste and Recycling Board

(1) There shall be a body known as the London Waste and Recycling Board (referred to in this section and section 356B as “the Board”).

(2) The objectives of the Board are to promote and encourage, so far as relating to Greater London,—

- (a) the production of less waste;
- (b) an increase in the proportion of waste that is re-used or recycled;
- (c) the use of methods of collection, treatment and disposal of waste which are more beneficial to the environment.

(3) For the purpose of achieving its objectives, the Board may provide financial assistance to any person towards or for the purposes of—

- (a) the provision of facilities for or in connection with the collection, treatment or disposal of waste produced in Greater London;
- (b) conducting research into new technologies or techniques for the collection, treatment or disposal of waste;
- (c) securing, or assisting in securing, the performance of any function of a London borough council or the Common Council relating to waste.

(4) For the purpose of achieving its objectives, the Board may provide advice on such matters as it thinks fit to any of the following—

- (a) the Mayor;
- (b) any London borough council;
- (c) the Common Council;
- (d) such other persons as the Board thinks fit.

(5) In carrying out its functions under this section, the Board must—

- (a) act in accordance with the municipal waste management strategy;
- (b) act in general conformity with the spatial development strategy so far as relating to the collection, treatment and disposal of waste.

(6) The Board may do anything that it thinks will facilitate, or is incidental or conducive to, the carrying out of its functions under subsections (2) to (4) above.

(7) The Board does not have the power to borrow money.

(8) The Secretary of State may issue to the Board guidance as to the exercise of its functions.

(9) The Board shall have regard to any guidance issued under subsection (8) above.

(10) Any reference in this section to the collection, treatment or disposal of waste includes a reference to the transport of waste for or in connection with that purpose.

356B Supplemental provision concerning the Board

(1) The Secretary of State may by Order make provision as to—

- (a) the constitution of the Board;
- (b) the appointment of its members (who must not be fewer than 7 nor more than 13 in number);
- (c) the payment of allowances and expenses to its members; and such other matters in connection with its establishment and administration as the Secretary of State thinks fit.

(2) The Board shall not be regarded—

- (a) as the servant or agent of the Crown, or
- (b) as enjoying any status, privilege or immunity of the Crown, and the property of the Board shall not be regarded as property of, or property held on behalf of, the Crown.

(3) The Secretary of State may make payments by way of grant to the Board towards expenditure incurred or to be incurred by it.

(4) The amount of any grant and the manner of its payment are to be such as the Secretary of State may determine.

(5) Any grant may be paid on such conditions as the Secretary of State may determine.

(6) Conditions under subsection (5) above may, in particular, include—

- (a) provision as to the use of the grant;
- (b) provision as to circumstances in which the whole or part of the grant must be repaid.”.

(2) In section 420(3) of that Act (orders subject to affirmative procedure)—

- (a) after “an order under” insert “any of the following provisions”;
- (b) for the word “or” at the end of paragraph (c) substitute—
“(cc) section 356B(1) above,”.

2008 No. 2038

LONDON GOVERNMENT

The London Waste and Recycling Board Order 2008

Made - - - - 23rd July 2008

Coming into force in accordance with article 1

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The Secretary of State makes the following Order in exercise of the powers conferred by sections 60A(5), 356B(1) and 405(1) of the Greater London Authority Act 1999^(a).

In accordance with section 420(3) of that Act, a draft of this Order has been laid before, and approved by a resolution of, each House of Parliament.

PART 1

Introduction

Title and commencement

1. This Order—
- (a) may be cited as the London Waste and Recycling Board Order 2008; and
 - (b) comes into force the day after this Order is made.

Interpretation

2. In this Order—
- “the Board” means the London Waste and Recycling Board;
 - “the London councils” means the London borough councils and the Common Council, acting jointly;
 - “council members” has the meaning given by article 3(1)(b);
 - “independent members” has the meaning given by article 3(1)(c);
 - “Mayor’s representative” has the meaning given by article 4(1).

PART 2

Membership of the Board

Members of the Board

- 3.—(1) The Board shall comprise the following members—
- (a) the Mayor who shall be the chair of the Board;
 - (b) four elected members of any London borough council or the Common Council appointed by the London councils (“council members”);

^(a) 1999 c. 29. Section 60A(5) was inserted by section 4(1) of the Greater London Authority Act 2007 (c. 24) and section 356B was inserted by section 38(1) of that Act.

- (c) two persons appointed by the London councils and one person appointed by the Mayor (“independent members”).

This is subject to paragraphs (2) and (3) and article 4.

(2) The London councils must ensure that, at any given time, no two or more council members are from the same London borough council or the Common Council.

(3) The London councils or the Mayor may not appoint any person as an independent member if that person is an elected member of any London borough council or the Common Council.

Mayor’s representative

4.—(1) The Mayor may appoint a person (“Mayor’s representative”) to be the chair of the Board on the Mayor’s behalf.

(2) But the Mayor may not appoint any person as the Mayor’s representative who is—

- (a) an existing member of the Board; or
- (b) an elected member of any London borough council or the Common Council.

(3) Where the Mayor appoints a representative under paragraph (1) that person shall replace the Mayor as a member of the Board.

(4) The Mayor’s representative shall hold and vacate office in accordance with such terms and conditions as are determined by the Mayor.

This is subject to paragraphs (5), (6) and (7).

(5) Where the Mayor’s representative becomes an elected member of a London borough council or the Common Council, that person ceases to be the Mayor’s representative.

(6) Where a person ceases to hold office as Mayor any person appointed as the Mayor’s representative ceases to hold that position unless their appointment is confirmed by the subsequent Mayor.

(7) The Mayor may remove any person appointed under paragraph (1) where that person—

- (a) has been absent from the meetings of the Board for more than 6 months without the permission of the Mayor;
- (b) becomes bankrupt or makes an arrangement with creditors or (in Scotland) that person’s estate has been sequestrated; or
- (c) in the opinion of the Mayor, has become unable, unfit or unsuitable to carry out that person’s duties.

(8) Article 6 does not apply in relation to the Mayor’s representative.

Relevant experience and knowledge

5. The Mayor and the London councils must, in appointing members of the Board (including the Mayor’s representative), have regard to the desirability of securing that they have, between them, experience in or knowledge of—

- (a) the prevention, minimization, recycling, treatment, disposal and transportation of waste;
- (b) the provision of waste collection and disposal services;
- (c) the town and country planning system;
- (d) quality assurance;
- (e) the requirements of different waste producers in respect of the treatment, collection and disposal of waste;
- (f) service and capital project procurement and delivery in the public and the private sector;
- (g) environmental protection.

Terms of appointment and tenure

6.—(1) The Board members shall hold and vacate office in accordance with such terms and conditions as are determined by the Mayor with the consent of the London councils (subject to this Order).

(2) The term of office of any Board member, other than the chair, must not exceed 4 years.

(3) A person who has held office as a council member or independent member may be re-appointed once only for a further period (whether consecutive or not) not exceeding 4 years.

(4) The London councils may remove any council member or independent member appointed by them from the Board if that member—

- (a) has been absent from the meetings of the Board for more than 6 months without the permission of the Board;
- (b) becomes bankrupt or makes an arrangement with creditors or (in Scotland) that member's estate has been sequestrated; or
- (c) in their opinion, has become unable, unfit or unsuitable to carry out that member's duties.

(5) The Mayor may remove any independent member appointed by the Mayor from the Board if that member—

- (a) has been absent from the meetings of the Board for more than 6 months without the permission of the Board;
- (b) becomes bankrupt or makes an arrangement with creditors or (in Scotland) that member's estate has been sequestrated; or
- (c) in the opinion of the Mayor, has become unable, unfit or unsuitable to carry out that member's duties.

(6) Where a council member ceases to be an elected member of a London borough council or the Common Council, that person ceases to be a member of the Board.

(7) Where an independent member becomes an elected member of a London borough council or the Common Council, that person ceases to be a member of the Board.

(8) Where a person ceases to hold office as Mayor—

- (a) that person ceases to be a member of the Board; and
- (b) any independent member appointed by that person ceases to be a member of the Board unless their appointment is confirmed by the subsequent Mayor.

Allowances and expenses

7. The Board may pay to its members and committee members—

- (a) such allowances as are determined by the Mayor with the consent of the London councils; and
- (b) any expenses properly incurred by them in carrying out the Board's business.

PART 3

Proceedings of the Board etc.

Committees

8.—(1) The Board may establish committees.

(2) Any such committee—

- (a) must not include the chair of the Board;
- (b) may include members who are not members of the Board.

Procedure of the Board

- 9.—(1) Subject to paragraph (2), the Board may—
- (a) determine its own procedure (including quorum); and
 - (b) determine the procedure (including quorum) of any of its committees.
- (2) On any vote by the Board the chair has an additional, casting vote in the event of a tie.

Validity of proceedings

- 10.—(1) The validity of any proceedings of the Board shall not be affected—
- (a) by a vacancy amongst the council members or independent members; or
 - (b) by a defect in the appointment or any disqualification of a person as a council member or independent member.
- (2) The validity of any proceedings of the Board shall not be affected—
- (a) by a vacancy in the office of chair, or
 - (b) by a defect in the appointment or any disqualification of a person as chair,
- if those proceedings are conducted with the consent of the Secretary of State.
- (3) The Secretary of State may, before granting such consent, require a chair to be appointed for the purposes of those proceedings from amongst either the council members or the independent members as the Secretary of State shall determine.

Registration and disclosure of members' interests

- 11.—(1) The Board must establish and maintain a system for the declaration and registration of private interests of its members.
- (2) A member of the Board must immediately disclose any direct or indirect interest in any matter proposed or discussed by the Board.
- (3) The disclosure must be recorded in the minutes of the Board.
- (4) A member who is directly interested in any matter may not take part in any discussions or decisions of the Board.
- (5) But if the Mayor and the London councils consider that the number of members directly interested in any matter is such as to impede the transaction of business, the Mayor and the London councils may agree to direct the Board that the restriction imposed by paragraph (4) does not apply; and the direction must be in writing and may be subject to such conditions as the Mayor and the London councils consider necessary.
- (6) Nothing in this article precludes a member from taking part in the consideration or discussion of, or voting on, any question whether an application should be made to the Mayor and the London councils for the exercise of the power conferred by paragraph (5).
- (7) Any reference in this article to the Board includes any committee of the Board.

Delegation

12. The Board may authorise any of the following to exercise, on its behalf, such of its functions, in such circumstances, as it may determine—
- (a) the chair or any other member of the Board;
 - (b) a committee of the Board; or
 - (c) an employee appointed under article 13.

Staffing

13. The Board may appoint such employees as it determines, and may pay to them such remuneration and other allowances, and make such provision for pensions, as it determines.

PART 4

Provision of information etc.

Annual report

14.—(1) For each financial year, the Board must—

- (a) prepare an annual report on how it has discharged its functions during the year; and
- (b) send a copy of the report to the London borough councils, the Common Council and the Secretary of State.

(2) In this article, “financial year” means—

- (a) the period beginning with the day on which the Board is established and ending with the next 31st March; and
- (b) each subsequent period of 12 months ending with 31st March.

Board priorities and provision of financial assistance

15.—(1) The Board must, by 31st March each year, prepare and publish a document setting out how it will meet its objectives in the following 12 month period, including—

- (a) its priorities for that period; and
- (b) its strategy for the provision of financial assistance to any person during that period for the purposes of—
 - (i) the provision of facilities for or in connection with the collection, treatment or disposal of waste produced in Greater London;
 - (ii) conducting research into new technologies or techniques for the collection, treatment or disposal of waste; or
 - (iii) securing, or assisting in securing, the performance of any function of a London borough council or the Common Council relating to waste.

(2) If the Board wishes to provide financial assistance to any person for any of the purposes in paragraph (1)(b) before 1st April 2009, it must, before doing so, prepare and publish a document containing the information in paragraph (1) for the period to 1st April 2009.

Provision of information to the Secretary of State

16. The Board must provide the Secretary of State with such information as the Secretary of State requires relating to the discharge or proposed discharge of the Board’s functions.

Provision of information to the public

17.—(1) The Board must make the following available for inspection by the public, free of charge, at all reasonable times—

- (a) the document referred to in article 15;
- (b) annual reports of the Board;
- (c) approved minutes of Board and committee meetings;
- (d) details of the remuneration of Board members;
- (e) a list of Board and committee members;

- (f) the register of Board and committee members' interests;
- (g) the dates of Board meetings and the agendas for those meetings.

(2) Any person who requests it must be provided with a copy of, or extract from, any document in paragraph (1) on payment of a reasonable charge.

Public access to meetings

18.—(1) A meeting of the Board must be open to the public.

This is subject to paragraphs (2) and (3).

(2) The Board must exclude the public from a meeting during an item of business if, during that item, confidential information may be disclosed to the public in breach of the obligation of confidence.

(3) The Board may exclude the public from a meeting during an item of business if, during that item, any of the following information may be disclosed to the public and the Board considers that in all the circumstances of the case the public interest in preventing disclosure of the information outweighs the public interest in disclosure of the information—

- (a) information relating to any individual;
- (b) information which is likely to reveal the identity of an individual;
- (c) information relating to the financial or business affairs of any particular person;
- (d) commercially sensitive information;
- (e) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any employment matter arising between the Board and any employee; or
- (f) information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

(4) In this article, “confidential information” means—

- (a) information provided to the Board by a Government department upon terms that prohibit the disclosure of the information to the public, and
- (b) information that may not be disclosed to the public by virtue of any enactment, rule of law or order of the court,

and, in each case, the reference to the obligation of confidence is to be construed accordingly.

(5) This article is without prejudice to any power of exclusion to suppress or prevent disorderly conduct or other misbehaviour at a meeting.

(6) Any reference in this article to the Board includes any committee of the Board.

PART 5

Funds and auditing

Fund

19. The Board must—

- (a) keep a fund (to be known as the general fund) to which all income of the Board must be carried, and from which all expenditure discharging liabilities must be met; and
- (b) keep accounts of income and expenditure of the general fund.

Financial administration

20. The Board must make arrangements for the proper administration of its financial affairs and appoint a person to be responsible for the administration of those affairs and keeping the accounts of the Board.

Amendment to the Audit Commission Act 1998 and the Greater London Authority Act 1999

21.—(1) In Schedule 2 to the Audit Commission Act 1998^(a) (accounts subject to audit), in paragraph 1, after sub-paragraph (bd) add—

“(be) the London Waste and Recycling Board;”.

(2) In section 60A(3) of the Greater London Authority Act 1999 (confirmation hearings etc for certain appointments by the Mayor), immediately after the entry relating to the chairman of the London Fire and Emergency Planning Authority, add—

“Mayor’s representative as chair of the London Waste and Recycling Board (see section 356A below and article 4 of the London Waste and Recycling Board Order 2008);”.

23rd July 2008

Joan Ruddock
Parliamentary Under Secretary of State
Department for Environment, Food and Rural Affairs

^(a) 1998 c. 18.

EXPLANATORY NOTE

(This note is not part of the Order)

This Order makes provision as to the constitution and procedures of the London Waste and Recycling Board established under section 356A of the Greater London Authority Act 1999 (c. 29).

Articles 3 to 7 set out provisions relating to the members of the Board, including the Mayor's power to appoint a representative to take the Mayor's place as chair of the Board (article 4), the relevant experience and knowledge of Board members (article 5), terms of appointment and tenure of office (article 6) and the payment of allowances and expenses to Board members (article 7).

Articles 8 to 13 provide for proceedings of the Board and staffing, including the establishment of committees (article 8), validity of proceedings (article 10), disclosure of members' interests (article 11) and delegation of Board functions (article 12).

Articles 14 to 18 provide for the provision of information, including a requirement for the Board to prepare an annual report (article 14) and to publish a document each year setting out how it will meet its objectives (article 15). Article 18 requires Board meetings normally to be open to the public.

Article 19 requires the Board to keep a general fund and article 21 inserts the Board into Schedule 2 to the Audit Commission Act 1998 (c. 18) so that it becomes a body subject to audit under that Act. Article 21 also inserts the appointment by the Mayor of a person to chair the Board into section 60A(3) of the Greater London Authority Act 1999 so that the Mayor must undertake the confirmation process set out in Schedule 4A to that Act before making the appointment.

An impact assessment has not been produced for this instrument as no impact on the private or voluntary sectors is foreseen.

STATUTORY INSTRUMENTS

2008 No. 2038

LONDON GOVERNMENT

The London Waste and Recycling Board Order 2008

£3.00

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Appendix SO3**Code of Conduct of the London Waste and Recycling Board****PART 1****GENERAL PROVISIONS****Introduction and interpretation**

1. —(1) This Code applies to you as a member of the London Waste and Recycling Board (the “Board”), or one of its committees.

"Member" means the Mayor of London, and independent members appointed by London Councils and the Mayor, the elected members of any London borough council appointed by London Councils and where applicable the Representative of the Mayor and a co-opted member of a committee or forum of the Board.

(2) You should read this Code together with the general principles prescribed by the Secretary of State and the Committee on Standards in Public Life, which are as follows:

Selflessness

You should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

Honesty and Integrity

You should not place yourself in situations where your honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

Objectivity

You should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

Accountability

You should be accountable to the public for your actions and the manner in which you carry out your responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to your particular office.

Openness

You should be as open as possible about your actions and those of your Board, and should be prepared to give reasons for those actions.

Personal Judgement

You may take account of the views of others, including their political groups, but should reach your own conclusions on the issues before you and act in accordance with those conclusions.

Respect for Others

You should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. You should respect the impartiality and integrity of the Board's statutory officers, and its other employees.

Duty to Uphold the Law

You should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in you.

Stewardship

You should do whatever you are able to do to ensure that your Board uses its resources prudently and in accordance with the law.

Leadership

You should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

(3) It is your responsibility to comply with the provisions of this Code.

(4) In this Code—

"meeting" means

(a) any meeting of the Board;

(b) any meeting of any of the Board's committees or forums,

Scope

2. —(1) Subject to sub-paragraphs (2) to (5), you must comply with this Code whenever you—

- (a) conduct the business of the Board (which, in this Code, includes the business of the office to which you are appointed); or
 - (b) act, claim to act or give the impression you are acting as a representative of the Board, and references to your official capacity are construed accordingly.
- (2) Subject to sub-paragraphs (3) and (4), this Code does not have effect in relation to your conduct other than where it is in your official capacity.
- (3) In addition to having effect in relation to conduct in your official capacity, paragraphs 3(2)(c), 5 and 6(a) also have effect, at any other time, where that conduct constitutes a criminal offence for which you have been convicted.
- (4) Conduct to which this Code applies (whether that is conduct in your official capacity or conduct mentioned in sub-paragraph (3)) includes a criminal offence for which you are convicted (including an offence you committed before the date you took office, but for which you are convicted after that date).
- (5) Where you act as a representative of the Board—
- (a) on another relevant authority, you must, when acting for that other authority, comply with that other authority's code of conduct; or
 - (b) on any other body, you must, when acting for that other body, comply with the Board's code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.
- (6) In this Code “relevant authority” has the meaning given to it by section 49 of the Local Government Act 2000.

General obligations

3. —(1) You must treat others with respect.

(2) You must not—

- (a) do anything which may cause the Board to breach any of the equality enactments (as defined in section 33 of the Equality Act 2006);
- (b) bully any person
- (c) intimidate or attempt to intimidate any person who is or is likely to be—
 - (i) a complainant,
 - (ii) a witness, or
 - (iii) involved in the administration of any investigation or proceedings, in relation to an allegation that a member (including yourself) has failed to comply with his or her authority's code of conduct;
- (d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the Board; or
- (e) provide or offer to provide a reference for any candidate for employment or promotion with the Board.

4. You must not—

- (a) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where—
 - (i) you have the consent of a person authorised to give it;
 - (ii) you are required by law to do so;
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
 - (iv) the disclosure is—
 - (a) reasonable and in the public interest; and
 - (b) made in good faith and in compliance with the reasonable requirements of the Board; or
- (b) prevent another person from gaining access to information to which that person is entitled by law.

5. You must not conduct yourself in a manner which could reasonably be regarded as bringing the Board into disrepute.

6. You—

(a) must not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage; and

(b) must, when using or authorising the use by others of the resources of the Board—

(i) act in accordance with the Board's reasonable requirements;

(ii) ensure that such resources are not used improperly for political purposes (including party political purposes).

7. —(1) When reaching decisions on any matter you must have regard to any relevant advice provided to you by—

(a) the Board's finance advisor; or

(b) the Board's legal advisor.

(2) You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by the Board.

PART 2**INTERESTS****Personal interests**

8. —(1) You have a personal interest in any business of the Board where either—

(a) it relates to or is likely to affect—

(i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the Board;

(ii) any body—

(aa) exercising functions of a public nature;

(bb) directed to charitable purposes; or

(cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union), of which you are a member or in a position of general control or management;

(iii) any employment or business carried on by you;

(iv) any person or body who employs or has appointed you;

(v) any person or body, other than a relevant authority, who has made a payment to you in respect of your election or any expenses incurred by you in carrying out your duties;

(vi) any person or body who has a place of business or land in the Board's area, and in whom you have a beneficial interest in a class of securities of that person or body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital (whichever is the lower);

(vii) any contract for goods, services or works made between the Board and you or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi);

(viii) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25;

- (ix) any land in the Board's area in which you have a beneficial interest;
- (x) any land where the landlord is the Board and you are, or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi) is, the tenant;
- (xi) any land in the Board's area for which you have a licence (alone or jointly with others) to occupy for 28 days or longer; or
- (b) a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a relevant person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of Greater London.

(2) In sub-paragraph (1)(b), a relevant person is—

- (a) a member of your family or any person with whom you have a close association; or
- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of a type described in sub-paragraph (1)(a)(i) or (ii).

Disclosure of personal interests

9. —(1) Subject to sub-paragraphs (2) to (5), where you have a personal interest in any business of the Board and you attend a meeting of the Board at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

(2) Where you have a personal interest in any business of the Board which relates to or is likely to affect a person described in paragraph 8(1)(a)(i) or 8(1)(a)(ii)(aa), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.

(3) Where you have a personal interest in any business of the Board of the type mentioned in paragraph 8(1)(a)(viii), you need not disclose the nature or

existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.

(4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.

(5) Where you have a personal interest but, by virtue of paragraph 14, sensitive information relating to it is not registered in the Board's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.

(6) Where the Chairman makes any decision which affects a matter in which he or she has a personal interest (within the meaning of paragraph 8 above) that must be disclosed in accordance with paragraph 9(1) and in accordance with any relevant procedure of the Board.

Prejudicial interest generally

10. —(1) Subject to sub-paragraph (2), where you have a personal interest in any business of the Board you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

(2) You do not have a prejudicial interest in any business of the Board where that business—

(a) does not affect your financial position or the financial position of a person or body described in paragraph 8;

(b) does not relate to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 8; or

(c) relates to the functions of the Board in respect of—

(i) housing, where you are a tenant of the Authority provided that those functions do not relate particularly to your tenancy or lease;

(ii) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;

(iii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;

(iv) an allowance, payment or indemnity given to members;

- (v) any ceremonial honour given to members; and
- (vi) setting council tax or a precept under the Local Government Finance Act 1992.

11 (1) You also have a prejudicial interest in any business before a committee of the Board where:

- (a) that business relates to a decision made, or action taken, by another of the Board's committees of which you are a member; and
- (b) At the time the decision was made or action was taken, you were a member of the committee mentioned in paragraph (a) and you were present when that decision was made or action was taken.

(2) However sub-paragraph (1) does not apply where you attend the meeting of a committee of the Board for the purpose of answering questions or otherwise giving evidence relating to that decision or action.

Effect of prejudicial interests on participation

12. —(1) Subject to sub-paragraph (2), where you have a prejudicial interest in any business of the Board—

- (a) you must withdraw from the room where a meeting considering the business is being held—
 - (i) in a case where sub-paragraph (2) applies, immediately after making representations, answering questions or giving evidence;
 - (ii) in any other case, whenever it becomes apparent that the business is being considered at that meeting; and
- (b) you must not seek improperly to influence a decision about that business.

(2) Where you have a prejudicial interest in any business of the Board, you may attend a meeting (including a meeting of a committee of the Board) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

PART 3

REGISTRATION OF MEMBERS' INTERESTS

Registration of members' interests

13. —(1) Subject to paragraph 14, you must, within 28 days of—

(a) this Code being adopted by or applied to the Board; or

(b) your appointment to office (where that is later), register in the Board's register of members' interests details of your personal interests where they fall within a category mentioned in paragraph 8(1)(a), by providing written notification to the Board's head administrative officer.

(2) Subject to paragraph 14, you must, within 28 days of becoming aware of any new personal interest or change to any personal interest registered under paragraph (1), register details of that new personal interest or change by providing written notification to the Board's Secretariat officer.

Sensitive information

14. —(1) Where you consider that the information relating to any of your personal interests is sensitive information, you need not include that information when registering that interest, or, as the case may be, a change to that interest under paragraph 13.

(2) You must, within 28 days of becoming aware of any change of circumstances which means that information excluded under paragraph (1) is no longer sensitive information, notify your Board's monitoring officer asking that the information be included in your Board's register of members' interests.

(3) In this Code, "sensitive information" means information whose availability for inspection by the public creates, or is likely to create, a serious risk that you or a person who lives with you may be subjected to violence or intimidation

Part 4 Hospitality Register

Board and Committee Members are required to register all hospitality or gifts received by virtue of being a member of the Board or its Committees in writing to the Board's Secretariat detailing the nature of the gift or hospitality, the date on which it was received, the estimated value and the identity of the donor.

31st July 2015

RECEIVED
03 AUG 2015

John Biggs AM
City Hall
The Queen's Walk
London
SE1 2AA

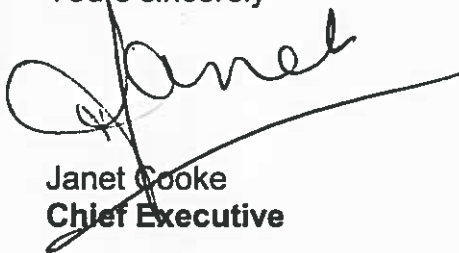
Dear John

Follow-up investigation into transparency across the Greater London Authority

Thank you for your letter of 1 July about your investigation to follow up how your recommendations about transparency across the GLA have been implemented.

We have provided our response to your questionnaire below. Please let me know if you have any questions about our reply.

Yours sincerely



Janet Cooke
Chief Executive

Cc Lucy Pickering, Scrutiny Manager, lucy.pickering@london.gov.uk

Corporate view on transparency

1) What is your organisation's approach to transparency? In particular, please set out:

a) How you ensure you are achieving the highest possible level of transparency?

London TravelWatch adopted a transparency policy in July 2014, which took effect at the start of the 2015-16 financial year (although many of the elements in the policy were already standard practice prior to its adoption). The link to our policy is here:

http://www.londontravelwatch.org.uk/documents/get_lob?id=3868&field=file

b) If you have established any subsidiaries, associates or joint ventures, what instructions (if any) have you given those organisation with regards to transparency?

Not applicable.

c) If your organisation works on the basis that all information should be in the public domain unless it is treated as confidential (and if so, what information is defined as confidential?)

London TravelWatch is subject to the Freedom of Information Act (FOI). This means, in effect, that only information that meets a statutory exemption can be withheld from disclosure. Therefore London TravelWatch does work on the basis that all information could be made public and understands that exemptions for confidentiality are generally fairly narrow.

We think that by routinely publishing our meeting papers, press releases and reports, we are providing enough information to inform interested parties about our work and signpost them towards more detailed information they may wish to request. However, it would be impractical to publish all correspondence or any notes taken in internal meetings.

d) Whether you have identified any benefits of embedding a culture of transparency in your organisation (and if so, what information is defined as confidential)?

The free provision of information to interested parties enhances London TravelWatch's credibility and improves its ability to bring about positive outcomes for transport users in the London area. Our reports and research documents are often used by other parties to advance policy and encourage public debate.

e) If you have a transparency and/or publication policy (and if so, please provide it/them with your questionnaire response)?

We do have a transparency policy – see a) above.

- f) If you use redactions where possible, rather than confidential papers or appendices?

We often hold confidential discussions either before or after our public Board and Policy committee meetings. These discussions may be supported by confidential reports for members. We only move into confidential session when the subject under discussion is such that confidentiality is necessary. A lot of the matters discussed privately relate to policy development and are made public at a later date once London TravelWatch has finalised its view. Other issues for confidential discussion are matters affecting commercial aspects of transport operators that they are willing to share with us in private but not in public. On balance, we accept that these discussions must be held in confidence in order for us to gain the most valuable insights into matters affecting the industry and solutions for transport users in London. Without these confidential discussions we would not as effective in our work on behalf of transport users.

Our public agendas clearly state the subject of any confidential discussions at the meeting.

We do use redactions when necessary for data protection reasons when responding to FOI requests, if this enables us to provide a useful response rather than having to refuse the request altogether.

- g) If you employ end dates for confidential information (i.e. a date by when information should be released into the public domain)?

We do not have a formalised system for releasing previously confidential information. However, any request for information that had previously been classified as confidential would be treated on its own merits, regardless of the previous classification.

- h) Any steps you are taking to increase transparency above and beyond publication of information and documents?

Our board meetings are open to the public. However, we recognise that not everyone who is interested in our work will be able to attend. To increase participation in our meetings, we have been 'live tweeting' proceedings for the couple of years so that people who follow our Twitter account can be kept informed of the items we discuss at public meetings.

Legislation and non-statutory guidance

- 2) With regards to transparency and publication, does your organisation operate under the general requirements and expectations of all public sector bodies? Please provide a summary of which legislation places transparency and publication duties on your organisation and the relevant systems/processes you have in place to ensure you comply with them.

London TravelWatch is subject to FOI. There are details on our website (in the Contact Us section) of the email address to use when making requests under the FOI or Data Protection acts. Two members of staff have been trained in responding to these enquiries.

We are not subject to the Local Government Transparency Code 2015 as we are not a local authority under its definition. However, we had regard to the contents of this code when arriving at our own transparency policy and only diverged from it when necessary. The differences between our policy and the Code are largely reflective of our modest size (proportionality of response) and areas of operation.

We comply with guidance that has been given to us by the GLA over the years.

- 3) If you are covered by FOI, do you publish all FOI requests, including the original request and the full response? If so, is this information readily accessible by the public (e.g. do you have a searchable website which includes the full questions and responses)?

We do not publish FOI requests or our responses. For information, during 2014-15 we received six FOI requests and in 2013-14 we received five FOI requests.

- 4) Please provide details on the guidance you have received from the Mayor regarding decision-making in the public realm.

The 2007 corporate health check carried out by the GLA gave clear guidance on how to improve the transparency of decision-making within the organisation regularly.

- 5) What guidance have you received from the Mayor with regards to assisting the Assembly in its role and for providing response to Assembly Members and Committees?

The Memorandum of Understanding between the GLA and London TravelWatch sets out the expected nature of the relationship between our organisations. This includes a provision that we will share with the Transport Committee information that we hold (except that which was given to us in confidence) where it is prudent for us to do so or on request from the Transport Committee.

We are always keen to assist the London Assembly in its work and regularly provide evidence to its investigations as well as individual briefings where useful.

- 6) Please provide an overview of how any transparency and publication requirements (both statutory and non-statutory) are working in practice.

London TravelWatch has been publishing its documents, committee reports and key correspondence on its website as standard for several years and this proves a valuable way of disseminating our work to interested parties. We believe that our policy of publishing all relevant information at the outset is the reason for our relatively low number of requests under FOI.

Contractual information

- 7) Do you publish the details of any contracts you hold? If so, does your organisation have a searchable webpage of active contracts and do those contracts have transparency clauses? Please include an explanation of how you have determined any threshold you apply when considering the publication of contracts.

Our transparency policy will require us to publish new procurement information including details of invitations to tender above £5,000 and details of contracts in excess of £5,000.

We have selected a threshold of £5,000 for contracts and tenders as this will catch contracts that we consider to be significant expenditure (e.g. commissioned research) but not smaller purchases such as ad hoc printing costs or occasional agency fees.

In addition, we publish monthly logs of all expenditure in excess of £500.

We do not have a policy of insisting on transparency clauses in our contracts.

Decision making

- 8) Please provide a summary of your organisation's decision-making processes (including below Board level), whether decision-making meetings are held in public, if the papers for such meetings are publically available (including advice to the Mayor) and how frequently decision-making information is uploaded to your organisation's website.

Formal strategic direction comes from our board members and agreed at Board and Policy committee meetings (although some of the discussions at board meetings are confidential – see 1 f) above). Board members also meet in private to discuss internal governance and organisational matters; minutes of these minutes are published.

Papers for Board and Policy committee meetings (with the exception of confidential papers) are uploaded to our website in advance of each meeting. Other reports and documents are uploaded as and when published. As the major channel of communication with stakeholders, our website is kept up-to-date as a matter of course.

Below Board level, the Board agreed a revised Scheme of Delegation in December 2014, the link to which is here:

http://www.londontravelwatch.org.uk/documents/get_lob?id=3927&age=&field=file

This sets out the parameters of the Board's agreed perspective on transport policy matters within which officers can make decisions in order to carry out the business of the organisation.

- 9) Does your organisation apply a public-interest test when considering sharing information regarding decision-making, contracts, and data in the public domain?

Yes. We apply the principles of the public interest test when considering whether or not to publish information or to discuss matters in public during Board and Committee meetings.

As we are subject to FOI, we are obliged to share all information on request unless it is covered by statutory exemptions.

In relation to proactive publication, as set out above we publish board papers, our own reports, press statements, governance arrangements, information about our casework service and other relevant information as routine.

However, we do not, as routine, publish all our day-to-day correspondence or activities and we do not subject each potentially publishable piece of information to a public interest test. Nevertheless, much of this would be available to interested parties under FOI.

Performance data and progress against targets

- 10) Please provide an overview of the performance monitoring data your organisation publishes and how regularly it does so.

We are obliged to report to the London Assembly every six months on our performance in several areas, including progress against our business plan targets, performance of the casework function, governance arrangements and finance. These reports are considered in public by the Transport Committee and are published on the London TravelWatch website.

3rd August 2015

Dear John,

Follow up investigation into transparency across the Greater London Authority

I very much welcome the follow up to the 2013 investigation into Transparency of the GLA Group.

Some welcome progress has been made in increased transparency, most notably the fact that TfL's advice to the Mayor relating to the annual fare decision is now published. I also very much welcome the progress that has been made in TfL publishing sponsorship agreements. The publication of Santander's seven year sponsorship agreement of the cycle hire scheme starting from this year is a clear example of best practice. Some other positive developments include TfL publishing a transparency strategy <https://consultations.tfl.gov.uk/policy/transparency> and the routine publishing of information that is clearly of public interest, such as unpaid congestion charge by embassies and diplomatic missions, and the amount of money remaining on unused Oyster cards.

Terms of reference of the follow up investigation into transparency across the Greater London Authority

In addressing the terms of reference of the new investigation it would appear that many of the GLA Group recommendations have been implemented, at least in part. In particular it is encouraging that TfL are now committed to publishing contracts worth over £5000, when two years ago their policy was merely to publish contracts worth over £10 million. The second key question relating to the terms of reference is whether the Mayor's transparency standards should apply to the wider GLA family (including London and Partners, London Travel Water, the Pensions Fund Authority, the London Waste and Recycling Board and the Museum of London). I would strongly support such an extension taking place.

Areas for improvement

- I am concerned that a number of policing related Mayoral Questions do not lead to a full Mayoral written answer, but instead receive a reply that a senior police officer will write to the Assembly Member. The purpose of a Mayoral Question is to obtain an answer that is fully in the public domain. Unless the reply relates to personal data I see no reason at all why Mayoral Questions should be answered by private correspondence.
- I believe both TfL and the Metropolitan Police Service could improve the manner in which they answer freedom of information requests. In relation to TfL it would be useful if the organisation followed the practice of the Greater London Authority and published all their freedom of information replies in a disclosure log. In relation to the Metropolitan Police Service I understand that it has been subject to extended monitoring by the Information Commissioner. In answer to a Mayor Question 2015/2148 I was informed that: "A business case for centralisation of responses to information access requests was approved in

December 2014. The centralised team has been established and recruitment activity is expected to be completed by end of August 2015. The MPS intends to have a centralised and sustainable service fully operational by 31 October 2015.” I would welcome the transparency rapporteur monitoring these developments and seeking assurances that these action points are actually implemented this year.

- My experience of correspondence with the Mayor’s office is that delays in responses are frequent and I would advocate the Mayor’s office adopting a policy of responding to correspondence within 20 working days, which is now standard practice adopted across most organisations. As background I wrote to the Mayor on the 20th May relating to the use of Personal Service Companies across the Greater London Authority, Metropolitan Police Service, Transport for London, London Fire and Emergency Planning Authority, London and Partners and the London Legacy Development Corporation. Although my Mayoral Questions on this issue have finally been answered, I have yet to receive a reply to this letter, despite being sent over three months ago. Stephen Knight also wrote to the Mayor on the 21st May relating to the disposal of Southwark Fire Station. Again no reply has been forthcoming. A further example of the delays in correspondence is a letter I sent to the Mayor about the proposed Ultra Low Emission Zone. This letter (Ref MGLA030215-7920) was sent on the 27th January and only replied to on the 1st April.
- In addition to delays in correspondence being answered by the Mayor, in some cases for many months, if not years. At present there are 93 Mayoral Questions which have still not been answered including one submitted in September 2013 and incredibly one submitted in December 2011. I enclose details of these questions.

http://questions.london.gov.uk/QuestionSearch/searchclient/questions/question_48221#

http://questions.london.gov.uk/QuestionSearch/searchclient/questions/question_48221

- The London Datastore is an important initiative in providing data, however I believe it can be further improved. At present there are occasional delays in publishing data, especially relating to crime statistics. I expect these delays are due to the submitting organisations failing to submit the data in a timely basis. Ensuring that the data is continually up to date would be a welcome development. I believe the London Datastore could also learn from the New York experience of open data, as outlined in the recent Policy Exchange report ‘Big Data in the Big Apple’.

<http://capitalcityfoundation.london/big-data-in-the-big-apple/>

- While the publication of TfL’s advice to the Mayor about the yearly fare decision is very welcome I think a further step forward now needs to be taken in improving transparency and ensuring the fare package is rigorously assessed. It appears that every year an important detail of the fare package only becomes clear sometime after the formal publication of the fare decision. For example it only became clear sometime after the publication of the 2015 fare decision that there would be serious rise in fares for off peak users of Oyster Pay as You living in outer London. The fact that these changes had to be partially reversed is clear evidence of the lack of scrutiny that went into the examination of

the changes before they were adopted. Serious consideration should now be given to the fare package being published for public consultation before its adoption.

I hope the enclosed information is useful, but if and my team can you assist you any further please do say.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Caroline Pidgeon', with a stylized flourish at the end.

Caroline Pidgeon AM

Leader, London Assembly Liberal Democrat Group

5) How readily accessible is the information which the functional bodies publish and how clear are their decision making processes?

Rachel,

Some observations from our members of the PCC.

Many Thanks Chris

When publishing information MOPAC appears to have no set policy or turnaround period. The aim is to publish the information as soon as possible. Secretariat's briefing states that the latest available Violence Against Women and Girls panel agenda, meeting and minutes are not available on the website. The panel took place on October 2014.

Secretariat's briefing also states that information relating to MOPAC challenge meetings is often only made available online shortly before the meeting and following the meeting transcripts and presentations are published up to five working days afterwards.

The detail provided in the minutes of MOPAC meetings is inconsistent. Secretariat's brief details that some records of meetings provide little detail of topic discussed or agreed actions. For example, the records of the Joint Investment Board meetings are brief.

Secretariat's brief also states that the accessibility of information MOPAC publishes varies. The way in which MOPAC adds information to its webpages makes it difficult to find and search for particular issues.

In addition, Secretariat's brief details that MOPAC publish DMPC decision making documents by each month, and scan them onto their website, which in many circumstances makes them 'unsearchable'. The website does not make it clear where key information can be found. This means that the public may find it difficult to find MOPAC's key decision making documents.

John Biggs AM
London Assembly

3 August 2015

Dear John,

Follow up investigation into transparency across the Greater London Authority

Thank you for your letter regarding the follow up to the 2013 investigation into Transparency of the GLA Group. Please find the response below on behalf of the London Assembly Police and Crime Committee.

Transparency is crucial for police and crime panels, including the London Assembly Police and Crime Committee, to be effective. The Committee has been determined to ensure that the governance arrangements established through the introduction of police and crime commissioners do not diminish the transparency and accountability of policing in London. This has been a challenge but I believe the Committee has made good progress in establishing and embedding the scrutiny role the Assembly has to play.

In relation to the terms of reference for your investigation, it would appear that MOPAC has made some progress in implementing the *Transparency of the GLA Group* recommendations and the Committee would support extending the Mayor's transparency standards to the wider GLA family (including London and Partners, London TravelWatch, the London Pensions Fund Authority, the London Waste and Recycling Board, and the Museum of London).

Transparency is critical to public trust and confidence in the police, and MOPAC has a duty to comply with legislation. Both the London Assembly and the public need information in order to hold the Mayor to account. The workings of MOPAC need to be clear to the public, including decision making and financial dealings, and it is essential it operates on the basis of openness and transparency.

MOPAC states it is "committed to high levels of transparency." To achieve this it says it has developed and continues to maintain effective arrangements to challenge and scrutinise its performance against the Police and Crime Plan; effective, transparent and accessible arrangements for resolving correspondence and complaints; open effective mechanisms for documenting evidence for decision making and publishes all decisions on the policing and crime web page of london.gov.uk; and a strategic risk register that is reviewed and monitored by its Senior Leadership Team.

Progress is evident and there does appear to be greater transparency. However, despite assurances that MOPAC would provide more public information than the Metropolitan Police Authority (MPA), less information is now readily available than under the old regime, and although the new London datastore website provides a lot of new data, obtaining information from MOPAC is at times a challenge.

The MPA received and published periodic updates on the whole range of programmes or strategies being pursued by the Met. This is no longer the case. In the Met's implementation and review of the Local Policing Model, for example, the Committee has had little update on progress other than when asking for updates at a Committee meeting. The Estates Strategy is another example in which the Committee has received little information and has had to write to the DMPC asking for information following a press release about a change in the policy. The Committee is also not notified when significant strategies are being launched (for example MOPAC's hate crime strategy).

The Committee receives notifications of upcoming meetings and decisions taken by the DMPC in its monthly update report from MOPAC, but do not receive a forward programme of planned decisions or work. We have asked for this on numerous occasions. When decisions or consultations are published, there is often a short timescale to respond and this, coupled with the intensity of the Committee's work programme, limits the opportunity for the Committee to give a considered response to strategies and decisions. There are also delays in MOPAC's responses to the Committee, in particular on investigation reports and individual Member correspondence. In addition, the DMPC response to Committee reports are often very general and do not address each recommendation in turn.

Full and regular access to information has been an ongoing issue for the Committee. The DMPC initially insisted that requests for information should be made to MOPAC rather than to the Met and said he would assess whether or not the information should be provided. Similarly, he sought to limit appearances by senior Met officers, including the Commissioner, at the Committee. The Committee successfully argued that, if it needs information from the Met to fulfil its functions, the Met should provide it directly. It is up to Committee Members to assess what information they require to hold MOPAC to account and it cannot be right for the DMPC to make that judgement.

MOPAC publishes a range of crime data through its dashboards and states that by introducing the dashboards they have "led the way in transparency." However, unlike the GLA City dashboard the public cannot access the raw data behind its dashboards. The Committee recommended in its recent report on youth reoffending that MOPAC improve its transparency by making the raw data about youth reoffending available through the dashboard and the London Datastore. The Committee ask that the raw data is made available for all MOPAC dashboards.

A range of information about MOPAC's activities is available on its webpages. This includes meeting minutes and agendas, financial information and freedom of information requests. However, the timeliness of some of this information could be called into question. When publishing information MOPAC appears to have no set policy or turnaround period, with the aim to publish "as soon as possible." For example, the latest available Violence Against Women and Girls panel agenda online was for its October 2014 meeting and the minutes were not available on the website until shortly before the Committee were due to discuss transparency at its

meeting in July 2015. Similarly, information relating to MOPAC challenge meetings is often not available before the meeting or only made available shortly before the meeting.

The quality of information published by MOPAC varies. The detail provided in the minutes of meetings, for example, is inconsistent. Some records of meetings provide little detail of topic discussed or agreed actions. The Committee recognises that in some cases this may be appropriate as confidential items will be discussed, but there must be ways of disclosing more information that does not compromise confidentiality. Records of Joint Investment Board meetings are, for example, brief, and in contrast, its Stop and Search Community Monitoring Network provide a detailed account of discussion.

The accessibility of information MOPAC publishes also varies. The way in which MOPAC adds information to its webpages makes it difficult to find and search for particular issues. It publishes DMPC decision notices by month and scans them onto its website, which in many circumstances makes them 'unsearchable'.

MOPAC's webpages do not make it clear where key information can be found. Information on MOPAC challenge meetings, one of the main public facing ways that MOPAC aims to hold the Met to account, for example, can be found under 'Police and Crime Plan' but it is not immediately clear to the public. There is also no specific search facility to find meeting papers or publications. When this issue was raised with the DMPC at a recent Committee meeting, he told Members that MOPAC is a shared service and requires the support of the GLA when it comes to its website. The DMPC agreed to look at anything raised by the Committee about the functionality of the website. Members acknowledged that the GLA is in the process of rolling out a new website and that this should help resolve some of the issues identified. The Committee will monitor the impact the new website will have on these transparency issues.

Public transparency and accessibility of MOPAC was discussed with the DMPC at a Committee meeting in July 2015, where the issues identified above were raised. Members also expressed concern that policing related Mayor's Questions are sometimes responded to in the form of a private letter to the Member, rather than putting the answer on public record. The DMPC has agreed to look into this and ensure MOPAC is operating in line with "custom and practice." Members also asked for clarity in relation to the transparency around the work of the non-executive advisers.

Acting with integrity is a key requirement of successful policing and the Committee strongly support moves to increase transparency. It is essential to maintaining a positive relationship between the policing profession and the community. The Committee will continue to monitor MOPAC's approach to transparency and identify areas where improvements could be made.

I trust the information above is useful. Please do not hesitate to contact me or the Committee's Scrutiny Managers (janette.roker@london.gov.uk or becky.short@london.gov.uk) for further information.

Yours sincerely

A handwritten signature in black ink, appearing to read 'J. McCartney', with a stylized flourish at the end.

Joanne McCartney AM
Chair of the Police and Crime Committee

The ICO response to the GLA call for views on transparency - July 2015

About the ICO

The ICO's mission is to uphold information rights in the public interest, promoting openness by public bodies and data privacy for individuals.

The ICO is the UK's independent public authority set up to uphold information rights. We do this by promoting good practice, ruling on complaints providing information to individuals and organisations and taking appropriate action where the law is broken.

The ICO enforces and oversees the Freedom of Information Act, the Environmental Information Regulations, the Data Protection Act and the Privacy and Electronic Communication Regulations.

The GLA consultation terms of reference and questionnaire

The ICO welcomes the opportunity to provide a response to the call for views on the transparency of the organisations in the GLA. Whilst it may not be appropriate for the ICO to comment in detail on the transparency performance of the organisations within the GLA, we are happy to provide some general observations, which we hope will be of assistance.

Terms of Reference:

- *To assess extent to which the 'Transparency of the GLA Group' recommendations have been implemented.*
- *To assess extent to which the Mayor's transparency standards should extend to the wider GLA family.*
- *To develop recommendations to improve transparency across the functional bodies and the wider GLA family.*

Views requested in support of the above and any views on the following questions:

- 1) What does transparency mean to you?*
- 2) Why is transparency important?*

In the context of the legislation that we regulate (the Freedom of Information Act (FOIA) and the Environmental Information Regulations (EIR)), transparency for a public authority means compliance with that legislation, disclosing information in response to requests under FOIA and EIR unless there is a good reason not to and publishing information proactively in accordance with its publication scheme. This also requires particular care to be taken to avoid the inappropriate disclosure of personal information in breach of the Data Protection Act.

The Commissioner is strongly supportive of the open data/transparency agenda across the public sector – of which the transparency initiative of the GLA is one example - and sees it as a way to enhance and build upon the transparency which has been achieved by freedom of information over the last 10 years. Freedom of information and open data are not completely parallel concepts, but are certainly complementary. For example, section 19 of FOIA requires all public authorities to adopt and maintain a publication scheme, and we regard this duty as an important means by which accountability is achieved through proactive disclosure, of which open data is a key element. It is important that publication schemes are kept up to date so that they can support and sustain open data initiatives, such as that being undertaken by the GLA, and build trust with the public. We have produced [sector-based guidance](#) on the types of information we would expect public authorities to publish in compliance with their duty to comply with the Information Commissioner's model publication scheme. (This guidance was updated in 2014 – see the [blog](#) by Steve Wood, Head of Policy Delivery, following completion of the project.)

To achieve transparency it is also vital that the information is accessible to citizens, and in the majority of cases this means that information should be accessible via websites. Not only should information be accessible in order to achieve transparency, but the information, once accessed, should also be capable of re-use where appropriate. In this regard we would wish to highlight the [Re-use of Public Sector Information Regulations 2015](#) (RPSI) which came into force on 18 July 2015 and for which the ICO has been given the responsibility for handling complaints. RPSI require public sector bodies to make information available for re-use (unless it is restricted or excluded, as, for example, in the case of personal data), putting the revised European Directive on re-use of public sector information on a legislative footing, and supporting the Government's

commitment to open data. We consider that improving the re-use of public sector information can increase accountability and create new opportunities for public sector information to be combined into new information products. The previous Regulations, issued in 2005, encouraged re-use but didn't require it; this is an important change in emphasis. Further information is available in our [Guide to RPSI](#).

As with many other large public authorities, the GLA will be involved in the outsourcing of certain functions and services. To provide an understanding of the FOIA implications of this, and acknowledging that there is a demand for increased transparency regarding outsourcing, we have produced some [guidance](#). There is a section in the guidance on making information available proactively and also a link to another document which discusses how transparency could be further promoted in outsourcing: [Transparency in outsourcing: a roadmap](#).

As well as proactive disclosure, request-handling (reactive disclosure to individual requests for information) has an important role to play. A good balance between these two aspects is needed in order to achieve transparency across the board.

3)How do you feel the GLA Group is performing with regards to transparency?

We welcome the positive recommendations in the June 2013 document 'Transparency of the GLA Group' regarding publication of contracts information. However, we would also highlight the fact that this category of information is also included in our 'definition document' guidance in relation to the ICO's model publication scheme, in particular with regard to the class of information 'What we spend and how we spend it'. Similarly (and with reference to Recommendation 5 in the document 'Transparency of the GLA'), the scheme also has a class of information entitled 'How we make decisions' under which we would expect public authorities to publish minutes of decision-taking meetings and other information relating to major policy proposals and decisions, together with facts and analyses considered when framing major decisions.

4)How readily accessible is the information which the functional bodies publish and how clear are their decision making processes?

5)How do you feel the wider GLA family performs with regards to transparency? Specific examples would be helpful.

6) Should the same transparency standards which apply to the GLA Group apply to the wider GLA family (bearing in mind not all of the organisations receive funding from the GLA and not all are public sector organisations)?

Those members of the GLA family who are public authorities will have to meet the requirements of FOIA and we would regard the standards that we set out in the guidance on publication schemes as benchmark for proactive publication of information. For those members who are not public authorities, we consider that there are clear benefits to the public in having consistency across the full range of GLA bodies regarding the information that is made available on a proactive basis.

7) With regards to transparency, what could the organisations that form the GLA Group and wider GLA family be doing better? Again, specific examples would be helpful.

We are aware that the public authorities within the GLA Group and wider 'family' hold and potentially publish a significant amount of data which is derived from individuals. Obvious examples are in relation to the Oyster Card and the bike-sharing scheme operated by Transport for London. When publishing information in connection with such operations it is important to ensure that personal data, as defined by the Data Protection Act, is not disclosed. In this regard, we would wish to highlight the importance of the [Anonymisation Code of Practice](#) which will help organisations to identify the issues which should be considered in order to ensure that the anonymisation of personal data is effective.

28 July 2015

John Biggs AM
Greater London Authority
City Hall
The Queens Walk
London
SE1 2AA

Our Ref: EHRC-CU04940 Roscow

23rd July 2015

Dear Mr. Biggs

Subject: Transparency across the Greater London Authority.

Thank you for your letter to Baroness Onora O'Neill dated 3rd July 2015.

The Commission's interest in transparency across the Greater London Authority (GLA) is focused on how transparency supports GLAs compliance with the Public Sector Equality Duty (PSED). Unfortunately the Commission does not have the resources to undertake an assessment of the transparency of the GLA, its four functional bodies and other constituent organisations.

We would therefore like to direct you to the PSED 'technical guidance' on our website, which we believe can inform your investigation into transparency across the GLA in relation to its equality responsibilities.

<http://www.equalityhumanrights.com/publication/technical-guidance-public-sector-equality-duty-england>

EHRC Correspondence Unit
2nd Floor Arndale House
The Arndale Centre
Manchester
M4 3AQ

Tel: 0161 829 8100
Textphone: 020 7832 7880
Email: correspondence@equalityhumanrights.com

This guidance includes advice for public authorities on ensuring transparency of information to support and demonstrate compliance with the PSED general duty, in particular through publishing equality information and equality objectives as required by the PSED specific duties.

Yours sincerely

Tim Gunning

Policy Manager
Public Services Team
Equality and Human Rights Commission
Fleetbank House
2-6 Salisbury Square
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EC4Y 8JX

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Questionnaire to the wider GLA family (London and Partners, London Travel Watch, the London Pension Funds Authority, the London Waste and Recycling Board, and the Museum of London)

In your response please consider your organisation's approach to transparency as well as that of any of your organisation's subsidiaries, associates, and joint ventures (as applicable).

Corporate view on transparency

1.) What is your organisation's approach to transparency? In particular, please set out:

- a. how you ensure you are achieving the highest possible level of transparency;
- b. if you have established any subsidiaries, associates, or joint ventures, what instructions (if any) have you given those organisations with regards to transparency?
- c. if your organisation works on the basis that all information should be in the public domain unless it is treated as confidential (and if so, what information is defined as confidential);
- d. whether you have identified any benefits of embedding a culture of transparency in your organisation (and if so, what those benefits are);
- e. if you have a transparency and/or publication policy (and if so, please provide it/them with your questionnaire response);
- f. if you use redactions where possible, rather than confidential papers or appendices; and
- g. if you employ end dates for confidential information (i.e. a date by when information should be released into the public domain); and
- h. any steps you are taking to increase transparency above and beyond publication of information and documents.

The Museum operates in an information and knowledge rich environment that is complex and fast changing. We recognise that the effective sharing of our information both internally and externally is vital to our success as an organisation. Our current policy is that we will fairly balance our duties as a public body, with responsibilities towards information sharing and transparency, with the need to protect confidential and other sensitive information. Given the amount of information we hold versus the level of resources we have and the varying ages of our major information handling systems we take a strategic approach to information release and publication.

We use our publication scheme and website to make clear what information is readily available and what can be requested. We proactively digitise and publish information about our collection and knowledge of London and our business archive is accessible to the public by appointment.

In line with FOIA we use redaction and the public interest test when considering whether to make available information that is marked as closed.

We do not add a date to all types of information that is classified as confidential/closed. However, our restrictive marking system is under review and we will include this possibility in the review.

We are currently reviewing our approach to the sharing of information generated by the Board and its committee with the City who administer our meetings.

Legislation and non-statutory guidance

2.) With regards to transparency and publication, does your organisation operate under the general requirements and expectations of all public sector bodies? Please provide a summary of which

legislation places transparency and publication duties on your organisation and the relevant systems/processes you have in place to ensure you comply with them.

The museum is a statutory body governed by the general principles of public law and the specific provisions of the Museum of London Acts 1965 and 1986. We are subject to FOIA and Environmental Information Regulations and as of this year became subject to the Re-use of Public Sector Information Regulations as a result of the 2013 extension of the directive which included public museums for the first time.

- 3.) If you are covered by the Freedom of Information Act 2000, do you publish all Freedom of Information Act requests, including the original request and the full response? If so, is this information readily accessible by the public (e.g. do you have a searchable website which includes the full questions and responses)?

The museum receives in excess of 7,000 enquiries a year the majority of which are requests for information about the collection and London's history. We do not publish our enquiries and our responses as to do would require a large amount of resource and limit our ability to answer the requests of other enquirers. Instead we regularly review the types of enquiries we are receiving and use this to direct the creation of additional information about our collections and activities and publish it through our website.

- 4.) Please provide details on the guidance you have received from the Mayor regarding decision making in the public domain.

The museum is unaware of receiving guidance from the Mayor regarding decision making in the public domain. However any received guidance from the Mayor would be carefully considered by the Museum with a view to implementing insofar as possible.

- 5.) What guidance have you received from the Mayor with regards to assisting the Assembly in its role and for providing responses to Assembly Members and Committees?

The museum is unaware of receiving guidance from the Mayor regarding assisting the Assembly and providing responses to Assembly Members and Committees. However any received guidance would be carefully considered by the Museum with a view to implementing insofar as possible.

- 6.) Please provide an overview of how any transparency and publication requirements (both statutory and non-statutory) are working in practice.

See above

Contractual information

- 7.) Do you publish the details of any contracts you hold? If so, does your organisation have a searchable webpage of active contracts and do those contracts have transparency clauses? Please include an explanation of how you have determined any threshold you apply use when considering the publication of contracts.

We do not currently publish contracts in a searchable webpage. Our contracts include a clause about our obligations under FOIA for information disclosure and a transparency clause.

Decision making

- 8.) Please provide a summary of your organisation's decision making processes (including below Board level), whether decision-making meeting are held in public, if the papers for such meetings are publically available (including advice to the Mayor) and how frequently decision-making information is uploaded to your organisation's website.

Decisions are reached by board or committee, following submission of a proposal - outlining intention, anticipated impact and desired outcomes - that is discussed by the appointed members with consideration of financial budgets and potential risks. None of the Museum's meetings (including decision-making) are held in public, but papers can be publically requested. Decision-making information is available on request.

- 9.) Does your organisation apply a public-interest test when considering sharing information regarding decision-making, contracts, and data in the public domain?

See above

Performance data and progress against targets

- 10.) Please provide an overview of the performance monitoring data your organisation publishes and how regularly it does so.

Our primary way of reporting on performance is through our Trustees' Annual Reports and Accounts which is published via our website. Each year this provides a detailed analysis of our performance over the year and a summary of our progress against our strategic objectives. This includes data on a number of key performance indicators including visitor numbers, learning opportunities and communications activity alongside financial results. We also submit a monthly performance and progress report to the GLA and elements of this are made public.

John Biggs AM
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Ref: 26/2015

31 July 2015

Call for views: Transparency across the Greater London Authority

Dear Mr Biggs,

Thank you for your letter dated 3 July asking for the LGA's view on the transparency of the organisations in the GLA.

We have reviewed some of the recommendations and our response is appended to this letter.

I hope you will find our review and recommendations helpful. For further questions, please contact Gesche Schmid, Data and Transparency Programme Manager on gesche.schmid@local.gov.uk.

Kind regards



**Dennis Skinner
Head of Improvement
Local Government Association**

Call for views: Transparency across the Greater London Authority
A response from the Local Government Association
July 2015

General transparency questions

- 1) What does transparency mean to you (e.g. transparency of data, decisions, meetings)?
- 2) Why is transparency important?

The LGA promotes an open and transparent local government to meet local needs and demands. It encourages a meaningful approach to open data to:

- foster accountability
- innovate and transform services leading to improvements and efficiencies
- empower citizens and community groups to choose or run services and shape neighbourhoods
- drive local economic growth.

The LGA promotes information above data, and knowledge above information, by encouraging authorities to make data understandable and putting them into context so that they link to policy and outcomes. But more importantly transparency is a means to engage with citizens, communities and businesses in order to generate interest in the work of authorities, promote challenge and encourage innovation.

The LGA has agreed a work programme to develop a sector-led approach to data transparency, which puts local authority data into the public realm in ways that provide real benefits to citizens, business, councils and the wider data community. The programme includes a range of activities to promote the understanding of open data, develop a policy towards local transparency and identify and share good practice of open data use (see <http://www.local.gov.uk/local-transparency>).

The LGA has been supporting authorities in meeting the requirements of the Local Government Transparency Code by publishing guidance and developing common standards, which we encourage local authorities to use in order to publish their data in a consistent and reusable format (see <http://www.local.gov.uk/practitioners-guides-to-publishing-data>). This helps to provide data that is comparable between different authorities and can be combined and used in a wide range of applications and analytics.

In addition, the LGA is offering LG Inform - a data and benchmarking service - which publishes up-to-date data about local areas and the performance of councils and fire and rescue authorities. Data we have collected from government agencies and local authorities is made available to councils and the public in an understandable format. The service allows councils to generate reports and profiles so that data can be compared and used to support improvement (see <http://lginform.local.gov.uk/>).

The local transparency programme promotes the release and use of open data and the distribution of good practice. Based on various open data government grants over the last two years, over 30 local authorities have been funded to publish and use open data in innovative ways. The learning outcomes from these initiatives are published on <http://www.local.gov.uk/web/guest/local-transparency/>

[/journal_content/56/10180/4049888/ARTICLE](#). The GLA and several London boroughs benefitted from the funding, including Barnet, Redbridge, Hounslow and Lambeth.

The GLA Group

- 3) How do you feel the GLA Group is performing with regards to transparency?
- 4) How readily accessible is the information which the functional bodies publish and how clear are their decision making processes?

We have assessed in particular compliance with the Local Government Transparency Code of the Greater London Authority (GLA), Transport for London (TfL) and the London Fire and Emergency Planning Authority (LFEPA) for publishing the following datasets: expenditure over £ 500, procurement and contract information, senior salaries and land asset information. The three organisations largely comply with the Transparency Code. However, there are variations between the organisations in terms of how they publish the information and the completeness of that data.

The **LFEPA** publishes a complete set of datasets required under the Code in the most comprehensive way. The data can be easily found on their website under a single transparency heading (see <http://www.london-fire.gov.uk/transparency.asp>). The datasets are published on the GLA DataStore and follow the requirements as specified in the Transparency Code. Spending data are published by month above the quarterly requirements; procurement and contract information is published through the London contract register which is comprehensive, easy to use and complies with the Code. Land asset data are published through the DataStore.

The **GLA** has adopted a different approach to publishing its transparency data, linking it to its core policy and governing principles. This has the advantage of presenting the data together with relevant policies so that outcomes from service performance can be directly related to what the GLA has set out to do. For example, expenditure can be linked to the budget, which is published under the core policy principle of spending money wisely. Land asset information is helpfully linked to information about the wider land and property policies in London. The data are published on the DataStore but can also be viewed in an interactive map, which is helpful for potential users of the data.

However searching for specific datasets about spending, contracts and land assets can sometimes be cumbersome and often takes several clicks to find them.

TfL is leading on publishing open data and encouraging its use in apps. Where datasets have been added and updated recently, they appear to be comprehensive and in line with the Code (such as senior salary and information about purchase orders as part of the contract information), but the publishing of contract information appears to be less usable in comparison to the London Contracts Register.

The wider GLA Family

- 5) How do you feel the wider GLA family performs with regards to transparency? Specific examples would be helpful.

6) Should the same transparency standards which apply to the GLA Group apply to the wider GLA family (bearing in mind not all of the organisations receive funding from the GLA and not all are public sector organisations)?

We cannot comment on the above questions as we have not reviewed those sites.

Improvements and best practice

7) With regards to transparency, what could the organisations that form the GLA Group and wider GLA family be doing better? Again, specific examples would be helpful.

The GLA and TfL should ensure that all their data related to transparency can be more easily found on the website and that information is updated and maintained in line with the Local Government Transparency Code. The LFEPA transparency approach could act as exemplar. It would be helpful if contract information could be published in a more consistent way across the GLA Group.

Greater London authorities have been leading on making information available through their DataStore. The London DataStore gives access to a wide range of data and information which are used for informing citizens and encouraging growth in business. It displays service performance in an easy-to-understand way and encourages the use of data in building apps to address issues that Londoners could be concerned about.

The London DataStore provides a useful site for finding data about London linked with some good visualisations to make data understandable. However, the quality of posting on the DataStore could be improved by:

- using consistent labelling of datasets so that they can be more easily found
- ensuring that key datasets from the GLA group are all published and signposted on the data store
- fixing and checking any broken links
- updating records, including time stamps.

In addition, the GLA may want to investigate signposting the inventory of data published on the DataStore on the government's data.gov.uk website so that all public sector information can be found on one site in a consistent manner.

For further information, please, contact Gesche.Schmid@local.gov.uk.

Questionnaire to the wider GLA family (London and Partners, London Travel Watch, the London Pension Funds Authority, the London Waste and Recycling Board, and the Museum of London)

In your response please consider your organisation's approach to transparency as well as that of any of your organisation's subsidiaries, associates, and joint ventures (as applicable).

Corporate view on transparency

1) What is your organisation's approach to transparency? In particular, please set out:

- London Pensions Fund Authority (LPFA) is committed to the culture of openness which the implementation of the Freedom of Information Act demands. The Authority sees the effective management of its information assets as a key priority, the focal point of which is LPFA's website. Appendix 1 to the LPFA Freedom of Information Publication Scheme provides examples of the kind of information that LPFA provides in order to meet our commitments under the model publication scheme.
- LPFA has voluntarily held board meetings in public since 2006 and during 2014-15 has begun to publish monthly financial monitoring reports, outlining the value of assets and liabilities.
- LPFA prepares on annual basis a Pension Fund Annual Report which is available on the LPFA under <https://www.lpfa.org.uk/What-we-publish/ANNUAL-REPORTS>. In preparation of this document LPFA follows the Chartered Institute of Public Finance and Accountancy guidance. The document includes information about the Fund's administration (*such as the membership of the Fund and targets*), investments (*such as investment performance, list of funds and holdings, fund management costs, liabilities management, risk management, responsible investment*), governance (*such as Board, Committees, and Executive team, governance highlights for the year, LPFA advisors and service providers*), the pension fund accounts, and an update on the public policy statements (see below). In addition to that, LPFA publishes on annual basis a summary annual report and Statement of Accounts.
- LPFA has a list of public policy statements that are regularly reviewed and published on LPFA website under <https://www.lpfa.org.uk/What-we-publish>. These include: fund publications (*such as Statement of Investment Principles, Funding Policy Statement, Valuation Reports, Pension Administration Strategy*); governance and strategy statements (*such as Strategic Policy Statement, LPFA Local Code of Corporate Governance, CIPFA Code of Practice on Public Sector Pensions Finance Knowledge and Skills Framework, LGPS Governance Statement, Communications Policy Statement, Complaints & IDPR, LPFA Pay Policy, Constitutional Document, Gifts, Hospitality and Expenses Framework*); compliance statements (*Risk Management Framework, Fraud Control Framework, Information Security Policy, Environmental Policy, Health and Safety Policy*); LPFA Equalities Policy, and Freedom of Information Publication Scheme.
- LPFA regularly publishes finance, investment, risk, audit, and administrative performance reports. These constitute a part of the Pension Fund Annual Report. Some of these reports are available on annual basis, like the LPFA holdings report (<https://www.lpfa.org.uk/How-we-invest>). Other reports can be found under various parts of the LPFA website where they are updated on more regular basis. For example, the Internal Equity Portfolio performance results, or the Financial Monitoring Report (both available under the same link as above) amongst others are published on monthly basis.
- LPFA's fiduciary duty is to ensure that we have money available to pay pensions when they fall due. LPFA's duty is to make investments where we see best return to our stakeholders, however we aim to do so responsibly. There is a great deal of information on LPFA's investments currently available on the website under <https://www.lpfa.org.uk/How-we-invest>. This includes, amongst others, LPFA's assets and liabilities performance results published on monthly basis via Financial Monitoring Report, our list of assets and list of holdings published on monthly basis, investment strategy, information about LPFA's investment managers, LPFA's approach to responsible investment (including LPFA's principles and beliefs, annual investment report, approach to voting, including voting results, statement of commitment to the UK Stewardship Code, how we implement our approach and collaborate with others across the industry, including the reports that the LPFA committed to like the UNPRI annual report), strategy and valuation, and an update on development of the asset & liabilities management modelling that will help us better understand the liabilities to better manage the assets.

- LPFA has captured its approach to methods of achieving transparency in the Communications Policy (available under <https://www.lpfa.org.uk/What-we-publish/GOVERNANCE-STRATEGY>) which aims to achieve clarity of messages, accuracy and timeliness of information released by the LPFA, to provide a channel for feedback and comments, to deliver information to the targeted audience, to provide easy and equal access to information.
- LPFA's audiences and key stakeholders are: scheme members, scheme employers, officers and Board members, and wider audiences such as fund managers, the GLA family, consultants, other pension funds, media, industry bodies, and the wider public.
- In regards to transparency of messages and information addressed to the scheme members, below is a list of information available through the LPFA website:
 - The Pension Fund Annual Reports
 - Guides to scheme and its administration, information on joining
 - Scheme publications
 - Annual Fund Member Forum at which the members have a chance to learn about the new service developments, meet and questions the LPFA management and Board members, learn about the LPFA recent initiatives
- In regards to transparency of messages and information addressed to the scheme employers, below is a list of information available through the LPFA website:
 - Employer's guides, information on joining
 - Monthly employer newsletters to inform about the LPFA initiatives
 - Annual Employer Forum at which the employers have an opportunity to learn about the new LPFA initiatives, scheme changes, and have opportunity to ask questions of the LPFA management and Board members
- Other information available to the public via LPFA website includes:
 - LPFA's mission and values
 - Current vacancies at LPFA including LPFA's approach to diversity
 - Identification of LPFA's board and executive members, including Board members declaration of interests, list of matters reserved for Board, LPFA Board committees and their terms of reference (via Constitutional Document), LPFA Board structure and public meetings dates, Board member remuneration, committees dates, membership.
 - Local Pension Board membership, meeting dates, role and terms of reference (via Constitutional Document)
 - Identification of the LPFA's partners, tender opportunities
 - LPFA responses to the Government consultations
 - LPFA provides a regular update on development of the asset and liability partnership with other like-minded funds under <https://www.lpfa.org.uk/Who-we-are/FUND-PARTNERSHIP>.
 - More information about LPFA's activities is provided on the LPFA under: <https://www.lpfa.org.uk/What-we-do> where a greater focus was made on the LPFA Employer Services team and the LPFA Pension Services Team activities. This includes information about annual benefit statements, common data, communication services, data cleanse, data management service, employer covenant checks, fire fighter pensions, guaranteed minimum pension reconciliations, interim pensions resources that the LPFA can supply to help meet client needs, pensions administration strategy, technical pension services.
 - List of LPFA spend is published on the LPFA website to monthly basis. This covers invoices over £500 and can be accessed under: <https://www.lpfa.org.uk/What-we-publish/LIST-OF-SPEND>.

The answers to the questions below provide more insight and give examples of how the LPFA achieves the principle of transparency and openness.

a. how you ensure you are achieving the highest possible level of transparency;

- The LPFA Board in December 2008 adopted the Information Commissioner's Model FOI Publication Scheme which takes account of the public interest and the types of information usually requested from the Authority. The scheme is arranged by 7 'classes' or types of information, and includes publications primarily in 'web friendly' pdf format but also, in some cases hard copy. The scheme is not intended as a list of every LPFA publication since such a list would be very extensive and subject to frequent change. It is, rather, a general guide to the Authority's published information assets. In many cases, class descriptions include examples of key publications to indicate the range of information provided.
- The LPFA Marketing and Communication Team provide an ongoing website monitoring service. In cooperation with the Corporate Development Team, they update the website following approval of the documents at manager/Executive/Committee/Board level.
- The LPFA is committed to continuous improvement. Therefore comments from stakeholders are fed back to the Marketing and Communications Team whose aim is to build the informative and user friendly website. A review of an internal register of FOI cases is conducted on regular basis. Any identified patterns in questions and answers are highlighted for the communications officers and the information sought is added to the website (example: the FAQ regarding fossil fuels and divestment under <https://www.lpfa.org.uk/How-we-invest/RESPONSIBLE-INVESTMENT.aspx>).
- In addition to the above LPFA has regulatory responsibility as a LGPS administering authority. This includes the duty to prepare and publish a Pension Fund Annual Report and a suite of public policy statements outlining our investment strategy, funding strategy and communications initiatives.

b. if you have established any subsidiaries, associates, or joint ventures, what instructions (if any) have you given those organisations with regards to transparency?

- The LPFA's subsidiaries, associates or joint ventures governance arrangements are no weaker in governance, including the legislative requirements under the Freedom of Information, than those of the LPFA itself.

c. if your organisation works on the basis that all information should be in the public domain unless it is treated as confidential (and if so, what information is defined as confidential);

- The LPFA is subject to FOI Act 2000 and generally regards the majority of information as being suitable for the public domain, subject to any of the exemptions being applied. A good example is public board meetings and public board reports. The default position is that all reports prepared for the board meetings will be public unless an exemption is applied. Committee meetings however are held in private with the public access to the minutes via the board reports.
- LPFA will often sign non-disclosure agreements, particularly around potential investments. Information that is subject to non-disclosure agreements or is not disclosed. However LPFA always includes provision in agreements with fund managers to release information if requested under regulation or legislation and where the request relates to actual rather than potential investments.
- Draft documents intended for future publication, typically a draft plan, policy or report not yet approved for publication, will not be made available under the LPFA FOI Publication Scheme. However these will be subsequently published once final.
- Personal and private information relating to living individuals will not be made available under this scheme. In many cases access rights to such information exist for the individuals themselves under the Data Protection Act 1998.
- Information related to certain investments which is market sensitive or where disclosure may be in contravention of insider dealing legislation.

d. whether you have identified any benefits of embedding a culture of transparency in your organisation (and if so, what those benefits are);

- There has been a greater awareness internally of information sought by stakeholders and, more generally, of changes in stakeholders' behaviour. Example: more frequent requests for information about the LPFA's coal related investments. The requests started building up in 2014 and were initially received from individual requests for information. These later increased in volume and were on many occasions supported by lobbying groups, like Vote Your Pension. In general, the greater interest in responsible investment themes led to establishment of the Stewardship Committee which will review the LPFA responsible investment standing and, if required, make recommendations to Board.

e. if you have a transparency and/or publication policy (and if so, please provide it/them with your questionnaire response);

- Yes since December 2008 when the LPFA Board adopted the Information Commissioner's Model Publication Scheme. The document is available from the LPFA website.

f. if you use redactions where possible, rather than confidential papers or appendices; and

- Yes. LPFA generally publishes all public Board minutes and reports and all minutes of committees with the exception of the Investment Committee where a summary is provided instead. LPFA Board/Committee minutes/reports are available on the LPFA website under <https://www.lpfa.org.uk/Who-we-are.aspx>.

g. if you employ end dates for confidential information (i.e. a date by when information should be released into the public domain); and

- Yes. The Compliance Checks section of the Board and Committee reports provide information about the publication of the document. If an exemption is applied, for example under section 22, the document will be marked as draft intended for future publication following Board/Committee approval. Such document is subsequently published.
- The LPFA also aims to include the end dates in the non-disclosure agreements that the Authority enters into. This is however varies and is at times dependent on the industry practice.

h. any steps you are taking to increase transparency above and beyond publication of information and documents.

- LPFA has been open and vocal about their strategy and following actions not only by publishing the Strategic Policy Statement but also by releasing press announcements, speaking at conferences, giving interviews, networking, letters and meetings with the LPFA clients, consultations, staff meetings, opening to questions from the public whether via FOI requests or via the Fund Member Forum and the Employer Forum. LPFA has around 600 members attending the annual fund member forum which is an excellent way to provide access to the Board and Executive team.

Legislation and non-statutory guidance

2) With regards to transparency and publication, does your organisation operate under the general requirements and expectations of all public sector bodies? Please provide a summary of which legislation places transparency and publication duties on your organisation and the relevant systems/processes you have in place to ensure you comply with them.

- The LPFA Board in December 2008 adopted the Information Commissioner's Model Publication Scheme.
- The FOI process is monitored by the Corporate Development Team and managed by them in liaison with the Marketing and Communications team.

3) If you are covered by the Freedom of Information Act 2000, do you publish all Freedom of Information Act requests, including the original request and the full response? If so, is this information readily accessible by the public (e.g. do you have a searchable website which includes the full questions and responses)?

- No, but we aim to improve information available on the LPFA website following questions asked by the members of the public in their FOI requests. For example, we publish the Gifts, Hospitality and Expenses register on quarterly basis; we provided Q&A for members of the public enquiring about our fossil fuel investments, voting and divestment. The public documents are searchable on www.lpfa.org.uk.

4) Please provide details on the guidance you have received from the Mayor regarding decision making in the public domain.

- LPFA voluntarily committed to hold Board meetings in public. We continue to do so which is in line with the Mayor's openness and transparency principles.

5) What guidance have you received from the Mayor with regards to assisting the Assembly in its role and for providing responses to Assembly Members and Committees?

- LPFA received a copy of the GLA's Openness and Transparency document.
- We provide responses under the Mayoral Question Time procedure.
- LPFA's engages on a regular basis with GLA officers to ensure our transparency activities are in line with the wider GLA group.

6) Please provide an overview of how any transparency and publication requirements (both statutory and non-statutory) are working in practice.

- All information referred to under the LPFA Publication Scheme is published unless the LPFA does not hold the information; the information is exempt under one of the FOI exemptions or Environmental Information Regulations (EIRs) exceptions or its release is prohibited under another statute; the information is archived, out of date or otherwise inaccessible; or it would be impractical or resource-intensive to prepare the material for routine release.
- The list of information that the LPFA publishes is available in Appendix 1 to the FOI publication Scheme available on www.lpfa.org.uk.
- The conflicts of interest are identified and managed as a matter of transparency and good governance of the LPFA.
- Where the threshold dictates, OJEU procedures need to be followed in relation to procurement.
- The Investment Committee must apply the principles of transparency and fairness of competition when appointing Fund Managers.
- All internal/external stakeholders are aware of the LPFA's obligation to disclose information under the FOI Act 2000 and the LPFA's principles of public life, one of which is 'openness'. The officers promote the principle of openness. As a result, there is a greater understanding amongst the LPFA suppliers, fund managers and other stakeholders of the LPFA's requirement to be transparent which may result in information being published or disclosed to the public.
- Members of the LPFA Board are responsible for providing the Mayor and the public with as full information as may be requested concerning their policy decisions and actions. They ensure they can demonstrate that they are using resources to good effect, with probity, and without grounds for criticism that public funds are being used for private, partisan or party political purposes.
- Holders of public office are as open as possible about all the decisions and actions that they take. They give reasons for their decisions and restrict information only when the wider public interest clearly demands.

- LPFA publishes the annual performance statistics for pension administration in the LPFA Pension Fund Annual Report.
- The financial management information is updated on monthly basis and provided on the LPFA website under <https://www.lpfa.org.uk/How-we-invest>
- LPFA is continuing to develop our internal capability to manage equities. Our approach to the Global Equity Portfolio strategy is available on the website. The portfolio performance report is reported on LPFA website on a monthly basis and can be found under <https://www.lpfa.org.uk/How-we-invest>.
- LPFA has recently established the Local Pension Board which is a representative body for the LPFA members and employers. The FOI principles apply to the Local Pension Board business. The agenda and minutes are published on LPFA website under <https://www.lpfa.org.uk/Who-we-are/LOCAL-PENSION-BOARD>

Contractual information Contact: Lucy Pickering, Scrutiny Manager, City Hall, Queen's Walk, London SE1 2AA 020 7983 5770 lucy.pickering@london.gov.uk 4

7) Do you publish the details of any contracts you hold? If so, does your organisation have a searchable webpage of active contracts and do those contracts have transparency clauses? Please include an explanation of how you have determined any threshold you apply use when considering the publication of contracts.

- The Contracts Register is being reviewed to reflect recent engagements and will be published on the LPFA website before the end of August 2015.
- LPFA publishes a list of over £500 invoices on a monthly basis. This can be accessed on the LPFA website under: <https://www.lpfa.org.uk/What-we-publish/LIST-OF-SPEND>

Decision making

8) Please provide a summary of your organisation's decision making processes (including below Board level), whether decision-making meeting are held in public, if the papers for such meetings are publically available (including advice to the Mayor) and how frequently decision-making information is uploaded to your organisation's website.

- The Board business is published on the LPFA's website via the Board agenda, minutes and reports. The Committee business is reported to the Board and available under the Board reports in the form of Committee minutes.
- The minutes and reports are only at times redacted and confidential parts removed. Where the meeting is not held in public, the summary of business considered at the LPFA is published.
- The agenda and reports for the Board meetings are published on the LPFA website approximately a week in advance of the meeting to allow the members of the public to familiarise themselves with the business of the meeting.
- Dates of the Board/Committee meetings are also available on the website.

9) Does your organisation apply a public-interest test when considering sharing information regarding decision-making, contracts, and data in the public domain?

- Yes. Each decision making report contains a Compliance Checks section. The owner of the report makes a statement if the report is FOI public and if exempt, specifies the FOI exemption section.

Performance data and progress against targets

10) Please provide an overview of the performance monitoring data your organisation publishes and how regularly it does so.

- Strategic plans – annually

- Annual business plan - annually
- Annual report - annually
- Internal and external performance reviews, including monthly Financial Monitoring reports and the Internal Equity Performance reports – monthly, quarterly, annually
- Reports to Parliament and government consultation responses – as and when available
- Inspection reports where the LPFA is subject to formal inspection – as and when available
- Service standards – annual pension administration reports included in the Pension Fund Annual Report