

Mayoral briefing pack May 2016

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Introduction

1. This pack provides an initial, high level briefing. It does not attempt to cover the full field of GLA activities, but rather provides an overview of the GLA's work areas and highlights issues that need to be addressed over the coming days and weeks.
2. More detailed directorate briefings are available when required.
3. This briefing includes information about the two Mayoral Development Corporations and actions and decisions pertaining to other functional bodies, for example appointing the Transport for London Board. The functional bodies will provide separate briefings on the issues they face.

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Part 1: Events and decisions

Key events / decisions for the first 3 months

4. The tables in this section set out currently known key events and GLA-related decisions over the first three months of the Mayoral term. The lists are not exhaustive. Rather they focus on those things that are of relative importance. Some of the events and decisions could be attended or made by a Mayoral representative (e.g. a Mayoral Advisor) once appointed.
5. Events that are fixed and/or especially important are highlighted yellow. Similarly, the most important decisions are highlighted in yellow. Italics indicate something that is for information only.
6. There are a series of events and potential launches that the Mayor or a Mayoral representative may want to attend and would require a quick decision due to when they occur (the first is listed for the 9 May), but which are not a key priority. These events up until early September are listed below in a table after the monthly tables, and those after September are listed in Appendix 1. These include events that could double as potential launches / announcements e.g. launch of the four cycle superhighways, as well as details of annual events.

May 2016 – Week 1 after the election (9 – 13 May)

Events

Date Detail

7	Signing of the declaration of office / possible press conference
7-8	<i>GLA staff on hand to arrange City Hall office accommodation and IT access; senior staff available or on call for any meetings required</i>
8	<i>The Mayor formally assumes power at 1 minute past midnight</i>
9	Time provisionally booked for meetings with: <ul style="list-style-type: none"> • Jeff Jacobs, Head of Paid Service • Mike Brown, Transport Commissioner • Sir Bernard Hogan Howe, Police Commissioner • Ron Dobson, Fire Commissioner
9	There is an opportunity to speak to GLA staff in the Chamber (the Chamber is also booked for 11 May to provide for flexibility). The Mayor may also want to consider a walk-about to meet staff.
11	Regular planning decisions meeting (if required)
11	Submit the Mayor's Report to the Assembly ahead of Mayor's Question Time (NB this will be drafted by GLA staff and presented for your approval.)
12	C40 Steering Committee online meeting (see final decision below and Part 11 - Development Enterprise and Environment)

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May 2016 – Week 1 after the election (9 – 13 May)

Decisions

Make preliminary decisions on the roles and composition of the **Mayor's team of "10+2"** (see Part 4 – Appointments)

Key appointments (some of which require confirmation hearings):

- Appoint an Assembly Member as **Statutory Deputy Mayor of London**
- Decide whether or not to appoint a **Deputy Mayor for Policing and Crime (DMPC)**
- Decide Chair and Deputy Chair of the **TfL Board**
- Consider which **TfL Board** member appointments to extend prior to recruitment of new members
- Choose the Chair of the **London Fire and Emergency Planning Authority (LFEPA)** board and the selection of the 2 Mayoral appointees
- Decide whether or not to keep Ed Lister as Chair of **OPDC Board** (currently appointed until October 2016)
- Appoint a Chair and non-Executive Director for **London and Partners** (Ed Lister's role as Chair ends on 5 May. The non-Executive Director is Mark Boleat whose term ends on 5 May.)

(see Part 4 – Appointments)

If the Mayor wishes to take part in the EU referendum campaign, urgent agreement on plans will be needed because after 27 May pre-referendum legal restrictions commence (see Part 11 – Development, Enterprise and Environment, decisions).

Seek an early conversation with Greg Clark to set out the parameters of the Mayor's new housing priorities and to seek an early Spending Review financial settlement to support these through to 2021. There should be a commitment to finalise this before the summer recess if it isn't to risk undermining housing delivery in London (see Part 10 – Housing & Land)

Write to key Government Ministers setting out specific manifesto commitments prior to the Queen's speech on 18 May (see Part 14 - Mayor's Office)

Sign-off the marketing campaign creative for the **State of London Debate** (see Part 13 – External Affairs) by 10 May.

Decide whether or not to lead a **business delegation to São Paulo** and attend a small number of London-led high-profile events at **British House in Rio** during the Olympic and Paralympic Games, as well as attend some Olympic events. (See Part 13 – External Affairs and Part 14 – Mayor's Office).

Approve the negotiated disposal of the land for **London City Airport** (if a satisfactory figure can be negotiated) (see Part 10 – Housing & Land)

The Mayor will need consider standing for election in the European region for the vacant seat on the **C40 Steering Committee** (Part 11 - Development Enterprise and Environment)

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May 2016 – Week 2 after the election (16 – 20 May)

Events

Date Detail

17	Time provisionally booked for a meeting with Mark Rowley, Assistant Commissioner for Specialist Operations in the Metropolitan Police Service
18	Regular planning decisions meeting (if required)

Decisions

Key appointments (some of which require confirmation hearings):

- Take a view on whether to extend the appointments of the **London Enterprise Panel**, or recruit new board members.
- Appoint a Chair and members of the **London Cultural Strategy Group**
- Decide the form and continuing role of the **Homes for London Board**, if any. Following this, membership and terms of reference can then be finalised

(see Part 4 – Appointments)

There will be a judicial review against the new **Defra air quality action plan**; the Mayor of London has been named as an interested party. The Mayor needs to decide by mid-May to what extent he wants to participate in the proceedings, and whether to use this opportunity to try and secure additional Government funding and/or to demonstrate a new level of ambition to improve air quality (see Part 11 – Development, Enterprise & Environment)

The Mayor to decide if he wants to host an early meeting of the **Congress of Leaders** (see Part 8 - Devolution)

Early engagement of community organisations from across London through a **Community Reception** is recommended. An early decision to proceed with this will be needed in order for it to be organised (see Part 13 – External Affairs)

Decide whether or not to host a joint **London Reception** (for key senior London figures including Ministers, Borough leaders and Chief Executives etc.) with the London Assembly (see additional dates section below - July)

Decide whether or not the Mayor will attend the **Global Cities Alliance Conference of Mayors** (event date: 21 June) (see Part 11 - Development Enterprise and Environment)

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May 2016 – Remainder of month

Events

Date Detail

24 London Legacy Development Corporation Board meeting (10:00- 12:30) (see Part 4 – Appointments)

24 TfL Remuneration Committee

25 Mayor's Question Time

27 *EU Referendum pre-vote restrictions period commences*

TBC First meeting of the DfT / TfL Rail Devolution Partnership

Decisions

Close the **GLA Statement of Accounts** for 2015-16 and carry forward unspent amounts by the end of May (see Part 5 – GLA's Financial Position)

Agree (by week commencing 30 May) the content of the **TfL Annual Report and Statement of Accounts** ahead of publication for the Audit and Assurance Committee

Decide whether or not to publish an overarching pre-cursor **strategy document** setting out the intended direction of travel and coordinated messaging across the key policy areas (e.g. 'Towards a Vision for all Londoners') in advance of any full statutory strategy documents to be published later (see Part 2 – The Mayor's Powers)

Agree the proposed locations (by borough) for the twice yearly programme of **People's Question Time** statutory events. There is a statutory requirement to consult with the London Assembly on this programme and this consultation is currently programmed for early July (see Part 13 – External Affairs)

Decide whether or not to continue with the Mayor's monthly 30-minute **Q&A on Twitter** (approximate reach is 1million followers) and agree date for the first one (see Part 13 – External Affairs)

Decide whether or not to continue with the monthly email called '**Mail from the Mayor**' (approximate reach is 14,000 subscribers) and agree key stories and Mayoral highlight (see Part 13 – External Affairs)

Decide approach to the **pedestrianisation of Oxford Street** including who will represent the Mayor on the West End Partnership Board meeting on 25 May and how the Mayor's representative should engage with the consultation and/or launch date of the consultation (see Part 11 – Development, Enterprise & Environment)

Decide timings and Mayoral role in **opening the Cycle Superhighways** which are due for completion at the start of the Mayoral term (see Part 11 – Development, Enterprise & Environment)

Decide whether or not to attend the **Patron's Lunch** (part of the Queen's 90th birthday celebrations) (event date: 12 June) (see Part 13 – External Affairs)

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June 2016

Events

Date Detail

8	London Assembly Plenary (10:00 – 13:00). Topic will be Transport, in which case the Mayor will be required to attend if Chair of TfL Board
8	<i>Submit the Mayor's Report to the Assembly ahead of Mayor's Question Time</i>
12	Patron's Lunch in Trafalgar Square
15	London Area Review Steering Group (13:00 – 14:00)
16	<i>Statutory deadline for publishing the Mayor's Annual Report</i>
16	<i>Old Oak and Park Royal Development Corporation Board meeting (14:00-16:30)</i>
20	Armed Forces Day - Service at City Hall hosted jointly by Mayor of London and Chair of the London Assembly attended by key representatives of the Armed Forces.
21	Global Cities Business Alliance
22	Mayor's Question Time
23	<i>EU Referendum</i>
25	Pride
28	London Health Board meeting (14:00 – 16:00)
30	State of London Debate (19:00)
30	London Legacy Development Corporation Board meeting (14:00 – 16:30)

Decisions

Approve the content of the **Mayor's Annual Report** including the **Annual Equalities Report** annex ahead of the statutory publication deadline 16 June

Take key decisions with regard to operational planning, communications and ticket releases for **New Year's Eve** including formal agreement of paid ticketing at £10/ticket (see Part 13 – External Affairs)

Decide whether / when the **Crossrail 2 Growth Commission report** will be published, its contents and the extent of Mayoral involvement in the launch (see Part 11 – Development, Enterprise & Environment)

Agree any London proposition with regards to **Business Rates devolution** with London Councils ahead of the Government consultation paper expected in July (see Part 5 – The GLA's financial position)

Decide whether to reappoint members of the **London Enterprise Panel's** working groups (see Part 11 – Development, Enterprise & Environment)

As Chair of the London Health Board, the Mayor will need to sign off the asks to Government on **London Health Devolution** proposals (see Part 8 – Devolution)

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July 2016

Events

Date Detail

6	London Assembly Plenary (10:00 – 13:00) – topic will be Policing, in which case the Mayor will be required to attend
6	London Land Commission meeting (14:00)
6	<i>Submit the Mayor's Report to the Assembly ahead of Mayor's Question Time</i>
9	Eid on Trafalgar Square
15	Old Oak and Park Royal Development Corporation Board meeting (14:30-16:30)
19	Transport for London Board meeting (10:00 – 13:00)
20	Mayor's Question Time
26	London Legacy Development Corporation Board meeting (14:00 – 16:30)

Decisions

Sign off arrangements for the final **skills devolution settlement** with HMG (see Part 8 – Devolution)

By end of July, decide **budget strategy and process and issue guidance** to the GLA and the functional bodies for preparing their budget submissions for 2017-18 (see Part 5 – GLA's financial position).

Additional, potential dates for the first 4 months

- The following table outlines details of events that the Mayor has been / is likely to be invited to, some of which will need a swift decision. It is NOT assumed that the Mayor will want to attend all these events. Those highlighted in green are events run by GLA teams. The Mayor's Diary Secretary has access to further details / contacts.
- Dates for September onwards are included in Part 13 – External Affairs for their key events and in Appendix 1 for all others.

Date	Event	Comments
May / June	Cycle Superhighways launch	Four Cycle Superhighways are due for completion at the start of the term. The Mayor or relevant Mayoral advisor may wish to be involved in the launch event(s).
9 – 22 May	European Aquatics Championship	This is the biggest aquatics event hosted at the Park since the Games. Sessions will run every day in the morning, afternoon and evening.

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Wednesday 11 May	West Thames College's Feltham Skills Centre opening event	West Thames College submitted an application to the FE Capital Investment Fund to create and improve the Feltham Skills Centre. This is an opportunity for wider promotion of FE Capital works that will fund an indicative £114m to make London's FE Colleges fit for purpose.
Monday 16 May	Youth Summit	Team London are hosting a youth summit as part of the Team London Young Ambassadors programme to engage and inspire young people to volunteer as part of the programme. This is an opportunity for the Mayor to engage with the young people and show support for the programme and it is held at City Hall so easy to pop in to. The speaking slot could be arranged around the Mayor's diary. The event runs from 9.30am – 3pm.
Tuesday 17 May	Ministerial roundtable on air quality and clean air zones	Hosted by the Air Quality Minister, Rory Stewart, and the Transport Minister, Andy Jones, this meeting will bring together six major UK cities including London to discuss the implementation of clean air zones. The ministers will only attend for an hour and it is suggested that the new mayoral environment adviser should attend for this element of the meeting; GLA officers will cover the rest. It is an important opportunity to demonstrate London's leadership on this agenda and make the case for further concerted national action to tackle air pollution (e.g. diesel scrappage scheme etc.).
Saturday 21 May	FA Cup Final	The Mayor might be invited especially now that a London club (Crystal Palace) is involved.
Thursday 26 May	London Tree and Woodland Awards, 5.30-7.30pm, London Living Room, City Hall	Opportunity for speaking engagement for Mayor/advisor
28 May – 5 June	London Tree Week	London Tree Week is a week to celebrate and explore London's trees and woodlands. Opportunity for visit/photo opportunity at a London Tree Week event.
Late May – mid June	The Cube Opening	'The CUBE – Grow on Space' is a post incubator workspace project based in Dagenham (East London). It is the first Growing Places Fund (GPF) project to present an opening/launch opportunity for a London Mayor.
June	Stockwell Better Junction launch	The Better Junctions scheme to remove the gyratory at Stockwell will be complete and ready to be launched.
June	West Anglia Task Force final report launch	The Taskforce will have completed its case making for investment in the West Anglia Main Line. The Taskforce is independent of the GLA and the report launch is likely to be the end of June.
June	Night Tube Launch	The Night Tube is likely to be ready to launch line by line from early summer. Associated changes to night bus services are expected to be made at the same time.

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June	High street / workspace regeneration project launch (multiple sites / dates)	The GLA has funded a number of high street / workspace regeneration projects, and there are multiple opportunities for the Mayor to attend the launch events.
Wednesday 1 June	National Volunteers Week launch	London was awarded European Volunteering Capital for 2016. This launch is an opportunity for the Mayor to showcase London using it as a photo opportunity with Team London's celebrity supporters and volunteers.
Wednesday 8 June	Mayoral Summit at the Intelligent Transport Systems European Congress in Glasgow	Attendance Informal request received
10 – 12 June	HM Queen's 90 th Birthday celebrations	This includes the Patron's lunch (listed in key events above)
Saturday 11 June	Trooping the Colour at Horse Guards Parade	Attendance Formal invitation received
Monday 13 June	London Real Estate Forum Reception – Berkeley Square	Address Informal request received
Monday 13 June	London Development Dinner	Attend (Scott's Restaurant) Follows on directly after the London Real Estate Forum Reception Formal invitation received
Thursday 16 June	Tate Modern Benefactors Dinner & Opening Party to celebrate the unveiling of the new Tate Modern	Attendance Save the date card received The GLA's London Green Fund, backed by London's share of the European Regional Development Fund, provided an £18million loan for innovative energy efficiency measures related to the build.
Monday 20 June	Open the London Technology Week at an event at City Hall	This launches a series of events at City Hall with a focus on technology and education, delivered in conjunction with L&P.
28-30 June	Chartered Institute of Housing Annual Conference – Manchester	Address Informal invitation received
Tuesday 28 June	HRH Princess Alexandra Royal visit to Food Flagship borough	HRH Princess Alexandra will be visiting a Children's Centre in the Food Flagship borough of Lambeth to see the Rose Voucher scheme being piloted there (and funded through the Food Flagship). Princess Alexandra is the patron of Alexandra Rose charities. This is an opportunity for the Mayor to visit one of two Food Flagship boroughs in London.
Tuesday 28 June	Oxford Street Air Quality Summit	We have been informed that the new Mayor will be invited to an Air Quality Summit hosted by the New West End Company on Oxford Street

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Wednesday 29 June	Mayor's Crowdfunding Pilot Initiative	Opportunity for Mayor to announce pledges to locally led projects and urge Londoners to join him in backing the project via the Mayor's Crowdfunding Initiative. The Mayor's Crowdfunding Pilot programme is an innovative new approach to backing locally led projects that support Regeneration objectives.
Wednesday 29 June	Unilever brightFuture Grants – Celebration Event	This event will bring together the 11 schools who were awarded social action funding of up to £1,000 to deliver a local project. An opportunity for the Mayor to present the certificates and give a short speech about the importance of social action.
Wednesday 29 June tbc	London Infrastructure Delivery Board meeting	Provisional booking for this meeting. The Mayor will need to decide whether to chair the meeting personally. See Part 11 – Development, Enterprise & Environment (Decisions) for more information
Thursday 30 June	Big Dance Launch	This is the final year of the Big Dance flagship cultural participation programme. This launch event will be with media and press outside City Hall from 9 – 11am.
Thursday 30 June	Battle of the Somme – centenary commemoration	Overnight vigil in Westminster Abbey and a gun salute in Parliament Square to coincide with the start of the Battle. There will be a service in the Westminster Abbey, though this is still to be confirmed.
Thursday 30 June	Shell ECO Marathon	Shell Eco-marathon is a unique competition that challenges students around the world to design, build and drive the most energy-efficient car. With three annual events in Asia, Americas and Europe, student teams take to the track to see who goes further on the least amount of fuel. London will host the event for the first time in June 2016.
July	London Reception	Potential to jointly host, with the London Assembly, a reception in the London Living Room at City Hall for key senior London figures including Ministers, London MPs, Borough leaders and Chief Executives, senior staff from the functional bodies, key business leaders from organisations such as London First, leaders of key think tanks.
July	High Speed 2 Euston High Level Forum	Jointly host the first meeting of the High Speed 2 Euston High Level Forum with the Secretary of State for Transport. The forum will be responsible for overseeing the comprehensive redevelopment of Euston station and will involve the London Borough of Camden, the GLA, HS2 the DfT and TfL. The forum has been agreed by the date of the first meeting has not yet been agreed with the Secretary of State.
Saturday 2 July	Big Dance	A dance performance involving 1,000 Londoners in Trafalgar Square (Mayor to attend the Big Dance Launch on 30 June over this this event)
Saturday 2 & Sunday 3 July	Formula E	The FIA Formula E Championship is the world's first all-electric motor racing series. The season finale is in Battersea Park. Each race is a separate event, with practice, qualifying and the race taking place on both days. For information only - Mayor unlikely to

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		be required to attend.
Tuesday 5 July	The Cardboard Citizens/Institute of Fundraising event marking the 50th Anniversary of Cathy Come Home at the Barbican	The Mayor to watch the film & take part in a panel Q&A discussing "Homelessness 50 years on - what's changed?" - formal invitation received
Tuesday 5 July	London Knowledge Quiz	The London Knowledge Quiz complements the work of the London Curriculum. This is the annual final and is hosted by Michael Absalom at the Museum of London. 600 schools will compete to win the Mayor's Prize for London Knowledge with six schools competing at the live final.
Thursday 7 July	7/7 Commemoration for the 11 th anniversary	For information only – Mayor does not need to attend. This is predominantly an event for families of the bereaved and survivors. An informal service is held at the memorial in Hyde Park.
Tuesday 12 July	All Party Parliamentary Group for London reception at the House of Commons	Invite letter received from Bob Neil MP, Chair
Tuesday 12 July	Team London Young Leaders - celebration event	This event will bring together 100 young people who have formed the first cohort of Team London Young Leaders. They represent 20 schools from five boroughs that have collaborated to run a community project. The Mayor could present the certificates and give a short speech about the importance of social action.
Wednesday 13 July	Unilever brightFutures Grantees Hendon School Mental Health Conference	This is an option if the Mayor wants an opportunity to visit schools in action. This event is being coordinated by Unilever brightFuture Grantees Hendon School. With their £1,000 funding they are running a "Stamp Out Stigma" campaign on mental health. On 13/7 they will be hosting a mental health conference for students and local stakeholders (e.g. CAMHS, CCG, charities etc.).
Tuesday 19 July	Low Emissions Neighbourhood funding launch	An event to announce £5m funding (provided through the Mayor's Air Quality Fund (MAQF)) for up to five borough-led Low Emission Neighbourhoods. (See Part 11 – Development, Enterprise & Environment for more information).
Friday 22 July	Busk in London	Busk In London Festival (Sat 23 Jul - Sat 6 Aug) takes over Trafalgar Square and other iconic locations. Top international street performers and talented young Londoners will be showcased. On International Busking Day (Sat 23 July) the public will get the chance to give busking a go in London and over 50 partner cities in the UK and around the world, including Paris, Sydney and New York. This is an opportunity for the Mayor to attend and give a speech at the press launch (Friday 22nd July) of the first International Busking Day.

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30 and 31 July	Ride London	Developed by the Mayor of London's Office in conjunction with TfL and London and Partners, RideLondon is a world-class festival of cycling. The fourth edition will take place over the weekend of Saturday 30 July and Sunday 31 July 2016.
Friday 5 August	Brazilian Olympic Event	The Brazilian Embassy is staging an event at the Olympic Park to mark the start of the Olympics in Rio.
Sunday 7 August	West Ham vs Juventus pre-season friendly	The first game West Ham will play in the transformed stadium. The Mayor is likely to be invited.
14 August	Indonesia Day	Hosted at Trafalgar Square by the Indonesian Embassy to celebrate Indonesian culture and art.
August w/c 15 August	Attend the Olympics in Rio	See Part 13 – External Affairs and Part 14 Mayor's Office
28 and 29 August	Notting Hill Carnival	A member of the Mayor's team may wish to attend Carnival

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Part 2: The Mayor's powers

The GLA

9. The GLA's remit is broad. Specific responsibilities relate to spatial development, housing, environment, economic development, culture and health. In all cases, the Mayor is required to produce and keep under review statutory strategies. In addition, the GLA has a general power to promote economic development, social development and the improvement of the environment in London. In addition to its statutory strategic role (see paragraph 16), the GLA has direct delivery powers in housing, land and regeneration.
10. Beyond the requirements of the GLA Act, much of the Mayor's activity at the GLA is discretionary and relies on their status as a well-recognised figurehead for the capital. The crucial aspect of the Mayor's role is leadership; bringing together stakeholders from the public sector, business and civic society to deliver initiatives and programmes which benefit London and Londoners.
11. More detail on the range of current GLA programmes can be found in the directorate chapters.

The GLA's functional bodies

12. There are two time-limited functional bodies known as **Mayoral Development Corporations (MDCs)** which are charged with developing and regenerating specific sites. They are designated for this purpose by the Mayor and are funded by the GLA – no general government grant funding is available. They are:
 - The **London Legacy Development Corporation (LLDC)** in east London, centred on Queen Elizabeth Olympic Park; and
 - The **Old Oak and Park Royal Development Corporation (OPDC)** in west London.
13. There are three permanently constituted functional bodies:
 - **Transport for London (TfL)** is responsible for much of London's transport network, including the Tube, buses, Overground services and certain other rail services, the Docklands Light Railway (DLR), river services, the 'red routes' of significant roads and the inner London Congestion Charge zone;
 - The **Mayor's Office for Policing and Crime (MOPAC)** sets the strategic direction for, and holds to account, the Metropolitan Police Service (MPS); and
 - The **London Fire and Emergency Planning Authority (LFEPA)** runs the London Fire Brigade (LFB), the fire and rescue service for the capital, which also plays a significant role in emergency planning. There are plans to abolish LFEPA and replace it with a differently constituted functional body (see Part 8 - Devolution).

Other key bodies

14. While it has no statutory footing, since 2011 the **London Enterprise Panel (LEP)** has played a significant role in advising the Mayor on economic development and regeneration funding priorities, with significant government funding streams only being allocated via the LEP. The LEP forms part of a national initiative embodied in a network of local enterprise partnerships across England which have been given overall

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responsibility for the delivery of Enterprise Zones and are identified as bodies that planning authorities 'should have regard to' when preparing local plans and other related activities.

15. The GLA has also established and funds **London & Partners (L&P)**, a company charged with promoting London and attracting businesses, events, congresses, students and visitors to the capital. L&P aims to build London's international reputation and to attract investment and visitor spend.
16. The **London Pensions Fund Authority (LPFA)** is the biggest local government pension scheme (LGPS) provider in London. It serves 300 'not for profit' employers, with over a quarter of a million members and manages assets of some £4.6bn. The Mayor is responsible for appointing the LPFA Board and its Chairman and setting their remuneration. The Mayor has no power of direction over the LPFA but can exercise his influence over the Board, as he must be consulted over the LPFA's Strategic Plan and Budget.
17. The **Homes for London Board** is a non-statutory board that brings together borough and independent experts to help find creative solutions to London's unique housing need. The Board's remit is to support and monitor the delivery of housing having regard to the Mayor's London Housing Strategy, London Economic Development Strategy, the London Plan and other associated Mayoral strategies. The new Mayor would first need to decide the form and continuing role of the Homes for London Board, if any. Following a decision on this, membership and terms of reference can then be finalised.

The Mayor's statutory powers and duties

18. The Mayor's statutory powers and duties include:
 - Acting as the GLA's executive decision maker;
 - Setting the GLA Group budget and the GLA council tax precept (see Part 5 – The GLA's financial position);
 - Setting London's transport fares on an annual basis (note the annual basis is customary not statutory);
 - Making planning decisions in respect of significant applications;
 - Retaining a power of direction over four of the five functional bodies (TfL, LFEPA, LLDC and OPDC) and acting as the sole member of the fifth (MOPAC);
 - Appointing the 12-strong Mayoral team in the GLA and making appointments to the boards of – and to other senior roles in – the functional bodies;
 - Establishing shared services across the GLA Group, which currently include finance, procurement, legal, IT, HR, treasury management and committee services functions, so as to reduce costs and improve efficiency;
 - Publishing seven statutory strategies (see paragraph 16 below); and
 - In his or her capacity as the sole member of MOPAC, producing a policing and crime plan which sets the direction for the MPS.

Statutory strategies

19. The Mayor of London has a duty to publish and keep under review seven statutory strategies (see Appendix 2 for more detail):

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- **London Plan**, the spatial development strategy for Greater London, which has significant influence and powers over local authority planning policies;
 - **Transport strategy**, which sets out policies and investment priorities for TfL's multi-billion annual budget;
 - **Housing strategy**, which sets out how the affordable housing grant will be used;
 - **Environment strategy**;
 - **Economic development strategy**;
 - **Culture strategy**; and
 - **Health inequalities strategy**.
20. The seven strategies must:
- Be consistent with one another and with national and EU policy;
 - Take account of their impact on a number of environmental and social factors; and
 - Be put out to consultation with specific sets of stakeholders.
21. Preparing statutory strategies takes significantly longer than preparing other policy documents – usually between six and twelve months (and considerably longer for the London Plan by virtue of the Examination in Public process).
22. There is no stipulation as to the frequency with which strategies must be reviewed. However, failing to update them may have practical and reputational consequences and, in extremis, the Secretary of State can direct the Mayor to publish a strategy within a specified period.
23. An officer level Strategy Coordination Group chaired by the GLA Head of Paid Service has been considering options for the timing of fresh strategies should the Mayor wish to make early progress. Given the length of time required to prepare even draft versions of the strategies, one possibility is to publish an over-arching precursor document in late Summer 2016 (e.g. 'Towards a Vision for all Londoners') which sets out the intended direction of travel and coordinated messaging across the key policy areas. The detailed strategies could then follow on with some useful advance consultation having been carried out on the Towards document. For more information, see Appendix 2 – Statutory Strategies. **A very early decision will be needed if such an approach is wanted.**

Part 3: Mayoral accountability

The public

24. The Mayor is accountable to the public and must:

- Hold a State of London Debate each year and two People's Question Time events per year;
- Publish an annual report (including an equalities report) in the run-up to the State of London Debate;
- Follow transparency arrangements set out by the Government, which includes publishing expenditure, senior staff salaries and decisions taken by the Mayor and by senior staff;
- Comply with the Freedom of Information Act and the Data Protection Act; and
- Comply with the Authority's standards regime, whereby the Monitoring Officer handles complaints about the Mayor's and Assembly Members' conduct and oversees the arrangements for the declaration of the Mayor's interests and of gifts and hospitality.

London Assembly

25. The Mayor must:

- Submit budget proposals to the London Assembly annually, which the Assembly can amend with a two-thirds majority;
- Submit drafts of the seven statutory strategies to the Assembly, which the Assembly can reject with a two-thirds majority;
- Submit nominations for certain board appointments to the Assembly, for which the Assembly can hold confirmation hearings – in the case of the Deputy Mayor for Policing and Crime (DMPC), the confirmation hearing is binding if the DMPC is not an Assembly member;
- Report significant decisions to the Assembly in the run-up to each of the ten Mayor's Question Times held every year and answer questions posed at those Question Times;
- Along with senior figures in the GLA Group, attend scrutiny sessions if summonsed by the Assembly; and
- Provide information from the GLA and its functional bodies as appropriate if this has been summonsed by the Assembly. This power is used infrequently but is stronger in force than the Freedom of Information Act.

26. The Assembly scrutinises the work of the Mayor through a number of topic-specific committees. In the 2015/16 the Assembly had 13 established committees and held 124 meetings.

27. The Bureau of Leaders has been established as a private, informal discussion forum between the Mayor and leading Assembly Members in order to enhance liaison between the Mayor and Assembly. It has tended to focus on GLA political and operational management issues where, for example, value is seen in coordinating views (e.g. on devolution) or where the Assembly wish to bring issues of concern to the Mayor's attention. It aims to meet on a monthly basis.

Part 4: Appointments

Summary

28. The Mayor is responsible for appointments to a significant number of boards and also for a small number of GLA staff appointments. The priority appointments are:
- The Statutory Deputy Mayor of London
 - The Mayor's own staff appointments (the "10+2")
 - Appointments to functional bodies
29. A published protocol on [Mayoral appointments](#) underpins the present arrangements and is designed to meet Nolan principles. The precise process for board appointments will depend on the nature of the body but should be in line with the Mayoral protocol, which normally involves an advert and interview process. The Mayor is likely to want to consider the diversity profile of the board during the appointment process. An independent person may be called to take part in the process, to provide some measure of assurance that the Mayor has acted reasonably in making any such appointment.

The Statutory Deputy Mayor of London

30. The Mayor is required to appoint a Statutory Deputy Mayor of London from among the Assembly Members (they cannot be both the Statutory Deputy Mayor of London and Chair of the Assembly at the same time). The Mayor can set the scope of the role by delegating responsibilities and duties. In the past this has tended to be primarily a civic, representational role, but that is not a requirement. During a vacancy or temporary incapacity of the Mayor, the Statutory Deputy Mayor will take over the role and responsibilities of the Mayor (pending elections being held where appropriate). The Statutory Deputy Mayor is the only Assembly Member who can exercise formal GLA delegations from the Mayor, and receives enhanced remuneration for taking on the responsibilities of the role.

Mayoral staff appointments ("10+2")

31. The Mayor can appoint two people to be his political advisors and up to 10 other members of staff (the "10+2"). These appointments end by operation of law with the end of the Mayoral term. The Mayor will want to determine early in the administration how many roles he wants to appoint to and what he wants these roles to be. The "10" can undertake line management responsibilities, but up to now have tended not to. The significant exception to this is the Director of Communications – a role which has existed under both Mayors and which has included managing the GLA's media and marketing teams.
32. The "10+2" are paid employees of the GLA and whilst the Mayor determines their terms and conditions, these tend to be standard GLA terms and conditions. They do not have statutory authority to appoint or dismiss GLA staff.

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33. There is no statutory requirement to advertise these posts unless the Mayor wishes, but for the “10” there is a legal requirement to appoint on merit, requiring an interview process at least. Sensitivities to consider when appointing to these posts are the legislative prohibitions such as political restrictions that they will be under.
34. Once a “10+2” appointment is made, this must be reported to the Assembly, including the name, post and terms and conditions of the appointment.
35. Any staffing appointments beyond the “10+2” are subject to the Head of Paid Service (HOPS) process. See Part 7 – Organisation Structure.

Political restrictions

36. There are a number of staff in the GLA who are in “politically restricted posts”. Staff in politically restricted posts cannot:
 - Remain, or be elected or appointed as members or councillors of:
 - their own body (i.e. the GLA); or
 - another local authority body covered by the same rules (i.e. a restricted body);
 - Undertake certain defined political activities in their GLA role or in their private time.
37. The “10+2” are politically restricted posts.
38. The exceptions to the rules above are that the “10” can be appointed to the Boards of TfL or a Mayoral development corporation (LLDC and OPDC) in an unpaid capacity.
39. More information on political restrictions can be found here in the [political restriction guidance](#).

Appointments to functional bodies

40. There are a number of priority appointments:
 - **Transport for London (TfL):**
 - The Mayor can choose to be on the TfL Board, but in that case must be its Chair. The London Assembly may require (non-binding) confirmation hearings for the Chair (if it is not the Mayor) and Deputy Chair of the Board. (For more information about confirmation hearings, please refer to the section below.)
 - Boris Johnson chaired the Board and appointed his Deputy Mayor for Transport as Deputy Chair. After the Deputy Mayor for Transport resigned, Daniel Moylan was appointed as Deputy Chair.
 - The Mayor appoints the entire TfL Board, which must be between 8 and 17 board members.
 - The current Board Appointments can be terminated at any time but all are due to conclude on 17 June after which point the Board will need to be reconstituted. However, plans are in place to enable terms to be extended so that the Board remains quorate (a minimum of 8 board members

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which can include the Mayor as Chair) until new appointees have been made. Headhunters have been appointed to assist in recruiting new Board members (this was a recommendation of the [TfL Board Effectiveness Review](#)) with a mandate to broaden the skill set and improve the diversity profile of the board. It is expected that the “10+2” appointment covering Transport and/or the Mayor will sit on the interview panel.

- The Mayor has a power of direction over TfL.
- The TfL Board is responsible for appointing the Transport Commissioner.

- **Mayor's Office for Policing and Crime (MOPAC):**

- MOPAC is a single-person executive body (i.e. the Mayor), so it does not have a board, as other functional bodies are required to. The Mayor is equivalent to the police and crime commissioner for London but can choose to appoint a Deputy Mayor for Policing and Crime (DMPC) and can delegate some MOPAC functions to the DMPC. The appointment of the DMPC ends by operation of law at the end of the mayoral term.
- If the person appointed to the role of DMPC is an Assembly Member, the Assembly may require a confirmation hearing, but the result is not binding. Furthermore, that person is not eligible for additional remuneration above their Assembly salary. The Committee may veto the appointment of the candidate as Deputy Mayor for Policing and Crime if the candidate is not a member of the London Assembly and if at least two-thirds of the votes given in making that decision are in favour of vetoing. Note that the political proportionality of the Police and Crime Committee may differ from that of the Assembly (due to rounding).
- The Mayor will need to take into account the legislative restrictions (e.g. [political restrictions](#)) that any post holder would be under. For example, the DMPC is not able to remain as a local authority councillor when appointed to the role.

- **London Fire and Emergency Planning Authority (LFEPA):**

- The Mayor appoints the Board of LFEPA, which comprises 17 members. Of these, eight are drawn from the Assembly (reflecting the balance of parties), seven from the London boroughs (again in line with political balance) and the Mayor can make two other appointments.
- The Mayor nominates one of the 17 members as the Chair, and that nomination is subject to a non-binding Assembly confirmation hearing.
- LFEPA members choose their own non-statutory Deputy Chair if they wish to have such a role. The current Chair is Gareth Bacon and the Deputy Chair is Fiona Twycross.
- It is highly likely that LFEPA will be abolished on 31 March 2017. Under the new arrangement, decision making will rest with the Mayor and scrutiny with the Assembly.
- The Fire Commissioner is currently appointed by LFEPA. Under the new arrangement it would be a matter for the Mayor.
- The Mayor has a power of direction over LFEPA.
- The LFEPA Board appointments will run from 17 June 2016 to 31 March 2017.

- **Mayoral Development Corporations (MDCs):**

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- The Mayor appoints the entire boards of the **London Legacy Development Corporation (LLDC)** and the **Old Oak Common and Park Royal Development Corporation (OPDC)**.
- The Chair of the LLDC is David Edmonds and he is appointed until 13 October 2018. The Chair of the OPDC is Sir Edward Lister and he is appointed until 31 October 2016.
- An MDC Board must consist of a minimum of six members, and include at least one elected member from every London council whose area is within any part of the MDC's area.
- The Mayor can review the composition of the Board before the terms of the existing appointments end if required.
- The Mayor must appoint members to the Board having regard to prescribed statutory considerations, members' skills and potential conflicts of interests.
- The Mayor may be a member of an MDC, or nominate himself as Chair of an MDC (as long as he is no longer a Member of Parliament). If the Mayor does not nominate himself as Chair of an MDC, he must appoint one of the board members as Chair. In this case there are non-binding confirmation hearings for the Chair roles.
- The LLDC and OPDC Board members choose their own non-statutory Deputy Chair, if they wish to have such a role. Currently neither Board has a deputy Chair.
- The Mayor has a power of direction over LLDC and OPDC.
- The LLDC and OPDC Chief Executives are appointment by the Boards and remain in this role until the Board decides to re-appoint (or they resign).

Other board appointments

41. There are a number of other, less time critical but high profile, appointments that will be required. For example:

- **London Enterprise Panel (LEP).** The terms of the current private sector members end on 4 July 2016, and the terms of members of the LEP's working groups end on 4 August 2016. In advance of the term expiry (and allowing for adequate time to undertake recruitment where required), the Mayor will need to take a view on whether to extend the appointments, or recruit new board members. One current Deputy Chair is Harvey McGrath (appointed until 4 July); the other (appointed by London Councils) is Jules Pipe (appointed until the next local elections in 2018).
- **London and Partners.** The Mayor will need to appoint the Chair and a non-Executive Director as soon as possible after the election. The previous Chair was Sir Edward Lister (Chief of Staff and Deputy Mayor for Policy & Planning). The Mayor can also choose to appoint an Observer to the Board. The Mayor is required to approve the appointment by the board of the Chief Executive and the executive with responsibility for the financial affairs of the Company.
- **London Pensions Fund Authority.** The term of office of the current Chairman of the LPFA, Sir Merrick Cockell, ends on 31 December 2016. The LPFA is undergoing a change of role with the creation of pensions partnership with Lancashire County Council.
- **Homes for London Board.** The terms of office of the current members of this (non-statutory) Board end on 31 July 2016. It currently comprises three Mayoral appointments, 3 London Councils' appointments (1 is

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vacant). Mayor Steve Bullock (one of the London Councils' appointments) is the Deputy Chair. The Chair was Ric Blakeway who has already stepped down. Should the Mayor decide to keep the Homes for London Board in its current form, he will need to appoint a Chair as soon as possible after the election.

- **London Cultural Strategy Group.** This statutory group currently comprises 23 Members (selected from Chief Executives, Directors, Heads and senior members of London's leading cultural institutions and creative industries) whose terms will come to an end with the end of the Mayoral term. The new Mayor will need to appoint the Chair and between 10 and 25 members. A list of potential candidates will be provided to the Mayor.
42. A full list of the current boards to which the Mayor makes appointments has been compiled and is available when required.

Summary of decisions

43. Key appointments (some of which require confirmation hearings):
- Make preliminary decisions on the roles and composition of the **Mayor's team of "10+2"**
 - Appoint an Assembly Member as **Statutory Deputy Mayor of London**
 - Decide **Chair and Deputy Chair of the TfL Board**
 - Consider which **TfL Board** member appointments to extend prior to recruitment of new members
 - Decide whether or not to appoint a **Deputy Mayor for Policing and Crime (DMPC)**
 - Choose the Chair of the **London Fire and Emergency Planning Authority (LFEPA) board** and the selection of the 2 Mayoral appointees
 - Decide whether or not to keep Ed Lister as **Chair of OPDC** (currently appointed until October 2016)
 - Take a view on whether to extend the appointments of the **London Enterprise Panel**, or recruit new board members.
 - Appoint a Chair and non-Executive Director for **London and Partners**
 - Decide the form and continuing role of the **Homes for London Board**, if any. Following this, membership and terms of reference can then be finalised.
 - Appoint a Chair and members of the **London Cultural Strategy Group**

Other organisations

44. The Government is currently creating a new Royal Parks organisation. This will combine the work of The Royal Parks (TRP) (which is an Executive Agency of the Department for Culture, Media and Sport (DCMS)) and the Royal Parks Foundation (a separate fundraising charity). The new body is due to go live on 1 December 2016 as a charitable public corporation. This change will enable the Royal Parks to operate with greater financial freedom and flexibility from Government controls, as with other public corporations, and at a time of a declining Government grant.

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45. The Secretary of State for Culture, Media and Sport is due to appoint a chair of the new organisation shortly, but has first committed to consulting the new Mayor on the shortlist of appointable candidates. The GLA Head of Paid Service was a member of the DCMS selection panel, which has made recommendations on the shortlist. The Mayor will therefore be expected to give his or her views on the Secretary of State's proposed appointment within a couple of weeks of taking up office.

Confirmation hearings

46. A number of board appointments require confirmation hearings (these are detailed above). The process of confirmation hearings can take in excess of three weeks to complete and is as follows:
- The Mayor writes to the Assembly to inform them of the appointment (and includes the name, address, role and credentials of the person appointed). Appointees are usually asked to provide a CV and supporting statement.
 - The Assembly then has three weeks to consider the appointment and hold a confirmation hearing meeting (essentially interviewing the individual) should they so choose.
 - The Assembly submit their considered response to the Mayor within the three-week deadline.
 - The Mayor considers their response. The Mayor may choose to accept or reject the Assembly's recommendation and must notify the Assembly of his decision. The only exception to this is the Deputy Mayor for Policing and Crime confirmation hearing which is binding if the DMPC is not an Assembly Member.
 - The appointments cannot be made until the end of the Hearings process has been reached (i.e. the Mayor has formally written back to the Assembly with his decision as to whether or not to accept their decision).
47. The Assembly will often aim to have several confirmation hearings at once.

Companies / Holdings

48. The GLA Act and GLA (Specified Activities) Order requires the GLA to channel all its "specified activities" i.e. commercial activities through a trading company so as to create a level playing field with the private sector in terms of taxation. The company in question is GLA Land and Property Limited (known as GLAP). The GLA has also established an umbrella company: Greater London Authority Holdings Limited (known as GLA Holdings), which could provide the scope for a tax group for accounting purposes for a number of trading companies were the GLA ever to have more than one.
49. These companies do not act independently of the Mayor and the decision making framework provided by the Mayor's Scheme of Delegation provides for the Mayor to implement decisions through a GLA Subsidiary Company. The legal framework applies equally to its subsidiaries.
50. GLAP has four directors (previously two Mayoral advisers, two GLA directors) and GLA Holdings has three directors (previously one Mayoral advisor, two GLA directors). New appointments to the companies, should they be required, would follow on from the election and would be administratively straightforward as they are internal GLA appointments. Currently, there are sufficient corporate directors for each company to be quorate, but the appointment of a further director to each company would be prudent to give flexibility.

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51. In making appointments it is important to avoid creating potential or perceived conflicts of interest that could arise in planning decisions concerning GLAP owned land and property. The extent of any potential or perceived conflicts of interest will depend on how the Mayor decides to exercise and/or delegate planning powers and specific advice will be provided.
52. These companies typically meet annually to approve their accounts. The governance of the matters for which they are responsible is handled through the general GLA mechanisms and GLA's schemes of authorities and other standing instructions apply to the companies.

Charities

53. The Mayor's Fund for London and the Mayor's Music Fund are registered charities with the Mayor as founder and patron of both have established boards of trustees. The charities occupy space in City Hall but are separate and independent charities. The Mayor's Fund focuses on providing disadvantaged young Londoners the skills and opportunities to gain future employment. The Mayor's Music Fund provides young Londoners the chance to develop their musical potential. The Mayor will need to decide whether or not to be patron of the charities.

Part 5: The GLA's financial position

Approved Budget

54. The GLA's total approved budget for gross spending on services (including staffing) in 2016/17 is in the region of £1.3 billion. This is based on the cost of continuing with existing approved policies and programmes within the current level of staffing.
55. The GLA budgets currently allocated to programmes and projects for 2016/17 are summarised below:

Capital programmes	£m
Housing and Land	479
Northern Line Extension	193
Regeneration	136
Further Education	56
London Legacy Development Corporation	46
Other	5
Total	915

Revenue programmes	£m
London Legacy Development Corporation	29
Housing and Land	13
Old Oak Common & Park Royal Development Corporation	12
London & Partners	11
2017 IPC 7 IAAF World Championships	9
Regeneration	8
Museum of London	8
Health, Communities and Volunteering	6
Environment, Planning and other minor programmes	4
Events for London	4
Sports	2
Technology and website	1
Further Education	1
Film London	1
Digital skills	1
Strategy evidence base and updates	1
Total	111

56. Some amounts are to subject to confirmation in light of any slippage from the previous financial year, 2015/16 and decisions on carry forwards. However, although the outgoing Mayor has approved the GLA's budget for 2016/17 the allocations can be changed.

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57. Unspent budget allocations in 2015/16 are available to reassign and in order not to constrain a new Mayor unnecessarily, break clauses have been included within the various programmes as and when possible. Also, as a result of programmes coming to a close, the current financial plans have approximately £11.5 million of unallocated revenue funding available to a new Mayor per year for 2017/18 and 2018/19. Detailed briefings will be available on the GLA finances.
58. Over the next three years an increasingly significant proportion of the plans are not contractually committed. Although this provides further flexibility to set new priorities, there is a range of factors which constrain the scope to use funds for other purposes, including the fact that:
- Some funding provided by central government is for specific purposes and/or is repayable, such as is the case with major elements of the housing programmes and further education capital projects;
 - The GLA is responsible for funding and is the funder of last resort for the Mayor's Development Corporations;
 - There are legal requirements, such as is the case with the Museum of London, whereby the GLA has to meet 50 per cent of its costs unless otherwise agreed by the Museum's co-funder, the City of London Corporation;
 - Crossrail 1's financing is funded through a 2p business rate supplement which cannot be used for other purposes; and
 - Some contracts and grants with break clauses may be either politically or practically difficult to terminate quickly, e.g. London & Partners (the promotional agency for London).

Medium-term outlook across the GLA Group

59. Although the GLA Group spending plans are financially balanced for 2016/17, over the medium term there are significant financial challenges which need to be addressed over the Mayoral term and will bear on the funding allocations the Mayor can make.
60. The 2015 Spending Review means that TfL's grant will have dropped by just under £700m in 2018-19 compared to grant forecast for that year before the Spending Review. Therefore, TfL will need to find considerable savings as well as increase its income from other sources including speeding up plans to raise commercial revenues to offset a loss of grant.
61. The Government has not taken any decisions on police funding for 2017/18 and future years, but the need to find further savings each year is expected. Current published financial plans assume on-going net savings totalling approximately £31 million and £58 million a year will be required in 2017/18 and 2018/19 respectively. The Met Police is aiming to make further savings and efficiencies through changes to its support services, plans to improve technology, rationalise its property estate and increase the productivity of its workforce.
62. To date the Mayor has provided additional funding for LFEPA to offset annual reductions in its government grants. A major review of its services is to be undertaken during the coming year and that will determine the future level of savings that could be made. Current published financial plans assume on-going net savings totalling £25 million a year will be required by 2018/19.

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63. The GLA is responsible for funding the Mayor's Development Corporations. The LLDC's present plans have a revenue funding shortfall totalling £16 million over the two years 2017/18 and 2018/19. As the LLDC is only likely to be able to generate a small proportion of this from savings, a key decision for the new Mayoralty will be to determine the level of on-going support from the GLA.
64. Current policies should enable the LLDC to generate capital receipts in excess of £1.1 billion over the next 25 years, but these are only just beginning to come on stream. The GLA is providing loan funding to be repaid from these future receipts to support investment required in the short and medium term for residential schemes, social and transport infrastructure and the Olympicopolis vision.
65. The total infrastructure bill required by the newly created OPDC could be in the region of £2 to £3 billion. A Memorandum of Understanding (MoU) has been agreed between the Secretary of State for Transport and OPDC setting out the principles by which OPDC can obtain the air rights to develop above the HS2 station and the Crossrail depot (which will be immediately adjacent to the HS2 station). As part of that MoU the outgoing Mayor had to agree in principle to underwrite the cost of enabling works and on the basis that the Crossrail depot remains in situ could cost more than £400m (and a greater amount if the depot was relocated). Further work will be carried out by OPDC over the next 6 months in order to identify a preferred option for inclusion in the tender, for which the Mayor will be expected to reconfirm the in principle commitment. OPDC will continue to work on refining the preferred option, investigating funding options and identifying potential development partners and a firm commitment will be required by autumn 2017, although no significant expenditure is expected before 2022.

Financial decisions

66. Forthcoming financial decisions / steers required in first 90 days

Item	Brief overview and background	Decision/Steer Required
GLA Budget review	<p>The 2016/17 budget allocations for the GLA were approved by the outgoing Mayor and it will be important to align the budget allocations with the priorities of the new administration.</p> <p>In order to close and prepare the GLA Statement of Accounts for 2015/16 and contribute to any GLA Budget Review, a decision will be required on carrying forward unspent amounts from 2015/16 to the 2016/17 financial year. The amounts can be earmarked to continue existing programmes or to be retained centrally for any new priorities.</p>	<p>Whilst some spending and funding decisions are unlikely to take place within the first three months of the Mayoralty given the range and nature of many manifesto commitments and policy initiatives, early decisions on which programmes to stop or change would be helpful. The outcome will be subject to scrutiny and on-going monitoring by the Assembly.</p>
GLA Group budget guidance	<p>As part of the annual budget setting process, it is the role of the Mayor to set the GLA council tax precept and to allocate council tax income, revenue support grant and business rates across the GLA Group (c£2</p>	<p>The guidance is a key tool to ensure that the Mayor's budget proposals are an accurate reflection of priority aims and objectives within available</p>

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	<p>billion in total in 2016/17). The Assembly can amend the level of council tax precept by two-thirds majority vote, provided it remains within certain parameters set by legislation and by central government. The functional bodies set their own detailed budgets after these funding allocations have been set.</p> <p>The Mayor needs to issue guidance to provide the context for and support the GLA and the functional bodies in preparing their budget submissions for 2017/18.</p>	<p>resources. It will be subject to scrutiny by the Assembly. Before the guidance can be issued the Mayor needs to decide on the council tax and budget strategy and the process to be followed.</p>
Business rates	<p>Currently, all principal tiers of local government (county councils, district councils, metropolitan district councils and London Boroughs), stand-alone Fire and Rescue Authorities and the GLA are funded, in part, by retained business rates income. In London the GLA retains 20% of business rates collected and the London boroughs 30%. The Government has committed to devolving 100% of business rates by 2020/21 and is open to proceeding faster.</p> <p>TfL</p> <p>High level principles have been agreed between the Government and the GLA for the GLA to receive an increase in the share of business rates retained from 2017/18 in exchange for the reduction of TfL capital grant (TfL's capital grant of just under £1bn a year will be rolled into the GLA's funding baseline and there will be a commensurate increase in the GLA's share of business rates income).</p> <p>London Government</p> <p>The GLA and boroughs are now working together to develop proposals on how business rates retention would work for London government as a whole and how the resources would be distributed. This includes how the resources would be shared to reflect a package of additional responses which could be taken on by both the GLA and the boroughs.</p> <p>The GLA and London Councils are developing a specific proposition for London with the aim of reaching agreement and for it to be included in the planned Government consultation paper expected this summer.</p>	<p>This is a significant opportunity to secure both greater fiscal devolution and additional responsibilities for London that supports broader devolution and public services reform and increase London's ability to manage strategic risks.</p> <p>The GLA is represented on the Government's steering group and technical working groups that have been set up to provide information and advice on the mechanisms needed to set up and run the 100% per cent rates retention system, and the timing and implementation of the reforms.</p> <p>The Mayor will need to agree any London proposition with London Councils. An agreement will be needed in June ahead of the Government consultation paper expected in July.</p> <p>Achieving these reforms will require a radical overhaul of the local government finance system and will need to address undue business rate volatility, principally caused by appeals by businesses which can take many years to resolve.</p>

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Olympicopolis	<p>The £1.3 billion Olympicopolis programme to bring world class cultural and education institutions to the Queen Elizabeth Olympic Park is funded through a combination of Government funding, contributions from partners, receipts from the sale of residential developments, philanthropic donations and GLA funding. The GLA is underwriting the funding requirements of the overall project beyond the committed funding from the Government and partners.</p> <p>Costs have increased since the original approval and there are a number of funding risks of which the most uncertain is the level of philanthropic fund raising which is very low to date.</p>	<p>The current vision for Olympicopolis could require further significant additional GLA funding if the current funding risks crystallise. The Mayor will need to decide on what is affordable to the GLA in light of potential changes to housing and development on other plots managed by the LLDC, and wider investment priorities.</p>
Northern Line Extension	<div style="background-color: black; height: 10px; width: 80%;"></div> <div style="background-color: black; height: 10px; width: 90%;"></div> <div style="background-color: black; height: 10px; width: 95%;"></div> <div style="background-color: black; height: 10px; width: 75%;"></div> <div style="background-color: black; height: 10px; width: 65%;"></div> <div style="background-color: black; height: 10px; width: 70%;"></div> <div style="background-color: black; height: 10px; width: 60%;"></div> <div style="background-color: black; height: 10px; width: 85%;"></div> <div style="background-color: black; height: 10px; width: 90%;"></div> <div style="background-color: black; height: 10px; width: 80%;"></div> <div style="background-color: black; height: 10px; width: 30%;"></div> <div style="background-color: black; height: 10px; width: 45%;"></div> <div style="background-color: black; height: 10px; width: 60%;"></div> <div style="background-color: black; height: 10px; width: 60%;"></div> <div style="background-color: black; height: 10px; width: 60%;"></div> <div style="background-color: black; height: 10px; width: 55%;"></div> <div style="background-color: black; height: 10px; width: 60%;"></div> <div style="background-color: black; height: 10px; width: 60%;"></div> <div style="background-color: black; height: 10px; width: 55%;"></div> <div style="background-color: black; height: 10px; width: 55%;"></div> <div style="background-color: black; height: 10px; width: 60%;"></div> <div style="background-color: black; height: 10px; width: 60%;"></div> <div style="background-color: black; height: 10px; width: 15%;"></div>	<div style="background-color: black; height: 10px; width: 90%;"></div> <div style="background-color: black; height: 10px; width: 85%;"></div> <div style="background-color: black; height: 10px; width: 95%;"></div> <div style="background-color: black; height: 10px; width: 95%;"></div> <div style="background-color: black; height: 10px; width: 95%;"></div> <div style="background-color: black; height: 10px; width: 95%;"></div> <div style="background-color: black; height: 10px; width: 95%;"></div> <div style="background-color: black; height: 10px; width: 90%;"></div> <div style="background-color: black; height: 10px; width: 30%;"></div> <div style="background-color: black; height: 10px; width: 90%;"></div> <div style="background-color: black; height: 10px; width: 95%;"></div> <div style="background-color: black; height: 10px; width: 75%;"></div>
Crossrail 2	<p>TfL is developing a funding proposition for Crossrail 2 and is looking at a combination of reducing costs, tapping new/additional funding sources and sharing the ‘fiscal upside’ of the scheme through an extension of fiscal devolution or as part of a deal with Government that shares economic risk and reward. It</p>	<p>The Mayor will be required to agree the funding proposition. However, it will be important that the Mayor is aware of the potential for this project to take precedent over other programmes for some of the financial</p>

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	<p>is proposed that a revised business case which would solve the funding shortfall be made by March 2017, in practice this will need to be agreed before Christmas 2016.</p>	<p>resources that the Mayor has direct control over (e.g. council tax, business rates, Community Infrastructure Levy (CIL)), and the potential scale of borrowing to be undertaken by the GLA.</p>
<p>Royal Docks Enterprise Zone</p>	<p>See Part 10 – Housing & Land</p> <p>The Royal Docks Enterprise Zone can retain the growth in its business rates from 2012 for a period of 25 years. The Zone falls within the London Borough of Newham which collects the rates, but has to reach agreement with the LEP for its use.</p> <p>Consultants have estimated that there is a potential to generate business rates of c£830m based on a mid-range scenario by 2037, although this estimate remains to be updated. However, to achieve this level of income over that period requires significant investment of both capital and revenue expenditure over this period. Currently the unfunded amount is estimated at £380m (£200m capital and £180m revenue expenditure).</p> <p>Business rates could be used to fund both capital and revenue expenditure, but the profile of the expenditure required will be front-ended whilst the majority of the business rates will be back-ended.</p>	<p>It would be possible to borrow for capital expenditure and to use future rates to repay and meet financing costs, but these would reduce any potential surplus and could be significant.</p> <p>The Mayor will need to consider whether he is willing for the GLA to prudentially borrow to cover the cost of early infrastructure.</p> <p>There is no identified alternative source at present for any upfront revenue requirements.</p>
<p>Museum of London</p>	<p>The Museum of London is funded jointly by the GLA and the City of London Corporation and this is governed by statute. It is proposed to move the museum to Smithfield General Market. An options appraisal was undertaken last year which estimated this move would cost £211 million including contingency, inflation and fit-out. Funding has been provided until July 2016, by the GLA and the City of London, for a technical study to confirm cost estimates and prepare a business case.</p> <p>The current assumption is that costs would be split equally between the GLA, the City of London and fundraising by the Museum (i.e. ~£70m each).</p> <p>The two key risks are that the proposed costs could increase, and that, due to the major fundraising campaigns required for other projects e.g.</p>	<p>The Mayor will need to reach an agreement with the City of London on the funding this project, and take a decision on what option to pursue by early September.</p>

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	<p>Olympicopolis, the fundraising may not meet the £70m share. In this case, the GLA and City of London would have to underwrite any shortfall in fundraising.</p> <p>There is no existing funding source for a GLA share of costs up to £70m. However, the GLA's share of the anticipated growth in business rates in the City of London is a potential revenue stream to finance long term borrowing as the GLA's contribution to the project. This option is currently being investigated.</p>	
New pension scheme for the Mayor and Assembly Members	<p>Up to the 2016 Elections the Mayor and Assembly Members (Elected Members) were able to join the Local Government Pension Scheme (LGPS). The London Pensions Fund Authority (LPFA) administered any Elected Members pensions. Following legislation passed by the previous government, Elected Members will not be able to contribute to pensions to be provided through the Local Government Pension Scheme (LGPS) and from 5 May 2016 will no longer accrue any further rights to the existing pensions. However, the GLA has power to set up a pension scheme for Elected Members and Assembly Members are likely to press the new Mayor for a decision.</p> <p>From time to time the GLA has engaged the Senior Salaries Review Body (SSRB) to review Elected Members remuneration (pay, pensions and allowances). The last review was in 2009. If there were to be no joint agreement between the Mayor and the Assembly, then as things stand there would be a material reduction in overall level of remuneration for Elected Members in May 2016.</p> <p>The GLA engaged its actuary which has identified a range of options with costs ranging from about three times the cost of the previous arrangements in order to broadly replicate previous benefits, to no additional cost but for approximately 50% of previous benefits.</p> <p>The accrued pensions rights of past Mayors and Assembly Members at 5 May 2016 are protected and the LPFA will continue to oversee these obligations. However, the LPFA can no longer play a role in future pension arrangements for Elected Members.</p>	<p>This is a sensitive matter particularly as the exercise of this power requires the Mayor and the Assembly to decide jointly on their pension arrangements. To assist Elected Members consideration, officers commissioned advice from the Authority's actuary, Barnett Waddingham.</p> <p>There is no necessity to agree a new scheme immediately, as a retrospective scheme could be introduced from 5 May 2016.</p> <p>In considering this issue it is important to stress that the GLA and / or the LPFA cannot give Elected Members personal financial advice on the impact of the alternative options on their individual position. The LPFA can, and have, supplied statements of past Elected Members' individual accrued rights. The GLA can direct Elected Members to websites that identify well regarded Independent Financial Advisors.</p>

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Pooling of pension funds	<p>The Government is seeking to rationalise the Local Government Pensions Service (LGPS) to create fewer, larger funds.</p> <p>The LPFA will be making a submission to the Government in response to the challenge about how LGPS's should be pooled.</p> <p>The LPFA has been at the forefront of 'pooling' arrangements and has established a partnership with Lancashire County Council. There are prospects that Berkshire County Council might also wish to join.</p>	<p>The LPFA might need the Mayor's support in making the case to Government for its proposed pooling arrangements. If necessary, this would be around the end of June.</p>
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Part 6: Decision making

Overview

67. Decision making at the GLA rests with the Mayor (the Assembly has decision making powers over their own budget within the envelope approved by the Mayor). Through the GLA's Scheme of Delegation (usually reviewed annually), the Mayor sets out the arrangements in place for signing off decisions. In particular, this sets out the delegations in place to Mayoral advisers and senior staff on expenditure related decisions. The GLA's functional bodies have equivalent arrangements in place and the Mayor can choose to influence those arrangements through the oversight mechanisms in place for the functional bodies.
68. An in-coming Mayor can shape the GLA's decision making arrangements as he sees fit, noting that the options range from a highly devolved system whereby comparatively few decisions rest with the Mayor, right through to a highly centralised system whereby a relatively high proportion of decisions are reserved for the Mayor. With either system, there will be some decisions that must remain with the Mayor.
69. It is expected that the current process will continue to be used until the new Mayor says otherwise. This will, inter alia, require an early decision about the Chairmanship and the agenda of the Investment and Performance Board (IPB) (see below). The previous Chair was Ed Lister, Chief of Staff and Deputy mayor for Policy & Planning.
70. Since its inception in 2000 the GLA has sought to achieve a balanced model of decision making under which key decisions rest with the Mayor but items of smaller expenditure or of lesser policy significance can be delegated to Mayoral advisers and to senior staff.
71. The paragraphs below outline the previous and current decisions making arrangements to provide a full background to inform any decisions.
72. Under the two terms of Ken Livingstone from 2000 to 2008, the Mayor's Management Board (MMB) comprised both the Mayoral team and the senior corporate team. It normally met weekly to discuss key issues arising for the Authority. Matters requiring formal decisions would then be ratified by Mayoral Approval Form (MAF).
73. In his second term Ken Livingstone established an informal forum to discuss strategic issues of cross cutting importance with the functional bodies. This was known as the GLA Integration Unit (GLAIU). As with MMB, the Mayor did not delegate any formal decisions to the GLAIU.
74. Under the two terms of Boris Johnson from 2008 to 2016, a similar approach was taken in the sense that key decisions continued to be reserved for the Mayor with appropriate levels of delegation in place for Mayoral advisers and for senior staff. The Mayoral Approval Form now became known as the Mayoral Decision Form (MD) so as to distinguish decisions taken by the two different administrations. Boris Johnson chose to discontinue the MMB and GLAIU meetings.
75. With the devolution from Government of significant housing and regeneration funding and responsibilities to the GLA in 2012, the Mayor chose to establish the Investment and Performance Board (IPB) so that the GLA

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had a gateway and challenge process in place to consider significant investment and expenditure proposals in line with Government expectations.

76. Initially IPB had two sub-groups: the Regeneration Investment Group (RIG) and the Housing Investment Group (HIG). The lead Mayoral adviser in place at the time chose to discontinue RIG in 2013 – with the consequence that items which would have gone to RIG were presented directly to IPB – while HIG continues to operate.
77. The process is slightly different for work linked to the London Enterprise Panel (LEP). This is an advisory body which is consulted on funding streams relevant to its business focus and in line with Government expectations. However, the Mayor takes the final decision through normal GLA processes. The lead LEP business member now comes to IPB for items of interest to the LEP so as to enhance coordination.
78. It is felt that the MD process works well as a means of recording formal decisions and that there needs to be an equivalent of the MMB or IPB meetings so as to discuss decisions in draft form before they were signed off. This ensures that proposals receive some challenge thanks to the input of senior Advisors or Directors from other areas, and that linkages are improved at programme level, for example, between different parts of the GLA such as housing, environment, regeneration or skills.
79. There is some discretion open in terms of how housing and regeneration proposals should be considered – either as part of their own investment group or as part of an Authority-wide investment group.
80. Currently any novel, contentious or repercussive decisions must be made by the Mayor. This includes decisions relating to policy and technical matters, for example, approval for a strategy document or borrowing limits.
81. Conversely, any decisions on routine expenditure – such as recurring costs arising from the maintenance of the building – are delegated to managers.
82. Decisions about non-routine expenditure depend on their level and the thresholds currently in place are:
 - Mayoral Decision: over £150,000;
 - Director Decision: from £50,000 to up to £150,000;
 - Assistant Director Decision: from £10,000 up to £50,000; and
 - Manager Decision: up to £10,000.
83. Planning decisions are taken in the context of their own distinct legislative framework and those arrangements are set out below.

Mayoral decision-making - Planning

84. The Mayor has significant planning powers with his London Plan strategy and implementing this through development proposals. He is a statutory consultee on applications of potential strategic importance (PSI). His involvement in the planning application process can be a key mechanism to secure manifesto

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commitments. The procedures for the Mayor's involvement in planning applications in London are set out in the [Town and Country Planning \(Mayor of London\) Order](#), a Statutory Instrument produced by the Government.

85. The types of applications that must be referred to the Mayor are defined in the Order. The Mayor must, within six weeks of being consulted, provide the local planning authority (LPA) with a statement setting out whether he considers that the application complies with the London Plan (stage I). After the LPA has considered the application at committee it must refer it back to the Mayor (stage II). The Mayor then has three options: to take no further action, direct refusal, or call in the application for his own determination. He must make his decision within 14 days. The Mayor can withdraw a direction to refuse.
86. Under the current arrangements, the Mayor directly considers nearly all planning applications at planning meetings held on a weekly basis (usually on a Wednesday). Planning case officers produce a report for each application for these meetings, which are circulated in advance of the meeting.
87. The current [Scheme of Delegation](#) allows for planning applications to be considered by any "specified senior member of staff". Applications that do not raise any strategic issues (NSI), and Mayoral responses to Local Plans, can be considered and agreed by the Assistant Director - Planning.
88. When the Mayor is unavailable or is conflicted, decisions are taken by the Chief of Staff/Deputy Mayor for Planning or the Director of Development, Enterprise & Environment /Assistant Director, Planning. Minor applications are considered by Assistant Director - Planning.
89. With regard to Call-ins, only the Mayor and the staff appointed by him under section 67 (1) of the GLA Act can issue directions to take over applications and determine them. The current [Scheme of Delegation](#) restricts this to the Chief of Staff/Deputy Mayor for Planning, Deputy Mayor for Housing, Deputy Mayor for Transport and Deputy Mayor for Culture. This can be altered by the Mayor. The new Mayor will need to decide at least one Call-in Hearing (Wimbledon Greyhound Track) within their first few months of the new administration, potentially more.

Part 7: Organisation Structure

Summary of GLA Organisation structure

90. As already covered under Part 4 – Appointments, the Mayor can, by law (section 67 of the GLA Act), appoint a team of 12 staff to work directly to him. One of those 12 staff currently acts as the Chief of Staff for the Mayor. Another currently acts as the Director of External Relations, reporting to the Chief of Staff. Others are currently titled Deputy Mayors or Senior Advisors. None of these titles or briefs (including that of Chief of Staff) have any statutory basis. The 12 appointees are all formally GLA members of staff (like Special Advisors within Government).
91. In addition to the above team, the Mayor currently has a small Private Office led by a Private Secretary and modelled on Ministerial Private Offices, with positions filled by GLA employees.
92. The GLA's Head of Paid Service is responsible for the wider corporate organisational structure and staffing. The current high level structure is included in Appendix 3.
93. As of April 2016, the GLA has 778 full-time equivalent staff. This is roughly the same total size as existed in 2008 when the current Mayor came into office. However, in the intervening period the GLA has absorbed the functions and staff of the London Development Agency, the London Homes and Communities Agency and the London Thames Gateway Development Corporation, all of which were abolished in 2012.

Changes to staffing structure

94. With the exception of the GLA's statutory officers and staff appointed by the Mayor under the Greater London Authority Act 1999 s67(1), the GLA's legal powers concerning staff are vested in the Head of Paid Service (HOPS).
95. The HOPS is responsible for creating and deleting posts, making staff appointments and determining terms and conditions of employment. Some of these functions have been delegated to other officers in the GLA and are set out in the [HOPS Scheme of Delegations – staffing](#).
96. HOPS approval is not required for recruiting to established staff posts (but such recruitment must comply with the HOPS Scheme of Delegations – Staffing). The HOPS consults with the Assembly, through a committee and the Mayor when creating or deleting more than five posts.
97. Full details of the process are set out in the [Head of Paid Service – Staffing Protocol](#).

Workforce reports

98. Workforce reports are published every six months. These contain detail on staff diversity, salaries, turnover, sickness and other key performance indicators. These reports are scrutinised by the London Assembly Oversight Committee. The most recent workforce report is on the [GLA website](#).

Part 8: Devolution

99. It is possible that, during the 2016 to 2020 Mayoral term, the GLA's powers will be enhanced in the areas of fire, health, skills, business rates and transfer of land to OPDC. Details are set out below. Progress on some of these items has been achieved on the basis of a partnership between the GLA and London Councils. This is formalised at political level through the Congress of Leaders which brings together the Mayor and borough leaders for occasional meetings. Informally, regular bilateral meetings have taken place between the Mayor and the Chair of London Councils (Jules Pipe) and at officer level. See Part 14 – Mayor's Office (decisions) for more information.

Fire

100. Once enacted, the Policing and Crime Bill will streamline decision making relating to fire services in London by abolishing LFEPA and increasing Mayoral control under new arrangements likely to be in place by April 2017.
101. The main features of the proposals are:
- The Office of the London Fire Commissioner (OLFC) will be established as a corporation sole;
 - The OLFC will be a functional body of the GLA;
 - A Deputy Mayor for Fire will sit within GLA structures (see Part 2 – The Mayor's powers);
 - The Mayor and Deputy Mayor will exercise oversight of the OLFC through:
 - Approval of the London Safety Plan;
 - Approval of the OLFC budget;
 - Appointment of the London Fire Commissioner; and
 - A statutory Assembly Committee will scrutinise the executive functions exercised by the Mayor, Deputy Mayor and the Commissioner.
102. The proposals are expected to create a more effective system. They are not considered controversial and will not give rise to any immediate staffing changes.

Health

103. Following discussions between the Government, London government and Health partners, two public agreements were announced in December 2015:
- A London Health and Care Collaboration Agreement to improve joint working between health care providers and the London government. This sets in train five sub-regional pilots in London to test options for health care transformation, local care integration, prevention and better use of the NHS estate; and
 - A London Health Devolution Agreement between the Chancellor, Secretary of State for Health, the NHS Chief Executive, the Mayor, the Chair of London Councils, the London Clinical Commissioning Groups

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(CCGs) and Public Health England. This Agreement describes proposals to jointly explore reform and devolution across the areas of:

- Capital and estates;
- System finances;
- Provider regulation and inspection;
- Workforce and skills;
- Transformation funding;
- Public health; and
- Employment and skills.

104. Detailed work is underway to take forward these Agreements. A pan-London Devolution Programme Board of senior officers across partner organisations has been put into place. This will be accountable to the London Health Board, chaired by the Mayor. The intention is that this Board should provide political leadership and oversight of the health and care devolution programme and would thus allow the Mayor to directly influence the health and care agenda in London.

Skills

105. The current Government has been taking significant steps to devolve further education (FE) skills powers to city regions.

106. As part of negotiations between the GLA and the Government about the potential devolution of skills powers, the Government has proposed the following:

- It will devolve and protect adult skills funding (19+) from the Skills Funding Agency (SFA) to London and consider the case for devolution of the careers service budget;
- While statutory entitlements will remain, it will permit the Mayor flexibilities to determine additional entitlements and set outcome measures; and
- It will transfer relevant powers (under the Further and Higher Education Act 1992), yet to be confirmed, from the Secretary of State to the Mayor.

107. Its intention is to fully devolve adult skills funding powers, which is expected to take place in 2018/19 following a three-stage process set out by central government. Before then and from 2017/18, London will have increasing influence over delivery using the Adult Education Budget (AEB) (c.£400m per annum).

108. Skills devolution is also contingent on meeting a set of readiness conditions including completion of the Area Review and agreement on sharing financial risk failure of institutions. The skills system is complex and skills devolution is likely to present a number of other challenges and risks to the GLA.

109. In order to progress, this, the Mayor will need to articulate a skills vision for London and decide the governance of the skills devolution work (currently a LEP devolution sub group). He will also need to

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negotiate administrative resource transfer from HMG, and be assured by HMG about mitigation of risks, e.g. pension liabilities of colleges and TUPE implications of devolution.

Business rates

110. In October 2015, the Government announced that, by the end of this Parliament, local authorities will be able to keep 100 per cent of the business rates they raise locally. In order to ensure that the reforms are fiscally neutral, the main local government grants will be phased out and additional responsibilities will be devolved to local authorities (i.e. business rates would replace government grants and be used to fund additional responsibilities).
111. Although the government has said that the power to reduce the business rates tax rate will be devolved to individual local authorities and that directly elected Mayors will be able to introduce new business premiums to fund new infrastructure projects, at this stage they are open to considering wider reform. Further information on business rates is set out in Part 5 – The GLA's financial position.

Transfer of land to OPDC

112. The GLA is currently working with Government for the transfer of certain areas of land in west London owned by Network Rail to OPDC so as to facilitate the regeneration of that area. A Memorandum of Understanding (MoU) has been agreed between the Secretary of State for Transport and OPDC in March 2016, which set out the basis upon which such land pooling might take place in respect of land owned by, or under the control of Network Rail and the Department for Transport (DfT).
113. In order to provide OPDC with the maximum opportunity to secure comprehensive and coordinated redevelopment of the combined sites, the parties have agreed in principle that the Government will, subject to certain Conditions Precedent being fulfilled, consider the transfer of its land at Old Oak or granting of air development rights (on a case by case basis). The presumption is that all the DfT and Network Rail land and/or air rights set out within the MoU are available for transfer to the OPDC.

Part 9: London Resilience

Definition

114. While the notion of a 'resilient' city covers a very wide range of policy areas ranging from tackling cyber-crime to designing homes to minimise the threats posed by flooding, the specific term 'London Resilience' tends to be used to relate to the capital's preparations for – and response to – major incidents and emergencies. These are incidents and emergencies which have the potential to bring about disruption to the city's normal functioning.

During an incident

115. National government naturally retains a major role in overseeing resilience arrangements, particularly when it comes to its capital city. When significant incidents occur in London, or are threatened, Ministers chair meetings of COBRA (the national crisis response committee) to assess how best to respond and recover. The emergency services and lead public agencies are represented at COBRA and the Mayor may also be invited. Invitations are at the discretion of Ministers. At an operational level, the Metropolitan Police Service (MPS) is almost always the lead agency and runs what is known as the Strategic Coordination Group (SCG), which includes all the main responders (emergency services, transport service etc.). The SCG is the 'Gold' level response. There are similar groups for 'Silver' and 'Bronze' level responses.

116. In the event of an incident, the Mayor's role is to:

- Most importantly, act as the "voice for London" to provide reassurance to Londoners; and
- Convene the Mayor's Advisory Group (MAG) to ensure that the GLA Group and its partner bodies are doing all they can to mitigate the effects of an incident or to prepare for the impact of an incident.

Outside of an incident

117. The Mayor is responsible for the day-to-day oversight of the GLA's resilience function. Much of the work undertaken revolves around risk assessment and forward planning. The GLA has opted to place this function with the London Fire Brigade (LFB) to take advantage of the synergies that arrangement provides. LFB coordinates resilience arrangements on behalf of the 32 London boroughs and of the Corporation of London.

118. The Mayor is also responsible for the appointment of the Chair of the London Resilience Forum; a collaborative body of organisations which have a role in preparing, responding and recovering from emergencies in London. The Forum has more than 170 member organisations defined as responders under the Civil Contingencies Act 2004. The Act provides a framework for managing civil protection activity and gives specific duties to responders. Category 1 organisations are at the core of the response to most emergencies and are subject to the full set of civil protection duties. Category 2 organisations have lesser duties and are known as 'co-operating bodies'.

119. The GLA is a Category 1 organisation. Its duties under the Act include preparing emergency and business continuity plans and cooperating and sharing information with other responders. The MPS and the LFB are also Category 1 responders and TfL is a Category 2 responder.

International partnership working

120. The GLA is currently working with the United Nations Office for Disaster Risk Reduction and also the Rockefeller Foundation to ensure that its approach on resilience adopts best practice from elsewhere in the world. It is envisaged that the Mayor and the Chair of the London Resilience Forum would play a role in promoting both these initiatives.

Part 10: Housing & Land

Background

121. The Housing and Land (H&L) Directorate is responsible for the Mayor's plans to deliver new and improved homes and cohesive communities. Working closely with boroughs and partners, H&L manage the housing investment programmes and City Hall's land and property assets to support the building of affordable homes, job creation and regeneration.
122. H&L is chiefly responsible for:
- Producing and delivering the Mayor's statutory Housing Strategy
 - Managing the Mayor's housing programmes (investment of approximately £1.8 billion 2015-18) to deliver new affordable homes, improve existing social rented homes and undertake other housing initiatives including environmental retrofit programmes
 - Managing a land and property portfolio of 670 hectares
 - Delivering a range of major regeneration projects
 - Identifying brownfield land in public ownership for development through the London Land Commission and helping to co-ordinate and accelerate the release of land for housing
 - Putting in place pan-London services to address rough sleeping and improving mobility of existing social housing tenants.
123. Details of the directorate structure, unit duties and priorities are provided separately in the directorate briefing.

Key programmes and projects

124. **Mayor's Housing Covenant (MHC)** - the Mayor's commitment to delivering affordable housing across London and the brand under which the affordable housing programmes (those supporting the delivery of the affordable housing targets set out in the Housing Strategy) are launched. There are also specialist care and support and hostel programmes.
125. **Housing Zones Programme** - initiative aimed at accelerating housing delivery in areas with high development potential; the 31 Housing Zones will unlock or accelerate the delivery of 77,000 new homes and over 150,000 associated jobs.
126. **London Housing Bank** – funding stream worth £200m to accelerate the pace of development and deliver up to 3,000 additional homes for sub-market rent for a minimum of seven years.
127. **LHB First Steps Challenge Fund** - second phase of the London Housing Bank, providing £180m in loan funding to deliver 4,000 shared ownership homes with a focus on leveraging in long term institutional investment.

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128. **London Land Commission** - initiative to bring forward and accelerate development on public sector brownfield land by compiling a register of public sector land, identifying surplus land and co-ordinating development activity, including agreeing disposal strategies.
129. **London Rental Standard** - voluntary set of minimum standards that the Mayor expects from landlords and managing and letting agents that operate in London's private rented sector. The programme aims to raise professional standards in the capital by providing a consistent standard of accreditation and a vehicle for increasing the number of accredited landlords and agents.
130. **Mayor's Rough Sleeping Services** - suite of commissioned services aimed at ensuring no-one new to the streets sleeps rough for a second night; no-one lives on the streets of London; no-one returns to the streets of London; and the flow of new rough sleepers onto the streets is minimised.
131. **RE:NEW** - pan-London domestic energy retrofit programme comprising a framework of suppliers and a support team to assist social housing providers, local authorities and the private sector to retrofit their homes.
132. **RE:FIT** - pan-London public buildings energy retrofit programme comprising a framework of suppliers and a support team to assist public sector organisations undertaking large-scale retrofit projects.
133. **Barking Riverside** - major development scheme within the London Riverside Opportunity Area in east London, with planning permission for up to 10,800 new homes, as well as healthcare, shopping, community and leisure facilities. The schemes are being delivered through Barking Riverside Limited (BRL), a joint venture between the GLA and L&Q.
134. **Greenwich Peninsula** – major regeneration scheme at Greenwich Peninsula to deliver 15,000 homes and create 12,000 jobs. The development will also provide new schools, community facilities, upgraded transport infrastructure, open amenity space, employment opportunities and a low carbon energy network to serve the wider area.
135. **Royal Docks Enterprise Zone** – comprises a number of land regeneration and development projects including at Silvertown Quays and Royal Albert Dock, with the potential to create at least 11,000 homes and 40,000 jobs.
136. **The London Sustainable Industries Park (LSIP)** – designated land site used to accelerate the pace of development of low-carbon energy from waste, advanced recycling and other clean-tech infrastructure in London and to develop an exemplar for the exploitation of sector business synergies by offering nine serviced development plots to market.
137. **The Crystal Palace (National Sports Centre)** – land site / ongoing project to identify a long term strategy for the NSC and to establish a sustainable operating model to leave a sporting/leisure legacy for South London.
138. **Stephenson Street** – development scheme to deliver a total of 3,500 new homes, a school and a park on a disused Parcellforce depot in east London.

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139. **Beam Park** – development scheme on a 29ha brownfield site in the London Riverside Opportunity Area to create a new neighbourhood with 2,781 homes, two primary schools, 10ha of open space and parkland, gym, shops, health centre and new public transport, cycling and pedestrian links.
140. **Land release** – project to prepare and execute an exit strategy for all sites transferred to the GLA as part of the devolution settlement. 100% of the GLA's portfolio has now either been developed, is in the course of development, is contractually committed or is currently being marketed.
141. **Estates Portfolio** – mixed use portfolio inherited in 2012 and managed by the GLA. The portfolio comprises a wide variety of buildings, including large scale residential developments, substantial development sites, the ExCel Centre, the National Sports Centre (Crystal Palace) and Greenwich Peninsula.
142. **Estates Regeneration (HCA)** – fund to kick-start and accelerate the regeneration of large estates through fully recoverable loans, with the aim of helping to boost housing supply. (Programme managed by the HCA)
143. **Investment Management Systems Replacement** – project to replace the IT systems used in H&L to manage the affordable housing and land programmes – notification has been given that access to a key HCA system used for managing land projects will be discontinued beginning in Spring 2017.

Decisions

144. Forthcoming decisions / steers required in first 90 days

Decision	Brief overview and background	Decision/Steer Required
Affordable Housing 2018-21 funding	<p>The Prime Minister announced additional funding for the GLA of £1.375bn for 50,000 shared ownership starts by 2021 on 4 January 2016. Discussions have been ongoing with Government in relation to further funding but these were not concluded ahead of the May election. Agreement should now be sought as soon as possible.</p> <p>The Secretary of State had previously indicated that he wanted an agreed 'London Proposition' to come from the Mayor and the 33 local authorities. A steer as to how much the new Mayor wishes to involve them in these discussions would be helpful.</p> <p>Following agreement, a funding prospectus will need to be drafted setting out available resource, targets and key parameters of the funding.</p>	<p>The new Mayor should aim to agree with Government the next affordable housing programme funding as a priority after taking office. Officers suggest it may be possible to achieve a settlement in June 2016, depending on progress in negotiations. A funding prospectus could be issued within a couple of months of taking office (dependent on agreeing the funding settlement) but may best be held until Autumn to ensure maximum engagement with delivery partners.</p> <p>Whilst Government want to predominantly focus on affordable homes to buy the Secretary of State was previously open to some funding of affordable homes to rent. A steer on this and other key</p>

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		parameters will be important to finalise these discussions.
Starter Homes	<p>The Government has announced a target to deliver 200,000 Starter Homes and has established a general duty in Clause 3(1) of the Housing and Planning Bill 2015-16 requiring all planning authorities in England to promote the supply of Starter Homes when carrying out their planning functions. There will be a statutory duty on GLA to promote Starter Homes.</p> <p>The Department for Communities and Local Government (DCLG) is currently consulting on how Starter Homes will be implemented through the planning system. The outcome will have a very significant impact on affordable housing delivery in London. The deadline for responses to the consultation is 18 May 2016. In addition, Government is expected to agree for the GLA to receive a proportion of the national £1.2bn Starter Homes enabling fund. This aims to enable the delivery of 30,000 Starter Homes by March 2021 through land acquisition and infrastructure funding.</p> <p>Discussions have been held with Government officials and expectations are that London's share should be between 1/3 and 1/2 of the national pot (although the share of homes will be lower as land is more expensive in London). It is expected that a funding split and starts target would be agreed with Government in summer 2016. There will also be £1.05bn made available nationally for grant funding Starter Homes of which London may have a significant share. This is expected to be largely funded by recycling the £1.2bn and agreement of London's share of this funding is likely to take longer.</p>	<p>Early attention will need to be paid to the Starter Homes product, how to ensure it is appropriate for the needs of London, how it will work on GLA group land and any policy adjustments to accommodate it in the London Plan. Responding to the consultation will be an early opportunity to set the tone for the GLA's policy position on Starter Homes, and to shape the product during its development stage.</p> <p>On the £1.2bn pot to enable Starter Homes, the new Mayor will need to decide how much, if any, of this funding he wishes to come to London and the terms that would be acceptable in relation to the funding. If an allocation with Government is agreed there would be a decision whether to publish a framework prospectus. Any individual site acquisitions that proceed will need Mayoral Decisions. Decisions on the £1.05bn grant fund is unlikely to take place within the first three months of the Mayoralty but a strong steer on how keen the new Mayor is on this funding stream would be helpful in discussions with DCLG.</p>
London City Airport	<p>London City Airport has made a Compulsory Purchase Order (CPO) and Rights Order for GLAP owned land in the Royal Docks in order to implement its expansion plans. GLAP has objected to the CPO on a number of grounds, including a lack of meaningful negotiation to acquire through private treaty and an excessive extent of land within the Orders. The CPO inquiry starts on 10 May and is due to finish by the end of that week.</p>	<p>The Mayor may be asked to approve a negotiated disposal of the land if a satisfactory figure can be negotiated. This is likely to be during the first week of office.</p>

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	<p>London City Airport submitted a planning application for its expansion which the Mayor refused in 2015 on the grounds of insufficient noise mitigation and the airport appealed the decision. As a result, the CPO Inquiry is being conjoined with the Planning Inquiry, although the Inquiry is sitting in two stages. The Planning element was heard in March and the CPO inquiry will commence on 10 May. It is intended that the Inspector will determine the two issues in his final report.</p>	
North Tottenham Housing Zone	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
London Land Commission	<p>The London Land Commission (LLC) is an initiative to bring forward and accelerate development on public sector brownfield land by compiling a register of public sector land, identifying surplus land and co-ordinating development activity, including agreeing disposal strategies. The commission has been successfully launched and is now in place and a register of public land has been published on the GLA website.</p>	<p>The new Mayor will need to provide a steer within the first quarter of the new term in respect to the future of the LLC, and if retained in its current form, whether it should undertake additional functions related to acquisition, land facilitation and programme management.</p>
Royal Docks Enterprise Zone	<p>The Royal Docks Enterprise Zone comprises a number of land regeneration and development projects to deliver at least 11,000 new homes, including at Silvertown Quays and Royal Albert Dock. The GLA and LB Newham are seeking London Enterprise Panel approval to agree a first call on the business rate income for investment in infrastructure in the Enterprise Zone; however, it is likely that the cost of infrastructure will be front loaded which may require borrowing.</p>	<p>As the cost of infrastructure is likely to be front loaded, the Mayor will need to consider whether he is willing for the GLA to prudentially borrow to cover the cost of early infrastructure. This decision is likely to be required within the first 90 days of the term.</p> <p>In addition, the Mayor will also need to consider the governance arrangements and whether</p>

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		separate structure, such as a Mayoral Corporation, is required.
Utilisation of high value council home sales receipts	The Housing and Planning Bill 2015-16 enables the Secretary of State to require local authorities to make payments to government based on the value of their high value homes. This is the basis of a new system designed to pay for the extension of Right to Buy to housing associations. In addition, Clause 72(4) of the bill states that where high value council homes are sold in Greater London, the authority must ensure at least two new affordable homes are built for each old dwelling sold off. The GLA is in discussions with boroughs, through London Councils, and government to explore how best to coordinate and deliver the policy across London.	In summer 2016, the new Mayor will be asked to agree the GLA's role (which may include accepting receipt of additional funding to deliver agreed affordable housing outputs) in delivering additional affordable homes with high value council home sales.
Right to Buy extension to housing associations	The Housing and Planning Bill 2015-16 extends the Right to Buy scheme to housing association tenants and gives a statutory underpinning to the voluntary deal agreed between the National Housing Federation and government. Clause 63 of the Bill also gave the GLA powers to pay grants to housing associations to cover the costs of the discounts and for the GLA to set any terms and conditions they consider appropriate. The funding arrangements for this scheme are still being determined.	The new Mayor will be asked within the first quarter of taking office to decide on whether the GLA should take the role of paying Housing Associations for discounts given to tenants purchasing properties under the Right to Buy scheme and approving the conditions to be applied.
No Second Night Out (NSNO)	NSNO is an assessment and reconnection service. It provides new rough sleepers with a single service offer to prevent them from becoming entrenched rough sleepers. The current NSNO contract is with St Mungos Broadway and comes to an end on 31 March 2017. Re-procurement of the service on a 1+1 basis to include Severe Weather Emergency Provision (SWEP) must take place within the first three months of the new term.	The service specification and milestones will be revised when re-procuring. This will give the new Mayor the opportunity to elaborate on expressed priorities around homeless prevention which he/she will be asked to confirm in late May/early June.
SIB / PBR for Rough Sleepers	PPS will be procuring a new Social Impact Bond / Payment by results contract(s) focused on the most entrenched rough sleepers in quarter 1 of 2016-17. The team will be proposing a 4-year contract with a year-long tail for sustainment outcomes.	The outcome matrix and payment tariffs will need to be agreed and the precise cohort defined. The new Mayor will be asked to sign off.
Barking Riverside Strategic Planning Decision	The GLA (through its subsidiary GLAP) owns 49% of the shares of the joint venture company Barking Riverside Limited (BRL), which in turn owns 85 hectares at London's largest contiguous housing site. The purpose of the JV is to prepare serviced plots for development. The site has the potential to deliver 10,800 homes, but a transport solution is	The Mayor will be asked to make a statutory strategic planning decision on the S73 (reserved matters) application for Barking Riverside.

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	<p>required to maximise the housing potential of the site. The existing planning consent is on the basis of a DLR scheme and it restricts development to 1,500 occupied homes before a Transport and Works Order is made, and to 4,000 occupied homes before the transport infrastructure is operational. The preferred transport solution is a new Overground station and a revised planning application has been submitted to re-plan the site on this basis.</p>	
London Development Panel	<p>The London Development Panel (LDP) is the GLA's land procurement panel, which works to accelerate the construction of housing in the capital. It consists of 25 of the UK's most experienced housing developers who have a track record of delivering in London. The panel was established in May 2013 to run for four years.</p>	<p>The LDP expires in May 2017 and a decision will be required by the Mayor in the first 90 days whether to re-procure the panel.</p>
Manor Road	<p>The Manor Road site is located in the London Borough of Newham, in close proximity to Barking Road and Canning Town Station. The site currently consists of a terrace of four separate single storey retail units. Work is underway to regularise existing tenancies and introduce interim tenants under delegated powers. Various redevelopment scenarios have been explored over the last two years, and have resulted in the agreement to dispose of the site to English Cities Fund (ECF).</p> <p>Heads of Terms have been agreed to ensure the existing site forms the future phase of the award winning Rathbone Market scheme. ECF is a Government backed investment vehicle with a limited lifespan, and so urgent clarity is needed on whether this disposal is proceeding in order to put in place the necessary agreements and permissions to ensure the funding is in place and development completes by 2021, when the fund expires. Not taking forward this deal risks the delivery of 400+ new homes (100+ affordable) and a receipt of £12+ million for the GLA. The agreement will be for a contract to dispose of the site subject to planning permission being granted, and such a planning permission being acceptable to the GLA - giving a degree of control over levels of affordable housing and design to ensure it is in line with Mayoral policies.</p>	<p>The Mayor will be asked to decide whether to approve a Mayoral Decision seeking permission to formally dispose of the site to ECF. The contract entered into by GLAP will ensure that the disposal is conditional on the parties agreeing an acceptable Planning Permission (which will be in itself referred to the Mayor), in order to provide the GLA with control over the nature and scope of the development (including the level of affordable housing) to ensure it is in line with Mayoral policies.</p>

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Investment in second London Real Lettings Property Fund	The GLA's Housing Investment Group endorsed a proposal on 10 February 2016 for the GLA to invest £15m into a second London Real Lettings Property Fund. The Fund will purchase homes to provide short-term lets to individuals and families who are formerly homeless or at risk of homelessness but ready for independent living. It is estimated that the GLA's investment of £15 million will make available up to 400 affordable homes.	Further detailed work and due diligence is now ongoing at the GLA in advance of a formal decision. This work will complete in May 2016, at which time the new Mayor will be asked to decide whether to commit the investment, either through joining a UK limited partnership with St. Mungo's Broadway and Resonance or through a loan.
Institutional investment in shared ownership homes	<p>The GLA has been progressing proposals for long-term private sector investors to partner with the GLA in relation to new supply shared ownership. There is a dedicated programme budget of £180m and two proposals have been progressed to a detailed stage which could use £50m of the funding.</p> <p>In both proposals, the GLA would take a medium-term risk position to make the investment more attractive to investors. Over time it is intended to prove the case to investors without the need for GLA investment.</p>	Negotiation on heads of terms for both deals is expected to be concluded in June at which point a decision by the Mayor will be required to allow funding contracts to be entered into.
Housing and land IT Systems Replacement	The Housing & Land directorate is working to replace a number of inherited and aged IT systems, currently used to manage the affordable housing programmes, land and regeneration projects. Five systems in total are being replaced with a single web-based IT solution which will also be made available to the GLA's Regeneration Unit (DE&E). The replacement specification has been drafted and the project is currently out to procurement. Priority is high as the GLA has been notified by the Homes & Communities Agency that the shared system used to manage the team's land projects will be switched off at latest on 30 June 2017.	A mayoral decision will be progressed in May-June 2016 seeking permission to enter into contract with the preferred development supplier.
Revised London Housing Strategy	<p>The GLA Act 2007 gave the Mayor new powers and responsibilities in regard to housing, including that the Mayor must prepare and publish a statutory London Housing Strategy that set out:</p> <p>The Mayor's assessment of housing conditions;</p> <p>The need for further housing provision;</p> <p>His policies to meet needs and improve housing conditions;</p> <p>Measures that other bodies are to be encouraged to take; and</p>	The Mayor will be asked in his or her first 90 days whether they wish to revise the London Housing Strategy, and if so, whether it should take place in line with the London Plan.

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	A statement on the Mayor's housing spending proposals for the investment period.	
Retrofit – Energiesprong trials	The GLA has been testing an innovative new Dutch model for retrofitting homes called Energiesprong (energy leap), including through its recently completed independent, in-depth transferability assessment. Next steps are for the GLA to undertake a £750 – 800k small-scale trial (c. 10 homes) to prove the concept. Several social landlords are ready to commit homes and match funding and the industry has indicated a readiness to provide retrofits at a competitive price for the trial. In addition, DECC is also willing to contribute approximately £100k, leaving a shortfall of £250 – 300k.	The Mayor will be asked in his first 90 days whether the GLA should part fund and deliver the UK's first Energiesprong trials during 2016/17.

Part 11: Development, Enterprise & Environment

Background

145. The Development, Enterprise and Environment Directorate (DE&E) is responsible for driving jobs and growth and making London a better place to live, work and visit both now – by improving London’s green spaces, local places, public realm and environment – and in the future – by setting planning parameters that guide what, where and how London builds, develops and conserves.
146. The directorate does so through delivering direct programmes such as the Mayor’s Regeneration Fund (MRF), the High Street Fund and the London Enterprise Panel’s Growing Places Fund (GPF) and Local Growth Fund allocations; and by preparing and implementing the Mayoral environment, transport and economic development strategies and the London Plan.
147. DE&E also helps London fulfil its national and global potential, and to play its role as the engine of economic growth for the UK as a whole, by building strong and collaborative relationship between business, boroughs and the Mayor around a set of ambitious shared objectives.
148. Development, Enterprise and Environment comprises the following five units:
- Economic and Business Policy Unit (EBPU)
 - Environment Unit
 - Planning Unit
 - Regeneration Unit
 - Transport Unit

Economic and Business Policy Unit

149. The overriding objectives of the Economic and Business Policy Unit (EBPU) are to:
- Fulfil the Mayor’s statutory role to promote economic development in London, delivering the Mayor’s Economic Development Strategy (EDS) and working in partnership with the London Enterprise Panel;
 - Deliver the Mayor’s business, skills and economy manifesto commitments;
 - Support the effective promotion of London internationally, including managing the GLA’s relationship with London & Partners and Med City, and supporting business delegations on the Mayor’s international visits;
 - Demonstrate the need for and benefits of investment in London;
 - Ensure that the needs of London’s businesses are reflected in the Mayor’s statutory strategies and communicated to central government; and
 - Work closely with GLA Economics and others to identify where and to what extent market failures exist and the potential for the Mayor and the GLA more widely to address them.

Environment Unit

150. The overriding objectives of the Environment Unit are to:

- Help to create a world city that is resilient, efficient and uses resources responsibly; a place where businesses want to be based and people want to live and work to set the strategic policy framework, develop programmes and create and support the partnerships that translate policy into outcomes;
- Produce and implement an integrated single Environment Strategy for London that addresses: energy and climate change mitigation; air quality; water supply and management; climate change adaptation; waste management; and biodiversity and the natural environment; and
- Ensure that current programmes build on existing strengths while placing particular emphasis on securing investment for London, creating jobs and drawing on and bolstering volunteering.

151. Areas of focus include waste, water, energy and green infrastructure and new opportunities in the low carbon and adaptation economy.

Planning Unit

152. The overriding objectives of the Planning unit are to:

- Deliver commitments to provide the new homes and jobs for a growing London taking account of the 2020 Vision and 2050 Infrastructure Plan as well as the London Plan and other strategies;
- Fulfil the Mayor's statutory roles to prepare and monitor the Spatial Development Strategy (the London Plan), ensuring borough Local Plans are in general conformity with it; that relevant bodies are informed and consulted on it and that account is taken of the national duty to cooperate;
- Advise the Mayor on over 400 planning applications of potential strategic importance that are referred each year, ensuring they comply with mayoral policies, and meet statutory deadlines; and
- Plan for a growing London by providing a pre-application advice service for strategic developments, preparing Supplementary Planning Guidance and adopting planning frameworks for Opportunity Areas in partnership with the relevant local planning authorities and other stakeholders.

Regeneration Unit

153. The overriding objectives of the Regeneration Unit are to:

- Deliver high-quality, and targeted regeneration programmes with a range of partners to maximise cultural, economic, social and environmental benefits, leverage and impact;
- Develop an integrated perspective on the challenges and potential of a given place, theme or issue – leading to innovative proposals for social, physical and digital infrastructure, London's skill base and its civic economy;
- Act as catalyst for London's continued growth and as exemplar for regeneration practice across the capital;

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- Provide innovation in regeneration, securing maximum impact from existing and emerging funding streams and realising the Mayor's priorities for regeneration in London; and
- Communicate the Mayor's priorities on regeneration to raise awareness, build capacity and share best practice, whilst remaining a flexible resource, able to act swiftly and positively to secure new regeneration opportunities.

Transport Unit

154. The Transport Unit has four main areas of responsibility:

- Working with TfL and other stakeholders to monitor and ensure delivery of the Mayor's transport priorities and key projects within deadline, to budget and to high standards;
- Advising on and helping develop mayoral transport policies and the Mayor's Transport Strategy, as well as transport aspects of other strategies;
- Providing input into government budget and Spending Review submissions to make the case for funding for transport in London; and
- Preparing briefings, managing correspondence and responding to Mayor's questions.

Key programmes and projects

Economic and Business Policy Unit (EBPU)

155. The key programmes of EBPU are:

- **London Growth and Infrastructure Planning:** working with the GLA Group, utilities, regulators, councils and business to improve how infrastructure is planned and delivered across the city and wider region and how it serves and supports the needs of Londoners and businesses
- **Skills and employment system that works for London:** preparing for the devolution of skills and employment support budgets
- **Business programmes:** support for high growth businesses, science and technology, food, innovation, growth hub and business partnerships such as Business Improvement Districts (BIDs)
- **Increasing economic opportunity:** through the promotion of the London Living Wage, apprenticeships and other skills programmes, development of a digital talent pipeline, and improving careers advice
- **Promoting London internationally:** through funding to L&P and Med City, working with London's world-class higher education, and advising the Mayor on the impact of UK and European business, tax or migration policies on the competitiveness of London
- **Influencing the debate on fiscal devolution:** so that the Mayor's responsibilities are matched by an ability to manage resources and raise revenue

- **Food programme:** working with the London Food Board to promote sustainable food production, support the food and beverage industry and to encourage healthy eating programmes such as the Healthy Borough Flagships
- **Economic Development strategy:** to underpin the Mayor's vision, including refreshing the Economic Development Strategy (EDS) and working with the LEP, business organisations and key stakeholders to align investment with mayoral ambitions

Environment Unit

156. A resource efficient city:

- **Energy efficiency:** Moving London towards a low carbon, reliable and affordable energy system by improving energy efficiency. Programmes include the decentralised energy delivery programme, supporting improvements in energy efficiency in households, public buildings and across the private sector estate, and helping plan the transition to a low to zero carbon energy system.
- **Water efficiency:** Improving water efficiency to balance supply and demand and minimise costs by lobbying government and the water companies and piloting water efficiency measures.
- **Waste:** Transforming waste into a resource, working with the London Waste and Recycling Board (LWARB) to invest in waste infrastructure, support waste authorities and deliver a circular economy route map and work with TfL to deliver the Biodiesel project.

157. A resilient, greener city:

- **Air Quality:** Responding to London's air quality challenge and fulfilling statutory obligations by influencing government and European policy and working with TfL to deliver programmes such as the Ultra Low Emission Zone and Mayor's Air Quality Fund.
- **Resilience:** Increasing the resilience of London to extreme weather by working with TfL, the boroughs, utility companies, housing, education, emergency, health and social care providers to identify, prioritise and manage key climate risks.
- **Green infrastructure:** Improving London's green infrastructure to maximise the opportunities and multiple benefits a greener city provides. This includes supporting activities to increase tree cover.
- **Sustainable drainage:** Creating a step-change in how London manages rainwater through retrofitting sustainable drainage measures at the city scale and implementing the Sustainable Drainage Action Plan.

158. **Growing London's low carbon economy and environmental goods and services sector.** This objective cuts across all programmes.

Planning Unit

159. The key programmes of Planning Unit are:

- **London Plan:** Prepare and plan for a rapidly growing London through a replacement London Plan, commissioning the relevant evidence base and publishing a consultation document.
- **Housing and Central Activities Zone Supplementary Planning Guidance.**
- **Borough Local Plans:** ensure that local plans support implementation of the London Plan by making appropriate provision for new homes and jobs.
- **Promote inter-regional relationships:** particularly with the wider South East and scrutinise Local Plans outside London as part of the Duty to Cooperate with the wider South East.
- **Opportunity Areas:** Help realise the full development potential of Opportunity Areas set out in City in the East and City in the West by:
 - completing the Opportunity Area Planning Frameworks (OAPFs) for Bexley, Isle of Dogs, the Royal Docks, and Old Kent Road;
 - preparing frameworks for new opportunity areas in Kingston, Haringey, Hounslow Sutton, Merton and Croydon; and
 - working closely with the Mayoral Development Corporations and government agencies to secure rapid delivery in the Olympic Park, Old Oak/Park Royal and Euston areas.
- **Strategic Planning Decisions:** Provide for the homes and jobs that London needs by delivering timely and sound strategic planning decisions on developments of potential strategic importance, offering a high quality pre-application service to customers;
- **Planning systems and data monitoring processes:** ensuring that they are developed and maintained to remain fit-for-purpose and ahead of changes to the regulatory planning system, whilst providing high quality data for both internal and external use.
- **Influence national policy:** so that the growth of homes and jobs is sustained and the economic competitiveness of London is secure.
- **Effective planning contributions:** providing advice and guidance to the GLA and other GLA group members and major investment and growth projects, including Housing Zones, barriers to delivery, and Crossrail 2.
- **Partnership and strategic projects working:** strengthen engagement with key stakeholders, particularly boroughs, the commercial development sector, landowners, infrastructure providers and government agencies.
- **Planning reform:** Ensure the planning unit responds positively to London-related devolution and planning reform powers and stands ready to raise its game to deliver.

Regeneration Unit

160. The key programmes of Regeneration Unit are:

- **High Streets and Town Centres:** Create jobs and deliver growth in London's high streets and town centres through the MRF, NHB, the London Enterprise Panel's London Regeneration Fund and the capital projects funded by the LEP's GPF allocation and overseeing wider programme delivery.
- **Skills and training:** delivering projects to help them progress in education, training and employment, and to support business growth.
- **Strategic regeneration opportunities:** Provide support to other GLA units to maximise the cross-cutting outcomes of strategic regeneration opportunities.
- **London Co-Investment Fund:** Help London's burgeoning technology sector in commercialising innovation.
- **Sharing Cities Programme:** Provide a testing bed for innovative and smart technological solutions to urban challenges faced by London as it continues to grow and develop through the Programme.
- **Crystal Palace Park:** Work with partners to secure a sustainable long-term future for the park.
- **Further Education (FE) College Estate:** Help London to maintain its competitive edge by investing significantly in the estate to enable it to respond to the changing skills needs of London's labour market.
- **Promote high quality regeneration and design** and demonstrate innovation and creativity in regeneration, developing and testing new models that can support wider delivery in London.

Transport Unit

161. The key programmes of Transport Unit are:

- **New Transport Infrastructure:** Accommodate and support a growing city by ensuring investment and upgrades meet strategic housing and growth challenges.
- **TfL's roads investment programme:** oversee the programme, including helping to drive forward transformational road schemes at locations such as Elephant and Castle, Vauxhall Cross, Wandsworth Gyratory, King's Cross/Euston Road and Bow Roundabout.
- **TfL's road safety programme:** raise the profile within London through greater engagement with government, London boroughs and stakeholders.
- **Transform cycling and cycle safety:** working with partners across the capital.
- **Accessibility:** Monitor and, alongside TfL, ensure improvements to accessibility across the transport network.
- **Ultra Low Emissions Zone:** Coordinate efforts with TfL to introduce an ULEZ by 2020 to encourage only the cleanest vehicles in central London.
- **Maximise investment:** Influence central government policy to maximise investment in London's transport network, for future potential schemes such as Crossrail 2, an extension to the Bakerloo line and rail improvements in the Upper Lea Valley, to unlock housing developments and accommodate London's rapidly growing population.

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- **New Rail Partnership:** With TfL and the DfT, improve rail services across London through a new partnership and a transfer of responsibility from the DfT to TfL for inner suburban rail services.

Decisions

162. This section highlights key decisions and issues that will require early Mayoral consideration.

Item	Brief overview and background	Decision/Steer Required
EU campaign	GLA officers have prepared London-focused arguments around the EU referendum debate. After 27 May, because of pre-referendum rules, the Mayor will not be able to draw on the GLA's resources to campaign in the EU referendum. As such, any decisions to do so will have to be made immediately.	If the Mayor wishes to take part in the referendum campaign, he will need to agree the work required immediately. Teams, including EBPU, Government Relations, the European funding team (EPMU and GLA Economics) and external affairs are ready to assist.
Skills devolution	<p>The Mayor has been negotiating the devolution of the adult skills budget c.£400m pa. HMG expects devolved arrangements agreed by end of July 2016 for the system to be fully devolved by 2018/19. The Mayor will need to articulate a skills vision for London and decide the governance of the skills devolution work (currently a LEP devolution sub group).</p> <p>The Mayor will also need to negotiate administrative resource transfer from HMG, and be assured by HMG about mitigation of risks, e.g. pension liabilities of colleges and TUPE implications of devolution.</p>	The Mayor will be required to decide his role (in particular whether or not to chair the meetings of the Area review process) and agree arrangements. He will also be required to review proposals and arrangements and sign off the finalised arrangements with Secretary of State.
Air quality judicial review	ClientEarth have received permission from the High Court to bring a judicial review against the new Defra air quality action plan. The Mayor of London has been named as an interested party. Defra's plan commits London to delivering a number of measures to reach compliance. The previous administration had been negotiating with the Treasury for £100m to cover the cost of delivering these; these efforts were not successful and will continue. As a result, we have concerns about the deliverability of the plan. Stakeholders also believe the plan is not sufficiently ambitious with London only projected to reach nitrogen dioxide (NO ₂) compliance by 2025, fifteen years after	The Mayor is required to decide by mid-May to what extent he wants to participate in the proceedings. We can submit our own legal brief and have until 27 May (note, this is still awaiting approval from the Court) to do so. This could be an opportunity for the new mayor to push the Government for additional funding for air quality measures and/or to demonstrate a new level of ambition for improving London's air quality.

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	the legal deadline.	
London Living Wage rate	London Citizens and the Living Wage Foundation has commissioned the Resolution Foundation to look at the possible alignment of methodologies for calculating the London Living Wage and Out of London Living Wage. Their proposal is that the Mayor should cede control of the calculation to an external body (rather than setting the rate in house through GLA Economics). This would represent a significant power shift away from the GLA.	The Mayor will need to decide whether or not the GLA should continue to calculate the London Living Wage or to cede control and use the 'aligned' methodology. A wider decision would then be need about the Mayor's role going forward as an advocate for the campaign.
Global Cities Business Alliance	A conference led by London First, which brings together city mayors and global business leaders to consider policy matters and investment opportunities relating to cities..	To decide as soon as possible whether or not the Mayor will be attending and/or delivering a keynote speech.
Hackney Wick Growing Places Fund project	The GLA has allocated £8.25m funding to Hackney Wick station improvements (total project value c. £13m). As a result of increased costs, there is a funding shortfall.	Subject to this being resolved from other sources, a Mayoral Decision will be required as a priority to enable the project to proceed.
Wimbledon Stadium	A planning application was approved by Merton Council in Dec 2015 to approve an application by Wimbledon AFC to demolish the existing stadium (used for greyhound racing) and replace it with a new football stadium, retail unit, fitness centre and 602 homes. In March 2016, the Mayor decided to call in the application to allow for a representation at which those representing both sides of the case could be heard.	The Mayor can decide (in May / June) whether to reverse the call-in decision and allow LB Merton to decide the application of to proceed with a representation hearing.
Bishopsgate Goods Yard	<p>A planning application was submitted by Ballymore and Hammerson for the 4.4ha site straddling the London Boroughs of Hackney and Tower Hamlets in October 2014 (and amended in July 2015). The Mayor took over the application in September 2015. Both boroughs informed the Mayor that they would have refused the application in December 2015. The reasons for refusal were overdevelopment, lack of affordable housing, employment space, height, massing and architectural appearance, heritage and daylight / sunlight issues.</p> <p>On 8/4/16, GLA officers published a report recommending refusal and a representation was scheduled for 18/4/16 but this was deferred at the</p>	<p>The Mayor will need to decide whether they want to proceed with a representation hearing or whether they will reverse the decision to take this application over, handing responsibility for this or any amended application back to the boroughs. If the applicants decide to withdraw the current application and submit a new one, this will go to the boroughs in the first instance.</p> <p>Please note; this decision is dependent on the developer coming back to the GLA and will</p>

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	request of the applicant.	not happen until July at the earliest.
High Speed 2	The previous Mayor and the Secretary of State for Transport agreed in December 2015 to set up a Euston High Level Forum. The purpose of this is to help bring forward the comprehensive redevelopment of the Euston Station area and to oversee the various workstreams underway to ensure that HS2 integrates properly with the wider area.	The Mayor should consider writing to the Secretary of State to confirm that the first meeting of the Forum should take place in July and seek confirmation of attendees and priorities. The Mayor and the Secretary of State will need to agree membership.
C40	<p>The C40 is a network of global cities that work together and share best practice for the purpose of tackling climate change. Its governing body is the Steering Committee of Mayors. The network was set up by Ken Livingstone and in recognition of this the Mayor of London is the Honorary Deputy Chair and this is a non-voting post on the Steering Committee.</p> <p>Boris Johnson was a voting member of the Steering Committee. The change in London Mayor means that there will be an election held in Europe for London's seat. This election must happen no later than 6 weeks from the new Mayor taking office. C40 will be facing a similar issue with Milan in June, and are currently evaluating if it makes sense to try and hold simultaneous elections in Europe.</p> <p>Please note that if London is not re-elected to the Steering Committee, it will maintain the non-voting honorary seat. Therefore, London will be able to participate in the 12 May Steering Committee meeting, however only as an observer.</p> <p>The day to day management of C40 is delegated to its Board of Directors, currently chaired by Mike Bloomberg. Individuals (not cities) are appointed to the Board by the Steering Committee, and there is no automatic transfer of the Board seat (currently held by Matthew Pencharz as the Deputy Mayor for Energy and Environment). C40 will be asking the Steering Committee to vote on a replacement for Matthew Pencharz, but have not yet established at which Steering Committee meeting this will take place.</p>	<p>The Mayor to decide if they want to take part in the online C40 Steering Committee meeting on 12 May, or send a video message.</p> <p>The Mayor to consider standing for election in the European region for the vacant seat on the Steering Committee.</p>

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Low Emission Neighbourhoods (LENS)	<p>£5m of funding (provided through the Mayor's Air Quality Fund (MAQF)) for up to five borough-led Low Emission Neighbourhoods, which are designed to address air quality hot spots, is due to be announced in July. It has already been announced that £2m of this funding would be awarded to boroughs, but £3m is new funding. This provides an opportunity for the new mayor to say they have boosted air quality funding immediately.</p> <p>It is suggested that this announcement be part of an event fronted by the Mayor and would be an opportunity for him to make a broader announcement about air quality priorities going forward.</p> <p>The date of the event is flexible about when this event is held, but have proposed 19 July. It will be necessary to let the successful boroughs know about their funding by the end of July at the latest.</p>	The Mayor to consider the recommendations and make approvals in mid / late June in order for an announcement to be made at an event provisionally scheduled for the 19 July.
London Infrastructure Delivery Board	This brings together the key utilities in London and their regulators, GLA, TfL, Network Rail, businesses and London Councils to co-ordinate investment and overcome barriers to development. The next key task of the group is to agree a strategic investment programme that incorporates manifesto commitments.	The next meeting has provisionally been booked for 29 June and the Mayor will want to decide whether to chair this meeting personally.
Opportunity Areas	The London Plan identifies Opportunity Areas, the focus for new jobs and homes in London. The GLA has been working in partnership with Newham (Royal Docks), Tower Hamlets (Isle of Dogs), Southwark (Old Kent Road) and Bexley (Bexley Riverside) to prepare Opportunity Area Planning Frameworks (OAPF). Drafts will be ready for consultation in June/July 2016.	The Mayor will be asked to agree the form and content of each OAPF, and method of consultation.
DfT/TfL rail devolution partnership	The first meeting of the new partnership board to oversee the transfer of London suburban rail services to TfL is expected to be held soon after the elections, with an interim Chair appointed to lead the group.	The Mayor will need to appoint a permanent Chair and confirm the governance arrangements as well as formulating a communications approach for the imminent devolution of the South Eastern franchise.

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Policy approaches	<p>A number of key policies are expected to progress imminently:</p> <ul style="list-style-type: none"> • Oxford Street Pedestrianisation: Westminster City Council plans to launch a stakeholder engagement exercise on the West End Partnership proposals in May/June. • Night Tube: Night Tube is expected to be ready to launch in the summer, and the Mayor will need to determine an approach to the associated changes to the night bus network. • Private Hire Vehicle congestion charge exemption: A consultation to remove the private hire vehicle exemption is currently planned for summer 2016. • Safer Lorry Scheme: TfL's consultation report on mandating clear panels in passenger-side doors will be ready for publication in May. 	<p>The Mayor will need to determine whether the current proposal is that which he/she wants to pursue ahead of the West End Partnership board meeting on 25 May and who to represent him at that meeting</p>
Flagship schemes	<p>A number of key road schemes continue to progress:</p> <ul style="list-style-type: none"> • Cycling: Key cycling infrastructure commissioned in the last term is due to be completed, including completed cycle superhighways in May/June. • Road Modernisation Plan: The Mayor will need to determine an approach to a series of major road schemes, including whether to proceed with consultations, how to move forward with completed consultations, and the launch of a completed scheme at Stockwell in June. 	<p>The Mayor will need to determine his/her approach to these schemes.</p>
Publications	<p>Some key documents will be ready for publication in the summer:</p> <ul style="list-style-type: none"> • Crossrail 2: The final CR2 Growth Commission report is due to be completed in June. • West Anglia Taskforce: The Taskforce expects to publish its final report in June, making the case for improved rail infrastructure on the West Anglia Main Line as a precursor to Crossrail 2. The Taskforce is independent of the GLA but the GLA and TfL are key members and the GLA acts as the secretariat for the group. 	<p>The Mayor will need to determine whether these are in line with his/her preferred policy and what role to take in their launch</p>
TfL accountability review	<p>The current Mayor will defer detailed comment on a DfT review of TfL accountability to the new Mayor</p>	<p>The Mayor will need to determine an approach to the review in the opening months of the term.</p>

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TfL Business Plan / savings	The Mayor's first TfL Business Plan will be the key place to set out his intentions around additional savings and commercial income. TfL's Business Plans have historically been published annually in late Autumn. This would require early conversations with TfL to ensure the more significant transport manifesto commitments are fully incorporated in its development.	The Mayor will need to discuss timelines for the preparation of a new Business Plan in his early meetings with TfL and provide a list of his 'bottom line' expectations for what should be achieved by the Business Plan e.g. in relation to public transport fares.
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Part 12: Communities and Intelligence

Background

163. The Communities and Intelligence Directorate (C&I) fulfils a wide range of activities to make London a better place to live in, visit and enjoy. It comprises three units:

- Health and Communities
- Team London
- Intelligence

Health and Communities Unit

164. The Health and Communities Unit works to secure lasting improvements in the quality of life for all Londoners. It does so by developing and implementing policies across education and youth, health, sport, culture, diversity and social policy and sustainable development.

165. The Health and Communities Unit builds strong and collaborate relationships between the Mayor, central government, businesses, and boroughs around a set of ambitious shared objectives. It supports Londoners by delivering programmes that:

- Provide support to improve Londoners' health, at work, at school and at play;
- Improve young Londoners' education, driving up performance and improving young Londoners' life chances;
- Promote and provide a rich and varied cultural offer which is the envy of the world;
- Draw investment into London's economy by supporting the creative industries to keep London at the forefront of global cities;
- Fund a major post-Olympics sports legacy programme to encourage grassroots sport participation and to promote London as a destination for key international sports events, including the 2017 World Athletics and International Paralympic Championships; and
- Foster and promote diversity, sustainability and equal life chances for all, highlighting some of the key social policy challenges facing London.

Team London Unit

166. The Team London Unit:

- Encourages Londoners to help address some of these challenges themselves by doing something great for their city and joining our Team London volunteering initiatives, building on the example of the Olympic volunteers; and

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- Partners with business, schools, the third sector, major events and others to provide volunteering opportunities, placements, Team London ambassadors for events and tourism, and opportunities for unemployed ex-Service personnel, supported by financial sponsors as well as the GLA.

Intelligence Unit

167. The Intelligence Unit:

- Provides a critical role in providing intelligence and insight into London and Londoners through our Talk London digital engagement tool, market research and other means;
- Provides research, data management, monitoring, analysis and economic services; and
- Leads for the GLA on championing and exploiting Open City Data - with the London DataStore leading the way - and the broader application of Smart City Technology.

Key programmes and projects

Health & Communities

168. The **Education and youth** team works to help every young Londoner (particularly those from disadvantaged backgrounds) to make the most of the huge opportunities this city has to offer, through the following programmes:

- **London Schools Excellence Fund (LSEF)** - Supporting and enhancing excellent teaching in London schools by improving teacher subject knowledge and raising academic attainment.
- **London Schools Gold Club** - Improving outcomes for disadvantaged children in particular through the dissemination of good practice through member-led seminar and visits programme
- **London Curriculum** - Increasing teacher and student knowledge of London's history, cultural and scientific institutions, and bring learning to life in discovering their heritage as young Londoners.
- **Targeted support** – Supporting vulnerable pupils during their primary to secondary school transition through a new Stepping Stones programme, and working with nine borough virtual school heads through the London Fostering Achievement project to improve the long-term prospects of looked after children.
- **London Ambitions** – Helping schools and colleges provide a high quality careers education programme through the London Ambitions Careers Offer Framework.
- **Youth Innovation Fund** – Supporting young people aged 16-24 back into sustained education or employment.
- **Peer Outreach Workers** – engaging ~3,000 young Londoners aged 15-24 by gathering their opinions to help shape policies, strategies and services.
- **School places** – Making the case for the 165,000 additional state school places needed by 2025.

- **Recruiting teachers and leaders** – encourage and practically support aspiring leaders to become the next generation of high quality head teachers needed to sustain London's school improvement.
- **Strategic policy and practice fora** – convening Mayor's Education Conferences to celebrate schools' successes and share ideas; raise the profile of the GLA education programme and encourage networking between business and cultural, scientific and higher education institutions.

169. The **Health** team works to improve Londoners' health and well-being, helping people have healthier lives and find the health services they most need through the following programmes:

- **Better health for Londoners: Next Steps** – Working with partners and the London Health Board to implement the London Health Commission's recommendations.
- **Healthy Schools London (HSL)** – Creating health enhancing learning environments, promoting good food, encouraging physical activity and enabling good mental health.
- **Workplace Health Charter** – Improving the health of the working age population by extending the scope and reach of the London Healthy Workplace Charter with a particular focus on mental health.
- **Transport and health** – Maximising TfL's potential to increase physical activity and improve air quality by embedding a Public Health Specialist into TfL.
- **Planning and health** – promoting healthy lifestyle choices through the planning decisions which shape the physical environment.

170. The **Sport** team works to get more Londoners involved in sports and physical activity through the following programmes:

- **Grassroots sport: more people playing** – providing funding through the Mayor's Legacy Fund to support grassroots sport, with a focus on getting more inactive and disabled people into sport.
- **Teaching Londoners to swim** – Installing mobile pools in locations around London for 12 weeks at a time, the Mayor's Make a Splash programme also offers swimming lessons to local schools and community groups.
- **Winning more major sports events for London** – working with sports bodies, international federations and others to support bids to host events and help with their staging, ensuring social and economic benefit to London's communities.
- **Supporting preparations for and funding the 2017 World Athletics and International Paralympic Championships at the QE Olympic Park.**

171. The **Culture** team promotes London as a world leader in arts and culture, supporting London creative industries worth £18billion to our economy every year through the following programmes:

- **Big Dance** – delivering the largest celebration of dance in the world.
- **Fourth Plinth** – delivering the most talked about contemporary art prize in the UK, maintaining London's status as a world culture city.
- **Busk in London (including Gigs)** – supporting 1,700 performers busking across London by solving problems for Business Improvement Districts, local authorities and police.

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- **Creative industries** – Drawing investment into London's economy by funding international promotional events and organisations such as London Fashion Week, Film London, London Design Festival and the London Games Festival. This year's investment is expected to achieve a return of approximately £358m investment.
- **Music Education Strategy** – supporting head teachers, music teachers and parents and directly funding talented children from low income families.
- **Culture Diary** – building up the culture diary to become the go-to online planning tool for the cultural sector by providing opportunities to increase international UK cultural export and encourage inward investment.
- **World Cities Culture Forum** – a network of city leaders who recognise the importance of culture to successful and thriving cities. Led by the Mayor, the World Cities Culture Forum will hold a summit in October in a member city.
- **Cultural Tourism** – Ensuring the benefits of cultural tourism are spread across the whole city through the delivery of the Cultural Tourism Vision for London.
- **Museum of London** – providing additional funding to enable the Museum of London to move to Great Smithfield Market.
- **Music Venues Rescue Plan** – stopping the closure of London's last grassroots music venues which are vital to the £4.1bn UK music industry.
- **Artists' Studios** – retain and increase essential workspace for artists.
- **East London Vision** – Growing the East London Production Corridor from Somerset House to High House in Thurrock, promoting skills and work within the creative industries.

172. The **Diversity and Social Policy** team works to promote fairness and remove the barriers that stop some Londoners from reaching their potential through the following programmes:

- **Supporting disadvantaged groups** – providing policies on a range of areas (including poverty & welfare reform, family policy & childcare, migration & integration) alongside delivering innovative programmes and projects to support disadvantaged groups in partnership with communities. This includes community consultation with protected groups and annual equality reporting for the GLA group.
- **Resettlement of Syrian Refugees** – developing a regional multi-agency approach to enable a pan-London approach to the resettlement of Syrian refugees in the Capital.
- **London Strategic Migration Partnership (LSMP)** – maintaining a strategic overview of the state of migration in London through this cross-sector partnership.
- **Know Your Rights campaign** – a campaign to help older people claim benefits and become aware of money advice services across London.
- **Get Moving** – helping older Londoners be more active, improve their health, independence and quality of life.
- **Social Evidence Base** – in partnership with the Intelligence Unit, publishing a social evidence base for London to help better frame and enable people to understand the social challenges and opportunities in London.

- **Social infrastructure planning** – informing housing, regeneration and the new London Plan to ensure that new or regenerated neighbourhoods have the services, facilities and support they need to become thriving communities.

173. The **Sustainable Development** team works to boost London's green economy and make the city cleaner and greener, so all Londoners can enjoy a better quality of life.

174. The **London Sustainable Development Commission** is appointed by the Mayor to advise on making London an exemplary sustainable city. Its work programme comprises:

- **Cleantech and Innovation** – creating a Cleantech cluster in London, bidding for European Regional Development Funding.
- **Circular Economy** – developing a Circular Economy business commitment in order to create jobs in London.
- **Decentralised Energy** – developing a “system of systems” approach for future development. It also recently launched a new award to celebrate London's most sustainable high density building.
- **London Leaders programme** – providing support to London Leaders to further their capacity in transitioning to circular economy business models.

Intelligence Unit

175. The Intelligence Unit undertakes research, data management, evidence based policy analysis, economic appraisal and evaluation, and public engagement. It leads for the GLA on championing and exploiting Open City data and the broader application of Smart City technology, and is involved in the development of financial innovation with the London Boroughs (e.g. social impact bonds). Current activity includes:

- **City Data Strategy** – enabling the further development of data exploitation in London (e.g. to tackle issues relating to public acceptance such as privacy and data security).
- **London DataStore** – an internationally recognised free and open data-sharing portal where anyone can access data relating to the capital, which in turn drives innovation value.
- **H2020 Sharing Cities** – supporting the large-scale demonstration of smart city technologies (e.g. smart parking, street lighting, energy management and building retrofit) through this €25m five-year programme.
- **Witan** – developing a city modelling platform that brings together all of the transport and housing demand models with economic and population projections in one place for the first time using Innovate UK grant award. The model can be used in city scenario and policy planning and will hopefully reach commercialisation.
- **Talk London** – gathering Londoners' opinions to help steer policy decisions through this digital engagement tool.
- **London Living Wage calculation** – GLAE is responsible for calculating the rate needed to give a worker in London enough to provide their family with the essentials of life.

- **Economic Evidence Base (EEB)** - designed to help inform and support strategy development within the GLA Group, the EEB outlines our assessment of how London's economy has developed over time, the forces acting upon it, and risks and issues facing London's economy.
- **Schools Atlas and School Rolls Projections service** – enabling stakeholders to build an overview of schools and providing school rolls projections services to the London Boroughs through this online tool that provides a uniquely detailed and comprehensive picture of London schools, current patterns of attendance and potential future demand for places across the capital.
- **London Crime Landscape** - An interactive and easy-to-use data platform containing over a million data points, the London Landscape is used by the Metropolitan Police and Borough Partnerships to plan public safety policy.

Team London Unit

176. Inspiring the next generation projects:

- **Team London Young Ambassadors (TLYA)** – inspiring young people in schools to take action for issues about which they are passionate whilst building their teamwork, leadership and communications skills
- **Team London Young Leaders** – taking exceptional schools from the TLYA programme and giving them a small budget and support to run campaigns in their own communities to get other schools involved.
- **London Knowledge Quiz** – a fun online competition to inspire young people to learn about the history, geography and culture of their city (it complements the London Curriculum programme).
- **HeadStart London** – preventing youth unemployment by offering 16-18 year olds employability workshops and guaranteed interviews for paid work experience as a reward for volunteering.
- **2Work** – supporting unemployed 18-24 year olds into education, employment and training through volunteering.
- **Student engagement** – encouraging 90,000+ students to volunteer as a route to work.

177. Championing and supporting the third sector programmes:

- **Team London website and speed volunteering platform and app** – supporting over 1,700 charities to recruit volunteers.
- **Professional development** – offering charity staff and Trustees a range of free professional development through 'Team London Skill-UP' and 'Measuring the Good'.
- **Small Grants Innovation Fund** – building capacity and innovation in the third sector.
- **Mayor's annual awards ceremony** – recognising volunteers of every age from every borough.
- **Charities and businesses** – brokering partnerships between charities and business to enable the charities to gain support through skilled volunteers, fundraising and much more.

178. Partnering with businesses programmes:

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- **Mayor's Corporate Commitment** – calling on businesses to recognise the importance of volunteering for their current and future workforce.
- **Partners with businesses** – funding and supporting programmes and supporting the development of their CSR strategies, as well as matching them with charities that meet their vision and skills.
- **Enterprise Adviser programme** – matching business volunteers with teachers in schools to support careers education (supporting the delivery of London Ambitions).
- **Veterans2Work** – uses volunteering as a route to employment for unemployed ex-service personnel.

179. Welcoming the world to London programmes:

- **Team London Ambassadors** – welcoming tourists at nine key hotspots every summer as part of the Olympic legacy.
- **Major Events** – launching a new offering for London's Major Events which will fund Team London's support and enable volunteers to have even more high quality volunteering opportunities.

Decisions

Item	Brief overview and background	Decision/Steer Required
Resettlement of Syrian Refugees	The Mayor's Office has been leading discussions with Ministers and local government on London's participation in the resettlement of Syrian refugees at scale. The GLA is leading the development of a regional model. This is of high political interest to Ministers, Borough Leaders and Londoners.	Political leadership from the Mayor's Office is required to bring London's stakeholders together and borough leaders on board. A Mayoral steer will be required on the role of the GLA in the regional approach.
Education annual conference	The GLA hosts an annual conference for all London's schools and colleges which provides a platform for the Mayor to state strategic pan-London priorities. Planning takes about 6 months.	An early decision from the Mayor or an advisor on whether or not to host this conference as well as the focus of it would enable planning to commence.
Living Wage Calculation	London Citizens and the Living Wage Foundation has commissioned the Resolution Foundation to look at the possible alignment of methodologies for calculating the London Living Wage and Out of London Living Wage. Their proposal is that the Mayor should cede control of the calculation to an external body (rather than setting the rate in house through GLA Economics). This would represent a significant power shift away from the GLA.	The Mayor will need to decide whether or not the GLA should continue to calculate the London Living Wage or to relinquish control and use the 'aligned' methodology. A wider decision would then be needed about the Mayor's role going forward as an advocate for the campaign.

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Talk London	Talk London is an inclusive online community of 15,000 people that puts Londoners at the centre of City Hall strategies and plans. If the Mayor wishes to continue with this programme, an approval for a competitive procurement process and award of contract to a service provider for hosting, functional development and technical support for the Talk London website will be required early on to prevent down time in the website.	Decide whether or not to continue with the programme and if continuing, approve a competitive procurement process.
Revised Smart London Plan and/or Technology Plan	The new City Data Strategy would benefit from a revised Smart London Plan and/or strategic Technology Plan for London. These documents would be cross-cutting and should be in place early in the development of the Mayor's statutory strategies.	The Mayor will need to make this decision in tandem with any proposal to appoint a Chief Digital Officer.
Big Dance launch	2016 is the final year of Big Dance, a flagship cultural participation programme. There is public expectation that Mayor would support and launch this important arts and communities engagement opportunity. The launch is scheduled for 30 June 2016.	Decision on whether or not to attend the launch event and make a speech.
Culture Strategy	The Mayor may benefit from a Culture Strategy. The Cultural Strategy Group (appointed by the Mayor) would submit a draft strategy. Timing is discretionary and may need to be considered in the context of decisions on the wider group of statutory strategies (see part 3 on Statutory strategies)	
Health inequalities strategy	The Mayor is statutorily required to publish a health inequalities strategy. The content is dictated by the GLA Act. Timing is discretionary so could be early or late and may need to be considered in the context of decisions on the wider group of strategies (see part 3 on Statutory strategies).	
London Sport Board	<p>The Mayor is responsible for appointing the Chair and two other members of the London Sport Board. The current appointees are appointed to March 2018, but could be changed if the new Mayor wishes. They are:</p> <ul style="list-style-type: none"> • Kate Hoey - Chair • David Sparkes (Chief Executive of British Swimming) • Andy Sutch (Chair of the London Federation and Sport and Recreation) 	Decide whether or not to stand down the current, and appoint a new Chair and/or 2 independent members to the London Sport Board.

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Schools sport & physical activity scheme	In the context of wider investment in grassroots sport an early decision on the GLA investment into the London physical activity programme for schools (precursor to Sugar Tax funding in 2018) is required.	An early investment decision to inform the six-month preparatory work prior to launching in January 2017.
Health annual conference	The GLA hosts an annual health conference (in October) with London Health Board partners, which provides a platform for the Mayor to update the health sector on the progress of the strategic pan-London health priorities. Planning takes approximately 6 months.	An early decision from the Mayor or an advisor on their attendance would inform the proposed agenda.
Busk in London Festival	This festival takes over Trafalgar Square and other iconic locations across London, showcasing top international street performers and talented young Londoners	The Mayor could attend a press launch on the first International Busking Day on Friday 22 July.
ISO 20121	<p>As part of the legacy of London2012 games, the GLA committed to securing the ISO 20121 sustainable events management standard for the GLA. The GLA is now in the final stages of obtaining the accreditation, which will complete in early May. The standard requires a three-year commitment with annual reviews and audits. Having the standard helps the GLA secure major sporting and cultural events.</p> <p>The publicity for the award will take place after the elections and will provide an opportunity to showcase London as a sustainable events venue.</p>	The Mayor will need to decide on whether or not to continue with the standard for the next three years.

Part 13: External Affairs

Background

180. External Affairs (EA) consists of 3 units, **External Relations, Public and Community Engagement** (incorporating business support) and the **Mayor's Press Office**.
181. The directorate's role is to develop and manage the Mayor's relationship and engagement with London's communities, London businesses, Londoners as a whole and the media. This is done via a range of mediums; ensuring Mayoral activities are effectively and efficiently promoted to and understood by Londoners, businesses and beyond.
182. EA also provides a two-way communication gateway to Londoners, the UK and the world, highlighting London as one of the greatest cities on earth and ensuring the Mayor and the GLA are as open, accessible and transparent as possible. The directorate's remit includes promoting London as a vibrant city and tourist destination through the Mayor's programme of events, maximising the economic benefits to London.
183. Finally, the directorate must at all times stand ready to react quickly and professionally in the face of a major incident affecting the capital.

External Relations

184. The External Relations Unit's core function is to communicate the work of the Mayor to Londoners and businesses in clear, engaging and innovative ways. The unit consists of five teams: Marketing, Brand, Digital, Commercial Partnerships and Events.
185. The Marketing, Brand and Digital teams translate the Mayor's policy initiatives into exciting and engaging campaigns across a range of broadcast (radio, print, outdoor) and digital media. They also manage a suite of marketing assets, gifted from Transport for London, which includes tube and bus posters and Metro newspaper inventory. From a digital perspective, the team owns London.gov.uk, the core social media channels (including @MayorofLondon) and email marketing, working closely across all teams in the GLA to bring forward engaging and exciting content.
186. The Events team are responsible for delivering a series of very popular public events including New Year's Eve, St Patrick's Day and a suite of events celebrating London's diversity through community and faith-based celebrations including Eid, Vasaikhi, Diwali, Africa on the Square and Liberty festival, a disability arts event. The team also delivers statutory events – State of London debate and People's Question Time. Thousands of Londoners flock to Trafalgar Square, City Hall and the Olympic Park to take part in the Mayor's events. The Events team also provides significant funding and support to other important events for London such as Notting Hill Carnival, Pride, Chinese New Year and Totally Thames, the river festival. This year the team is also delivering Patron's Lunch on the Square to celebrate the Queen's 90th birthday and British House in Rio in conjunction with HM Government and the British Olympic and Paralympic Associations.

187. The Commercial Partnerships team works with leading private and third sector organisations to further the Mayor's priorities for London through sponsorship and other value in kind support. This includes sponsorship of volunteering programmes, business engagement programmes, and the events programme. In 2015/16 the team raised in excess of £2 million.

Public and Community Engagement

188. Public and Community Engagement Unit develop and manage the Mayor's relationship and engagement with Londoners and London's diverse communities, via a range of mediums, thereby ensuring Mayoral priorities, strategies, policies and activities are effectively communicated to Londoners. The unit provides a two-way communication, ensuring that City Hall is open and accessible to all Londoners.
189. The unit also deliver an integrated programme of engagement and activities that facilitate dialogue with London diverse communities to inform City Hall policy-making/implementation, foster community cohesion and citizenship including celebrating London's diversity.

Mayor's Press Office

190. The Mayor's Press Office communicates the plans, policies & announcements of the Mayor to a wide range of broadcast, print & online media; organises media events; facilitates all Mayor & spokesperson interviews and provides a 24/7 reactive media service. The unit delivers an efficient 24/7 service to the media, works to build new media contacts, maximises the breadth of media interviews to target different communities, and delivers successful media events for the Mayor.

Key programmes and projects

External Relations

Marketing and Creative 2016

191. The marketing team scopes, creates and delivers multi-channel marketing campaigns across a wide variety of policy areas. Our creative team acts as an in-house agency for digital and print, including design, copywriting and photography services. Our marketing planning and buying is managed by Media Edge (MEC) as part of a shared service contract with TfL and the MPS.
192. The marketing campaigns for 2016 will be largely driven by the Mayor's manifesto commitments, coupled with marketing activity on more routine activity such as events and programmes which already have approvals in place. The creative routes, shape and scale of each campaign will differ. Campaign budgets are held at a project level by the respective policy/project teams.
193. The Mayor has a variety of marketing assets at his disposal, this includes several hundred posters across London's tube, DLR and bus network (bus shelters and side-of-bus advertising), leaflet racking in stations and

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free advertisements in the Metro. TfL advertising space is provided free of charge, the GLA only has to pay for print and posting costs. There is also a range of digital assets available including access to the TfL.gov.uk homepage and Journey Planning advertising space. These assets are used to compliment paid-for marketing campaigns, as opposed to in isolation, to achieve maximum benefit.

194. For each marketing campaign we use bespoke tactics and content. The GLA's own social media channels, the London.gov website and email marketing are also used.

195. To capitalise on the interest in City Hall post the election, we are running a simple, low-cost awareness campaign in May to drive Londoners to the new London.gov.uk website to learn more about the Mayor and London Assembly's responsibilities

External Relations – Digital 2016

196. The digital team is responsible for the London.gov.uk website. This is a new, fully responsive and flexible site that went live in November 2015. Work is underway to update the site in response to the arrival of the new Mayor and London Assembly. A user-led approach is taken to all development and delivery using agile methodology in line with Government Digital Service (GDS) best practice. The digital team in conjunction with Technical Group (central IT), provide advice and support to teams across the GLA in the development of new digital functionality and products. This includes working closely with the Intelligence Unit as owners of the London DataStore and Talk London (consultation engagement).

External Relations - Events programme 2016

197. Due to the lead times in arranging events and the uncontroversial nature of the current programme, the Investment Programme Board has approved funding for the delivery of the following events, which includes 2016 commemorations, faith festivals and landmark events for London. Each event will require a series of decisions to be taken by the Mayor (or his Deputies) that includes overview of event content, approval of marketing materials, and Mayoral (or deputy) attendance. The table below includes the current programme of events for 2016/17.

	Events programme 2016/17	Date
1	Games Festival – Monopoly*	2-3 April 2016 (completed)
2	Vaisakhi	9 April 2016 (completed)
3	Palmyra Arch*	19-21 April 2016 (completed)
4	Feast of St George	23 April 2016 (completed)
5	Shakespeare 400 – The Complete Walk	23 & 24 April 2016 (completed)
6	London Marathon**	24 April 2016 (completed)
7	Royal Opera House Summer Screens*	18 May, 9 June, 14 July 2016
8	London Symphony Orchestra*	22 May 2016

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9	HM Queen's 90 th birthday celebrations	10-12 June 2016
10	Patrons' lunch celebrating HM Queen's 90 th birthday	12 June 2016
11	West End Live*	18-19 June 2016
12	Armed Forces Day*	20 June 2016
13	Pride	25 June 2016
14	State of London Debate	30 June 2016
15	Battle of the Somme – centenary commemoration**	30 June 2016
16	Shell Eco Marathon**	30 June-3 July 2016
17	Big Dance – Trafalgar Square*	2 July 2016
18	Formula E**	2 July 2016
19	7/7 Commemoration of the 11 th anniversary	7 July 2016
20	Eid	9 July 2016
21	Busk in London Festival*	23-31 July 2016
22	RideLondon**	30-31 July 2016
23	Indonesia Day*	14 August 2016
24	Olympics – British House in Rio	5-21 August 2016
25	Notting Hill Carnival	28 & 29 August 2016
26	London Mela Presents...	September 2016
27	European Respiratory Society*	2-3 September 2016
28	Liberty at National Paralympic Day	3 September 2016
29	Parallel (world's first mass participation run for people with disabilities)**	4 September 2016
30	Paralympics & British House in Rio	7-18 September 2016
31	Totally Thames	September 2016
32	Tour of Britain (cycling)**	11 September 2016
33	London Design Festival*	15-22 September 2016
34	Malaysian Night Market*	24 September 2016
35	Japan Matsuri*	25 September 2016
36	Africa in the Square	15 October 2016
37	Diwali	16 October 2016
38	Film London, Sing a'long a'screen*	20 October 2016
39	NFL Fan Rally*	30 October 2016

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40	Remembrance Day reception	11 November 2016
41	Remembrance Sunday**	13 November 2016
42	People's Question Time (1 of 2 per annum)	November
43	Menorah - Chanukah	24-31 December 2016
44	New Year's Eve Fireworks	31 December 2016
45	Holocaust Remembrance Day*	23 January 2017
46	Chinese New Year	February 2017
47	St Patrick's Day	12 March 2017
48	People's Question Time (2 of 2 per annum)	March 2017

* Facilitated event

** Pan-London leadership role, not funded by GLA

Public and Community Engagement Unit

198. The Public and Community Engagement Unit focuses on the following key areas including:

- Managing and responding to **correspondence** directed to the GLA.
- Developing and delivering an **engagement programme** to ensure all Londoners, particularly those within the diverse communities are able to contribute to mayoral priorities, strategies, policies and activities.
- Developing and delivering initiatives and projects that foster **community cohesion**, integration and citizenship.
- Working with the Events Team to deliver a programme of **activities and events to celebrate London's diversity** including marking key historical events such as Holocaust Memorial Day Service, International Remembrance of the Slave Trade and Its Abolition, etc.
- Delivering a programme of **engagement with the Faith community** including celebrating Faith festivals

Decisions

External Relations

Item	Brief overview and background	Decision / steer required
Mayoral team biographies for London.gov.uk	Biographies for the Mayor and his team are included on the longon.gov.uk website.	The Mayoral team will need to provide us with copy for each of the biographies. This would ideally be on

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		the first day of office.
Taking ownership of the @MayorofLondon Twitter handle	<p>The Mayor of London Twitter account is owned by the GLA and will transfer to the new Mayor as soon as the election is over. There are currently >2m followers</p> <p>Marketing team can offer advice on best practise and schedule/draft tweets if required, working with the press team.</p>	In the first few days of taking office, the new Mayor will need to confirm the language for his twitter biography, supply a new headshot and cover photo and confirm how the account will work with marketing, press and the private office.
Photography	We will need to have new photography of the Mayor and his/her advisors at City Hall for use across the London.gov website and social media	This would ideally be on the first day of office, or Saturday following the election
Visit to São Paulo & Rio including attending British House at the Olympic and Paralympic Games	<p>The Games provide a global platform used by countries, cities and brands to convey their promotional messages to the world, to network and to target potential investors. Working with the British Olympic Association (Team GB) and UKTI, London is a partner in the UK's national 'house' at the Olympic and Paralympic Games (British House) offering an unparalleled opportunity to promote London to the world.</p> <p>It is proposed that the Mayor visits São Paulo and Rio de Janeiro during a visit to Brazil.</p> <p>The visit will be focused on core themes of interest and value to London, whilst promoting the links between the different cities.</p>	<p>Agree to a lead a business delegation to São Paulo, the major economic centre not only for Brazil but for the whole of Latin America.</p> <p>Agree to attend a small number of London led high profile events at British House during the Olympic Games as well as attend some Olympic events, showing support for Team GB.</p> <p>The decision on whether to attend will be required in mid May. It is likely the trip date would be week commencing 15 August.</p>
State of London Debate	<p>The State of London debate is a statutory public meeting. Marketing activity needs to run prior to the debate to ensure Londoners are aware of the debate, the location, know how to get tickets and find out more information.</p> <p>Statutory requirement to hold public debate in April, May or June (at least 7 days after the publication of the annual report) and before the end of June. It is scheduled for 30 June (at Indigo O2).</p> <p>The issues discussed and raised by the public at</p>	<p>The new Mayor and Director of Communications will need to be briefed on the event and their views obtained on: preferred creative; marketing plan; preferred Chair/MC for the event; messages for social media/twitter. In order to make use of the free TfL marketing collateral. Approval is required on 10 May.</p> <p>A photo shoot to be arranged ASAP to feed into marketing and on-line collateral.</p>

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	<p>the debate are likely to cover issues/decisions from the previous administration. The new Mayor will need to be fully briefed on the issues that were likely to be raised.</p>	<p>To confirm format of the event and attendance.</p> <p>Sign off/steer will continue to be needed from the Mayoral team on an ongoing basis.</p>
Notting Hill Carnival	<p>The annual Notting Hill Carnival is one of London's biggest international events, led by community organisers the London Notting Hill Carnival Enterprises Trust. It receives a mixed response from Londoners, particularly local businesses and residents and is politically sensitive with strong views expressed local MPs. There is a desire from MOPAC to reduce the impact on policing through an increase in stewarding.</p> <p>On a political level (via Victoria Borwick MP) at Royal Borough of Kensington and Chelsea (RBKC), the lead borough, there is a push to make the event more formalised through ticketing. The organisers are set against this, and operationally it would not be viable. The GLA, RBKC, Westminster City Council and MOPAC are working with the Carnival Trust to develop a long-term business and stewarding plan, with an aim to reduce the heavy reliance on public sector support.</p>	<p>The organisers are working on proposals to increase stewards, but will be looking to the GLA for additional funding to support this.</p> <p>Additional budget of £190k to cover this has been identified; this is in addition to £150k already agreed.</p> <p>The Mayor would need to formally agree this. It would be committed on the basis that greater savings can be made in policing.</p> <p>The request is expected at the end of May.</p>
Twitter Q&A	<p>The previous Mayor ran a monthly Q&A on Twitter, for 30 minutes.</p> <p>This has been a highly successful initiative - approximate reach of the last session was 1m people.</p>	<p>The Mayor will need to decide if he will continue with these sessions, and provide a date for the first one so that this can be promoted in advance. He will need to confirm if he is open to doing video responses and if he requires a theme or if a generic session is preferred.</p>
Mail from the Mayor	<p>The 'Mail from the Mayor' email circulation has over 14,000 subscribers. It is a monthly digest email. The first of which would include a Mayoral introduction and key highlights from policy teams.</p>	<p>The Mayor will need to confirm if he wants to continue with the e-marketing programme, and the Director of Communications will need to agree key stories and Mayoral highlights.</p>

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Eid	<p>Mayoral event celebrating the Muslim festival of Eid, which is held following Ramadan. Strong engagement from business and investment from sponsors including Qatar, Oman, Dubai, Malaysia, Kuwait and Indonesia. The Muslim community is one of the largest diverse communities in London from various continents. Eid will be in Trafalgar Square on 9 July.</p>	<p>To confirm the Mayor's attendance; social media/twitter message; and pre-event video message for website. A decision will be required in early June.</p>
Patron's Lunch	<p>This event is being planned to coincide with the national celebration of the Queen's patronage in her 90th year. The Patron's Lunch event activities in The Mall – a lunch with entertainment for 10,000 of the patrons of the Queen's charities and organisations – is being arranged by Peter Philips, her grandson, through his events company.</p> <p>A public Mayor's Patron's lunch event organised by the GLA in conjunction with the above event and its core sponsors, will be held on Trafalgar Square to enable Londoners to enjoy the event. It will include picnic lunch and screening of the entertainment in the Mall. Sponsors include M&S, Diageo (Pimms), and Unilever (Walls, PG Tips).</p>	<p>To confirm whether the Mayor wishes to attend the Trafalgar Square event.</p>
Armed Forces Day	<p>Annual flag raising ceremony on 20 June at City Hall to commemorate the work of veteran and serving officers in our Armed Forces. London Assembly members are also in attendance</p>	<p>To confirm the Mayor's attendance</p>
Pride	<p>This is the annual LGBT+ event which receives Mayoral funding. We also helped the community mobilise itself to establish an effective Pride organising group. It is likely that the LGBT+ community will lobby the Mayor to be involved in the event activities. It will be a parade through central London and an event on Trafalgar Square on 25 June.</p> <p>There will also be a dinner, although the date remains to be confirmed.</p>	<p>To confirm the Mayor's attendance at the event - and whether the Mayor will walk in the Parade and speak on stage.</p> <p>To agree (by end of May) a message in the event brochure, and messages via social media/twitter, and a pre-event video message for Pride's website.</p> <p>To confirm attendance at the Pride Dinner.</p>

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New Year's Eve	Planning for London's New Year's Eve fireworks is a year-long process, with confirmation on key decisions needed to continue with operational planning, communications and ticket releases.	To formally agree (by end June) paid ticketing at £10/ticket; to agree the announcement plan and ticket release dates (first batch in September); to obtain political support on operational issues such as additional road closures and mitigating risks of reduced policing.
Mayor of London's marketing priorities	The GLA has access to advertising assets gifted by TfL, which has considerable media value - such as London Underground posters, bus circuits and adverts on journey planner. We use these to support paid-for marketing campaigns and the space is often in demand by policy teams.	The Mayor / Director of Communications will need to agree the marketing priorities for July onwards. There are some 'supported by campaigns' (where the 'supported by Mayor of London' logo is carried on the activity, but it is not our look and feel) from May-July - Pride, Punk London and Big Dance, and Mayor of London events such as Eid and State of London debate as above. From the 5th August, (copy deadline early July) the circuit is empty as we await the Mayor's priority communication initiatives.
Brazilian Olympic Event	<p>The Brazilian Embassy is to stage an event on 5 August on Trafalgar Square to mark the start of the Olympics in Rio.</p> <p>The Embassy has staged an event on Trafalgar Square over the last 2 years; in 2014 this marked the World Cup in Rio.</p>	To confirm attendance

Public and Community Engagement Unit

Item	Brief overview and background	Decision / steer required
Community Receptions	A key way of engaging communities and fostering community cohesion is through the Mayor hosting community receptions. These are very well received by London's communities and there is a key opportunity to host a London-wide reception within the first two months (inviting communities across the whole of London).	An early decision will be required to allow time to arrange this.

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Black History Month	Black History Month (October) is an opportunity for the Mayor to celebrate with Londoners the many and varied history and contributions Black Londoners have made to the capital, and is one of the key ways of engaging this large diverse community.	To confirm focus and format of the event, as well as the Mayor's attendance.
Faith festivals	Faith festivals are a key means of promoting London's diversity and engaging with London's Faith communities. A number of these are already budgeted for and planned including Eid, Diwali, Mela, Chanukah and Vaisakhi.	To decide whether to mark future recurring faith festivals and the formats these should take. The decision will have an impact on City Hall's relationship with those London's faith communities represented by these festivals

Part 14: Mayor's Office

Background

199. The Mayor's Office provides policy and administrative support to the Mayor, Deputy Mayors and the wider mayoral team. It also incorporates the Government and European Union Relations and International Relations teams.

Mayor's Private Office

200. The Mayor's Private Office is based on the model of a Ministerial private office and provides policy and administrative support to the Mayor, Deputy Mayors and the wider mayoral team. The immediate priority here will be the diary in the first few weeks and they will facilitate meetings and external engagements. There are two members of staff to process all the correspondence that comes in and in May they will be able to process the significant volume of congratulations letters which will no doubt be received.

201. The first Mayor's Question Time is on 25 May and there are 1.5 members of staff who take care of this whole process, including collating relevant information to answer the questions.

202. There is a support team of PAs and some special assistants for the appointments to the 10+2.

Government and European Union Relations

203. The Government and EU Relations Team incorporates the Government Relations Team (5 staff) and London's European Office (4 staff based in Brussels). Under the former Mayoralty they reported to the Chief of Staff.

204. The **Government Relations Team** coordinates the Mayor and the GLA engagement with Government, Parliament and local government. The role of the team is to:

- Give the Mayor and the GLA a voice in national legislation affecting London and ensuring the Mayor's policies are properly taken into account in the making of laws and in parliamentary debates and Committee inquiries and devising engagement strategies to assist with the delivery of the Mayor's manifesto commitments.
- Facilitate strategic and coordinated engagement with London borough leaders and chief executives, London Councils, local authorities and devolved governments.

205. **London's European Office (LEO)** is funded primarily by the GLA, but TfL, MOPAC and LFEPA also contribute. The role of the team is to:

- Provide access to information about EU policies to help the GLA group achieve influence in shaping EU level decisions on policy and funding.
- Raise London's profile in Brussels and build networks and partnerships with other European cities and Brussels-based stakeholders including NGOs and business.

International Relations

206. The **International Team** consists of 4 staff reporting to the Chief of Staff. The work of the team is cross-departmental and involves a direct relationship to the Mayor and his senior team's priorities. The unit's overarching responsibilities are to:

- **Promote London** as a great world city in which to invest, study, live and to visit, and one that remains open to ideas, talent and capital
- **Maintain relationships** with cities, countries and organisations from around the world to generate economic growth and facilitate the exchange of best practice.
- Design, project-manage and deliver an **overseas visit programme** for the Mayor's Office.

Key programmes and projects

Government and European Union Relations

207. **Legislative agenda** – Put forward London's case across the legislative agenda set out in 2016 Queen's Speech and positively influence the 2016 Autumn Statement and 2017 Budget.
208. **Government / Parliament engagement** – Ensure the Mayor's policies and priorities are understood by government, Whitehall and Parliament and coordinate a programme of engagement with Ministers and Parliamentarians.
209. **Devolution** – Continue to campaign for greater fiscal devolution and public service reform with London Councils and the Core Cities group.
210. **Local government engagement** – Coordinate the Mayor's meetings with London Councils and local authorities, including meetings of the Congress of Leaders. Coordinate a programme of engagement with local authorities outside London.
211. **EU engagement** – Maintain a programme of visits to Brussels to influence the EU agenda on transport, environment, energy economic development, financial services and policing.
212. **EU Funding** – Help the GLA maximise its resources by identifying and securing opportunities for EU funding.

International Relations

213. **Olympic Games** – Lead on Mayor's Office visiting Brazil to promote London, as part of the delivery of London-focussed activities at British House in Rio during the Summer Games.

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214. **International visits** – Deliver a programme of high-level international visits and engagement activities which maintain London's profile as the partner of choice to decision-makers and foreign businesses, and continues to bang the drum for London businesses overseas.
215. **Maintain key international relations** – London has working relations with a number of cities around the world plus numerous other key stakeholders and the team maintain contact and positive dialogue with these.
216. **Incoming international visitors** – manage a programme of incoming delegations, prioritising access to the Mayoral team as required and facilitating meetings and briefings for key visitors.
217. **Proposed visits for the first year of this Mayoral Term** – the international team has previously worked on the basis of delivering two major Mayoral visits per year (plus a variety of visits for mayoral advisors / other representatives of the GLA). Following a visit to Sao Paulo and Rio de Janeiro during the Olympic and Paralympic Games, it is proposed the Mayor continues with this frequency, starting in November 2016 with the initial focus on the following two locations as below. Over the course of the term of office other visits are proposed potentially to: Canada, South Korea, Nigeria, China & Hong Kong, India, Middle East and Far East (Malaysia & Indonesia).

Location	Opportunity
Los Angeles & San Francisco	Promote London as a global hub of innovation in the San Francisco regions' knowledge and tech community, and London's culture and creative sectors in Los Angeles. Develop closer links with Silicon Valley Develop profitable connections for London based businesses in the environmental sector
Mexico	Develop increased trade with Mexico (2014 trade between the UK and Mexico was worth USD 32 billion) The C40 Summit will be 31 Nov to 2 Dec in Mexico City. There would be a guaranteed speaking slot for all Mayors and C40 will cover the travel costs and accommodation for the Mayor plus 1

Decisions

Item	Brief overview and background	Decision / Steer required
Rio de Janeiro visit during Olympic Games	The team are leading on many elements of the activity in Rio de Janeiro during the Olympic Games, which it is proposed the Mayor attends. See Part 13 – External Affairs for more information.	Confirmation of plans or otherwise is required in order to allow sufficient time to implement.
Write to key Government Ministers, London MPs and Borough Leaders	Government Relations are ready should the Mayor wish to write to key Government Ministers to set out specific and relevant manifesto commitments prior to the Queen's speech on 18 May.	An early steer and sign-off would be required to get the letters out as soon as possible after the election.

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	The team is also ready should the Mayor wish to write a more general letter to London MPs and borough Leaders setting out key manifesto commitments.	
Ministerial meetings	Government Relations facilitate the Mayor / Deputy Mayor meetings with Secretaries of State and Ministers.	<p>The Mayor will need to decide how regularly he wishes to meet with Ministers. We recommend that the following meetings should take place:</p> <ul style="list-style-type: none"> • quarterly meetings with the Transport Secretary • bi annual meetings with the Home Secretary • bi annual meetings with the Chancellor (pre-Budget / Autumn Statement) • annual meeting with the CLG Secretary • other SoS meetings as required
Party Conferences	For the past 2 years the Mayor's Office has hosted fringe events at the Conservative and Labour Party conferences jointly with London Councils and the Core Cities group on the subject of greater devolution of powers to the UK's cities. We secured an excellent range of speakers including Ministers and Shadow Ministers, plus council leaders and the events were very well attended.	Whether the Mayor's Office should host a fringe event at both the Labour and Conservative Party conferences with London Councils and the Core Cities.
The Congress of Leaders and engagement with boroughs	The Congress of Leaders brings together the Mayor of London and the leaders of London's 33 boroughs to discuss key issues affecting the capital. Under current arrangements, Congress of Leaders is held once year, usually in July, bringing together the Mayor and all the borough leaders including the City of London Corporation. In addition, two meetings of the Congress Executive are held each year involving the Mayor and London Councils Executive Members.	<p>We would suggest that the following regular meetings take place:</p> <ul style="list-style-type: none"> • Monthly/ 6 weekly meetings with the Chair and Chief Executive of London Councils • Meetings with all borough leaders on an individual basis to take place through the term as a rolling programme. Government relations can advise on how this can be managed and in what order boroughs should be met. • Bi-annual meetings of Congress of Leaders and bi-annual meetings of the Congress Executive. • Attendance at London Councils Executive

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		<p>dinner once a year.</p> <ul style="list-style-type: none"> • Attendance at the London Government dinner held in January. • Host an annual meeting with the leaders of the Core Cities Group. • Host a London Reception in the LLR in early July with the London Assembly.
Legislation	<p>Under the previous Mayor the Government Relations Team led the Mayor's engagement on the Housing and Planning Bill, Trade Union Bill, Enterprise Bill, Policing and Crime Bill and the Transport for London Private Bill, including drafting briefings and amendments as well as meeting Parliamentarians, Ministers and officials.</p>	<p>A steer on the extent to which the Mayor wishes to engage in current legislation. Government Relations will also examine opportunities to deliver Mayoral manifesto commitments arising from the Queen's Speech on 18 May.</p>

Part 15: Mayoral Development Corporations

Background

218. There are two time-limited functional bodies known as Mayoral Development Corporations (MDCs) which are charged with the development and regeneration of specific sites. They are designated for this purpose by the Mayor and are funded by the GLA – no general government grant funding is available. They are:

- **The London Legacy Development Corporation (LLDC)** in east London, centred on Queen Elizabeth Olympic Park; and
- **The Old Oak and Park Royal Development Corporation (OPDC)** in west London.

219. Below is a top level summary of the budget, key programmes and issues. More detailed briefings have been prepared separately for the new Mayor.

London Legacy Development Corporation

220. The London Legacy Development Corporation is a Mayoral Development Corporation established on 1 April 2012 under the Localism Act 2011. Its aims were defined by the Mayor of London as follows:

- “To promote and deliver physical, social, economic and environmental regeneration in the Olympic Park and surrounding area, in particular by maximising the legacy of the Olympic and Paralympic Games, by securing high quality sustainable development and investment, ensuring the long-term success of the facilities and assets within its director control and supporting and promoting the aim of convergence”.

221. As a functional body of the GLA, the LLDC, operates within the overall legislative and governance framework provided by the GLA Act 1999 and 2007, and the Mayor of London appoints members to the LLDC’s Board and allocates its budgets. The Legacy Corporation became the planning authority within its MDC area on 1 October 2012. In November 2012 the Mayor delegated to the LLDC powers to promote economic development and wealth creation, social development and the improvement of the environment.

Old Oak and Park Royal Development Corporation

222. The Old Oak and Park Royal Development Corporation (OPDC) was established on April 2015 and is the local planning authority for the area. Its aim, defined by the Mayor, is to “lead the transformation of Old Oak Common in West London and create a brand new part of the city with up to 25,500 homes and more than 65,000 jobs.”

223. The OPDC delivery area is approximately 650 hectares, of this the core development area of Old Oak is 134 hectares; public sector owns 97 hectares, approximately 37 hectares is mix of private sector ownerships. The area straddles the London Boroughs of Brent, Ealing and Hammersmith and Fulham. The new HS2/Crossrail station opens in 2026, by which time there will be 10 rail lines serving the area. Park Royal is within its boundary, and with over 1,500 existing businesses employing over 36,000 people, and vacancy rates at an all time low, it is the UK’s largest and most successful industrial park.

224. The OPDC's Board includes a local resident, a local business leader, local council leaders, representatives of key organisations including TfL, HS2 and Crossrail (further information is available in a separate briefing). The OPDC has been working with the local boroughs and local community for over a year on the vision for the area. As part of this work, the Opportunity Area Planning Framework for the area, setting out the extent of the massive scale of the opportunity, was adopted in November 2015. The regeneration will create a vibrant new area of North West London in Zone 2/3 with capacity for 25,500 new homes and 65,000 new jobs, with planning already underway to start 2,100 homes between 2017 and 2021.

Key programmes and projects

London Legacy Development Corporation

225. LLDC's five-year strategy has five business objectives:

- **LIVE - Establish successful and integrated neighbourhoods, where people want to live, work and play.** By 2031 6,800 new homes in five new neighbourhoods, along with physical and social infrastructure will be delivered on LLDC-owned land, and a minimum of 24,000 homes along with employment space will be delivered within its Planning Authority boundary through the Local Plan.
- **WORK - Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people.** On LLDC land, construction and end-use projects will deliver ambitious targets for employment of residents of the growth borough and priority groups, and will continue to develop apprenticeship schemes across a range of sectors. The Local Plan will ensure delivery of a range of workspace, including low-cost and managed workspace, and facilitate business growth and employment in the area through masterplanning of local neighbourhood centres.
- **VISIT - Create a diverse, unique, successful and financially sustainable visitor destination.** Growing the Park from a 'new' to a successful and established visitor destination. Key developments this year include the opening of the transformed Stadium and the addition of the slide to the ArcelorMittal Orbit, building on the existing programme of premier sports events, sports participation, arts and culture programme, and recreation in the parklands. Over the next five years we will engage the growing resident and worker population, as well as existing local communities, and begin to build the audience for the Olympicopolis cultural institutions that will be coming to Stratford Waterfront.
- **INSPIRE - Establish a 21st century district promoting cross-sector innovation, education, culture, sport, aspiration and participation in east London.** Olympicopolis will attract prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 3,000 jobs in the Park and an extra £2.8 billion of economic value from the area.
- **DELIVER - Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC's core values.** LLDC will continue to embed its priority themes: promoting convergence and community participation, championing equalities and inclusion, ensuring high quality design, ensuring environmental sustainability. LLDC's objective is to be financially self-sustaining, without recourse to additional public subsidy by 2025.

Old Oak and Park Royal Development Corporation

226. The OPDC Strategic Plan sets out 10 workstreams. A summary of those is given here, and a copy of the Strategic Plan will be available separately.

- **Managing the New Mayoral Priorities:** The OPDC is a Mayoral Development Corporation (MDC), therefore establishing a relationship with the new Mayor is critical. Alignment to the objectives of the new Mayor are part of the current Strategic Plan.
- **People:** Between 2016 and 2018 the OPDC will focus on building an exemplar development corporation and fostering a culture of brilliance through its staff. People are essential to the Corporation's key priorities and mechanisms will be put in place to ensure staff and stakeholders are best placed to deliver.
- **Organisation:** This priority focuses on the delivery of a robust organisational structure that is able to support the OPDC in the delivery of its programme and strategic objectives throughout its growth life cycle.
- **Planning:** The immediate priority under this theme is the production and adoption of a robust planning framework to guide and coordinate all development, and to allow the determination of planning applications. This work will include a series of public consultations and engagement work during 2016.
- **Local Engagement:** Informing local residents and businesses of, and involving in, the work of the Corporation is essential to support the delivery of the Corporation's planning objectives and socio-economic regeneration objectives around skills, employment, and growth.
- **Land and Property:** How and when the land at Old Oak and Park Royal is developed is a crucial determinant of achieving the Mayor's vision for the delivery of jobs and homes in the area within the OPDC's boundary.
- **Funding and Finance:** Responsibly manage the financial resources of the OPDC, ensuring value for money and securing the investment necessary to fulfil the Corporation's vision through the development of a clear funding strategy.
- **Programme Coordination and Delivery:** OPDC will deliver on its mission through both leading and supporting projects and programmes related to land development and infrastructure, and socio-economic regeneration, working in partnership with a range of delivery bodies and stakeholders within the area.
- **External Relations and Stakeholder Management:** The OPDC will build solid relationships with Government, the GLA (as the current core funder), boroughs, transport bodies, developers, business, investors, and all other external stakeholders.
- **Communications:** Being clear on the purpose, role, and remit of the OPDC; having a clear brand; and communicating our activities in a clear and timely manner is important to create understanding of the opportunities presented by Old Oak and Park Royal, the work of the OPDC, and to help create awareness and 'buy in' of what we do.

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Decisions

London Legacy Development Corporation

Item	Brief overview and background	Decision/Steer Required
10-year plan and 1-year budget	Mayoral consent for aims and objectives for LLDC 2016-2026 with 2016/17 budget	Mayoral approval required. MD drafted
District hearing network extension	Consent to extend the district hearing network outside the concession area including GLA standing behind the LLDC (as the employer in the concession agreement).	Mayoral approval required.

Old Oak and Park Royal Development Corporation

Item	Brief overview and background	Decision/Steer Required
OPDC Finance & Investment (F&I) Committee appointments	<p>The OPDC is currently in the process of establishing a Finance and Investment Committee, members of which will also be future Board members. The advert for these positions closes 15 May, with shortlisting w/c 16 May and interviews on 25 May.</p> <p>It is scheduled that the interview panel would comprise Ed Lister, David Goldstone, Martin Clarke and Cllr Stephen Cowan.</p>	Decide appointments to the OPDC Finance & Investment (F&I) Committee (members will also be OPDC Board members).
Government Land MoU	Following the 2016 Budget announcement of a Memorandum of Understanding (MoU) between the Government and the OPDC on the transfer of government and Network Rail land at Old Oak into OPDC ownership, finalising the MoU is a priority.	The Mayor will need to work with the Government to secure the final transfer of the land in a timely manner. Heads of Terms to be agreed between OPDC and DfT by early Autumn.
HS2 station design ITT	The superhub station will be the lynchpin of development at Old Oak and a world-class location deserves a world-class station. The Invitation to Tender (ITT) for the station design will be issued in autumn this year, and the Mayor will play a key role in influencing the final design and making sure it fits in with the vision for the growth and delivers the widest range of benefits to the local area. Detailed discussions continue between OPDC and HS2 and DfT officials regarding the design of the future station.	The Mayor's relationship with the Secretary of State for Transport will be key to ensuring the station design has the opportunity to maximise development potential at Old Oak and Park Royal. Inclusion on the agenda for the Mayor's first meeting with the SoS Transport would provide a helpful opportunity to discuss the matter.

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Crossrail depot (detailed plan agreed)	The Crossrail depot is being constructed adjacent to the HS2/Crossrail station in the key development area. While nothing must delay Crossrail, the OPDC Board has agreed with TfL that some of the depot facilities should be moved and the whole site should be decked over in the mid 2020's so that this uniquely located site can contribute towards the delivery of thousands of homes and jobs.	Whilst TfL have agreed a plan with the previous Mayor, the SoS as co-sponsor of Crossrail has not confirmed his support for TfL's plan. The previous Mayor wrote to the Secretary of State for Transport in April to seek his written support and the practicalities of this need to be ironed out imminently.
Adoption of the Local Plan	The Local Plan went through its first public consultation process in February – April 2016, and its second will begin in the late autumn. Alongside this will sit finalisation of the Community Infrastructure Levy which will provide the OPDC with the ability to fund future infrastructure requirements associated with the delivery of homes and jobs.	Examination in Public is expected in spring 2017, and the Mayor will play a key public-facing role in championing the final Local Plan that has been drawn up in close conjunction with the local boroughs, local residents, businesses and other stakeholders.
Land acquisition	Following the Government land MoU, the OPDC is set to become a landowner. It could be advantageous to consider acquisition of additional small sites to support the coordinated delivery of development at Old Oak and Park Royal	Mayoral approval required. MD drafted.

GREATER LONDON AUTHORITY

Appendix 1: Additional dates

227. The following table outlines details of events that the Mayor has been / is likely to be invited to from September onwards. It is NOT assumed that the Mayor will want to attend all these events. Those highlighted in green are events run by GLA teams. The Mayor's Diary Secretary has access to further details / contacts.

Date	Event	Comments
Sept/Oct Various dates offered	Address the Annual Team London Awards Ceremony at City Hall	The Team London Awards celebrate the excellence of volunteers. The Mayor would need to be available between 6-7pm on the evening of the awards. There are 4 possible dates for Awards: 19 Sept, 26 Sept, 27 Sept, 3 Oct, but the preference would be for the 3rd October.
September	Simcha on the Square	Mayor is usually invited
September	Party Conference	
Friday 9 September	Attend the Metropolitan Police Passing Out Parade at Hendon	Invitation received for the Mayor to attend as the Reviewing Officer
Sunday 11 September	9/11 Anniversary	Date to be aware
16 – 20 September	London Fashion Week	Mayor is usually invited
October	Metropolitan Police Service Annual Service of Remembrance	Mayor is usually invited
Friday 21 October	Health Conference at City Hall - 2 years on from the launch of the London Health Commission report	Request from GLA Officers to follow on
November	Lord Mayor's Banquet	The Mayor is usually invited
Thursday 10 November	Address the London Transport Museum Annual Fundraising dinner	Provisional request received from the London Transport Museum – The Mayor has historically attended & given a speech
November	Education annual conference	Annual conference aimed at all London's schools and colleges. Provides a platform for the Mayor to state strategic pan-London priorities.
December	Trafalgar Square Christmas Tree Lighting Ceremony	The Mayor is usually invited

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Monday 5 December	Welcome Guests to the Mayor's European Volunteer Conference + attend Closing Ceremony at City Hall	
Friday 9 December	Attend Skills London 2016 at Excel	Informal notice received from the organisers of the date
Monday 19 December	GLA Annual Carol Service at Southwark Cathedral	Scripted reading
December	Metropolitan Police Service Carol Concert	The Mayor is usually invited
December	LFEPA Carol Concert	The Mayor is usually invited
1 st or 2 nd Thursday of January	London Government dinner at Mansion House	Keynote address by the Mayor
January	London Planning Award Ceremony	Joint event with London First
February	Maslenitsa	Mayor may receive an invitation
March	MIPIM	Property Conference in Cannes
April	Boat Race	Mayor may receive an invitation
April	Marathon	Mayor may receive an invitation

Appendix 2: Statutory strategies

London Plan

228. The London Plan is the Mayor's strategy for the use and development of land in greater London. In terms of scope, it is the most comprehensive; it deals with the spatial elements of all of the Mayor's other strategies and policies, even where they do not relate directly to land use and development, and draws together a framework for economic, environment and social development, including transport. It covers a 25-year period.
229. Its impact is also more direct than that of many other strategies; the local development plans of the London boroughs and the Corporation of London must be in general conformity with the London Plan.
230. The London Plan is subject to additional processes that do not apply to any of the other statutory strategies – most notably the Examination in Public (EiP), at which an Inspector (representing the Secretary of State) tests and scrutinises all draft policies over a period of months. The Inspector can direct changes to the draft strategy – and under exceptional circumstances can demand a full redraft.
231. Given the scale of the strategy and the rigorous external processes to which it is subject, preparing a full London Plan takes a matter of years. A new full London Plan could be published by the summer of 2019, if the Mayor commissions work at the beginning of the term commencing in 2016.
232. Previous full London Plans were published in 2004, 2008 and 2011.

Transport strategy

233. The transport strategy is the Mayor's statement of how he or she will develop and implement policies for the promotion and encouragement of safe, integrated, efficient and economic transport facilities and services to, from and within greater London, to meet the needs of people and freight.
234. TfL implements many of the transport policies the strategy contains and directs capital investment across much of the network, including channelling it through local authorities to invest locally through the Local Infrastructure Plan (LIP) process. As a statement of intent, the strategy can improve the transparency of the Mayor's largest delivery arm. It can also increase efficiency; TfL has a legal duty to consult on many of the investments it makes and policies it implements, so putting one comprehensive document out to consultation is less costly and time consuming.
235. Previous transport strategies were published in 2000 and 2010.

Housing strategy

236. The housing strategy sets out how funding for housing (which is allocated to the GLA through central government grant) will be used. It also sets out an assessment of housing conditions and housing need in

greater London, the Mayor's policies to improve them, and proposals about the measures stakeholders might take.

237. For practical reasons, the housing strategy is usually published to align with the spending rounds determined by central government, which generally last between two and four years. However, the 2015-18 spending round, to which the most recent (2014) strategy pertains, was extended to 2021 in the 2015 Spending Review. The same Spending Review introduced new policies that have fundamentally changed the nature of government housing investment (it will now cover only shared or discounted ownership to the exclusion of any low-cost homes for rent), thus rendering policies in the current housing strategy and the London Plan redundant.
238. As with other strategies, there is no legal stipulation about timing, though these circumstances do imply the need for a new housing strategy in the relatively near future.
239. The statutory duty to prepare a housing strategy was introduced in 2007. A statutory housing strategy was published in 2010 and 2014.

Economic development strategy

240. As well as assessing the economic conditions in greater London, the economic development strategy sets out policies for promoting business efficiency, investment and competitiveness, promoting employment and enhancing the development of skills relevant to employment.
241. As with the environment strategy, no discrete funding streams are attached to this strategy. While City Hall has some monies at its disposal to use for economic development, for example European Structural and Investment Funds (ESIF), this strategy relies on influencing stakeholders, including businesses and other parts of government, for implementation. A statutory strategy is not the only way to influence stakeholders but can be an effective lever to engagement.
242. Previous economic development strategies were published in 2000, 2004 and 2010.

Environment strategy

243. The environment strategy must include a general assessment by the Mayor of the environment in greater London, and policies on biodiversity; municipal waste management; climate change mitigation and energy; adaptation to climate change; air quality and ambient noise; and any other pertinent environmental matters.
244. In principle the environment strategy should act as a statement of intent and a general description of the GLA's principal areas of environmental work. Unlike the housing and transport strategies, the environment strategy is not attached to a large funding stream, though some European funds are likely to be available (as well as some GLA grant). Rather, it can be used to influence the stakeholders that are ultimately able to implement it. While it is possible to influence stakeholders without a statutory strategy, the robust process required to develop one make it more coherent and convincing in some circumstances.

245. The Localism Act 2011 introduced a requirement to produce a single environment strategy – replacing previous duties to publish separate reports on the topics set out above. To date, no single environment strategy has been published.

Culture strategy

246. The culture strategy sets out policies about the arts, tourism and sport; ancient monuments and sites; buildings and other structures which are of historical or architectural interest or which otherwise form part of the heritage of greater London; museums and galleries; library services; archives; treasure, and antiquities of a movable nature; and broadcasting, film production and other media of communication.

247. Uniquely, the draft culture strategy must be prepared by the Cultural Strategy Group, which is made up of representatives of the sector. After consultation, the draft strategy is handed to the Mayor for consideration and publication.

248. This strategy has no discrete funding stream attached to it, though some funding may be available (e.g. ESIF). Rather, it relies on influencing stakeholders. As above, while influence can be exerted without a strategy, it can add gravitas in some situations.

249. Previous Culture Strategies were published in 2004, 2007 and 2010.

Health inequalities strategy

250. The health inequalities strategy sets out the major health issues at the root of health inequality in London and the Mayor's proposals to reduce health inequalities.

251. The GLA has no delivery body or funding streams for public health, and the GLA Act is explicit that the strategy must set out the role that relevant stakeholders in the health sector (e.g. clinical commissioning groups and NHS foundation trusts) will play. This relies on influence alone, as these bodies have no duty to pay regard to City Hall policies.

252. The first health inequalities strategy was published in 2010 (the duty was first introduced in 2007).

Strategy coordination

253. The GLA has a legal duty to ensure that strategies are mutually consistent. Furthermore, as some strategies have direct levers to implementation, whereas others rely solely on influencing stakeholders, integration can enhance the strategies with fewer powers – e.g. environment policies can be enforced or implemented through the London Plan and transport strategy. Effective coordination can also ensure that assumptions in all strategies are assured by policy experts (e.g. health inequalities indicators).

254. Given the length of time required to prepare even draft versions of statutory strategies (in particular the London Plan), officers [have considered the option of](#) publishing an overarching pre-cursor document early in

the Mayoral term. As a coordination mechanism, an overarching document would cement links between strategies and confirm baseline policy assumptions (then to be expanded upon in separate strategies – for example air quality policies, which will be covered in the London Plan, the transport strategy, the environment strategy and the health inequalities strategy).

255. It would serve other purposes, as follows:

- **Communications and press coverage.** The overarching direction of travel can be articulated at an early stage, while full draft strategies cannot be completed until some months later.
- **Early consultation with stakeholders.** This is particularly important in the case of the London Plan, where policies must be as robust as possible before being enshrined in the draft strategy, which can only be amended upon agreement of an Inspector as part of suggested changes to be discussed through a lengthy examination in public (unlikely to be completed until some point in 2018/19). It would also be a useful way of improving policies in other strategies, enriched by drawing out themes from separate strategies to underline their relevance to a broader range of stakeholders.

256. GLA officer resource is in place to work with the Mayor's Office on a document of this kind, but it should be noted that producing it early in the term will require robust political sponsorship to avoid silo attitudes blocking progress; because of turnaround times, a complete, fully signed-off document would need to be ready by the end of July for a September publication date.

Appendix 3: The GLA's organisational chart – Senior Staff

