

# AGENDA

**Meeting GLA Oversight Committee**

**Date Thursday 23 November 2017**

**Time 10.00 am**

**Place Committee Room 5, City Hall, The Queen's Walk, London, SE1 2AA**

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## **Members of the Committee**

Len Duvall AM (Chair)  
Gareth Bacon AM  
Sian Berry AM  
Tom Copley AM  
Steve O'Connell AM

Keith Prince AM  
Dr Onkar Sahota AM  
Navin Shah AM  
Peter Whittle AM

A meeting of the Committee has been called by the Chair of the Committee to deal with the business listed below.

Ed Williams, Executive Director of Secretariat  
Wednesday 15 November 2017

## **Further Information**

If you have questions, would like further information about the meeting or require special facilities please contact: Lorena Alcorta, Principal Committee Manager; Telephone: 020 7983 4425; Email: [lorena.alcorta@london.gov.uk](mailto:lorena.alcorta@london.gov.uk); Minicom: 020 7983 4458

For media enquiries please contact Alison Bell; Telephone: 020 7983 5769; Email: [alison.bell@london.gov.uk](mailto:alison.bell@london.gov.uk). If you have any questions about individual items please contact the author whose details are at the end of the report.

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Certificate Number: FS 80233

**Agenda**  
**GLA Oversight Committee**  
**Thursday 23 November 2017**

**1 Apologies for Absence and Chair's Announcements**

To receive any apologies for absence and any announcements from the Chair.

**2 Declarations of Interests** (Pages 1 - 4)

**The Committee is recommended to:**

- (a) Note the offices held by Assembly Members, as set out in the table at Agenda Item 2, as disclosable pecuniary interests;**
- (b) Note the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s); and**
- (c) Note the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at Agenda Item 2) and to note any necessary action taken by the Member(s) following such declaration(s).**

**3 Minutes** (Pages 5 - 56)

**The Committee is recommended to confirm the minutes of the meeting of the GLA Oversight Committee held on 11 October 2017 to be signed by the Chair as a correct record.**

The appendices to the minutes set out on pages 11 to 56 are attached for Members and officers only but are available from the following area of the GLA's website:

[www.london.gov.uk/mayor-assembly/london-assembly/oversight](http://www.london.gov.uk/mayor-assembly/london-assembly/oversight)

## **4 Summary List of Actions** (Pages 57 - 154)

Report of the Executive Director of Secretariat

Contact: Lorena Alcorta; [lorena.alcorta@london.gov.uk](mailto:lorena.alcorta@london.gov.uk); 020 7983 4425

**The Committee is recommended to note the completed and outstanding actions arising from previous meetings of the GLA Oversight Committee.**

The appendices to the report set out on pages 67 to 154 are attached for Members and officers only but are available from the following area of the GLA's website:

[www.london.gov.uk/mayor-assembly/london-assembly/oversight](http://www.london.gov.uk/mayor-assembly/london-assembly/oversight)

## **5 Response of London Resilience to the Grenfell Tower Fire** (Pages 155 - 156)

Report of Executive Director Secretariat

Contact: Richard Derecki; [richard.derecki@london.gov.uk](mailto:richard.derecki@london.gov.uk); 0207 983 4899

**The Committee is recommended to note the report, put questions to invited guests, and note the discussion.**

## **6 IT Shared Service for LLDC** (Pages 157 - 160)

Report of Executive Director of Resources

Contact: David Munn; [david.munn@london.gov.uk](mailto:david.munn@london.gov.uk); 0207 983 6531

**The Committee is recommended to respond to the proposed creation of three posts in the GLA Technology Group, resulting from the proposed creation of a shared service for information technology services.**

## **7 Proposed Changes to the GLA Establishment** (Pages 161 - 208)

Report of the Head of Paid Service

Contact: Charmaine DeSouza, [charmaine.desouza@london.gov.uk](mailto:charmaine.desouza@london.gov.uk)

**The Committee is recommended to respond to the proposed changes to the establishment in Housing and Land Directorate.**



## **8 Work Programme for the GLA Oversight Committee** (Pages 209 - 212)

Report of the Executive Director of Secretariat

Contact: Lorena Alcorta; [lorena.alcorta@london.gov.uk](mailto:lorena.alcorta@london.gov.uk); 020 7983 4425

**The Committee is recommended to note its work programme for the remainder of 2017-18, as set out in the report, and identify any additional issues it wishes to consider at future meetings.**

## **9 Date of Next Meeting**

The next meeting of the Committee is scheduled to be held on Thursday, 14 December 2017 at 2.30pm in Committee Room 5.

## **10 Any Other Business the Chair Considers Urgent - GLA Response to Government Consultation on Proposed Legislative Amendments**

Report of Executive Director Secretariat

Contact: Rebecca Arnold; [rebecca.arnold@london.gov.uk](mailto:rebecca.arnold@london.gov.uk); 020 7983 4421

That the Committee responds, on behalf of the London Assembly, to the Government consultation on proposed legislative amendments to provide the London Fire Commissioner with access to the Firefighters' Pension Scheme, and authorises the Chair to sign a joint letter with the Mayor or his representative to the Government detailing the Greater London Authority's response.

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# Subject: Declarations of Interests

**Report to: GLA Oversight Committee**

**Report of: Executive Director of Secretariat**

**Date: 23 November 2017**

**This report will be considered in public**

## 1. Summary

- 1.1 This report sets out details of offices held by Assembly Members for noting as disclosable pecuniary interests and requires additional relevant declarations relating to disclosable pecuniary interests, and gifts and hospitality to be made.

## 2. Recommendations

- 2.1 **That the list of offices held by Assembly Members, as set out in the table below, be noted as disclosable pecuniary interests<sup>1</sup>;**
- 2.2 **That the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s) be noted; and**
- 2.3 **That the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at below) and any necessary action taken by the Member(s) following such declaration(s) be noted.**

## 3. Issues for Consideration

- 3.1 Relevant offices held by Assembly Members are listed in the table overleaf:

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<sup>1</sup> The Monitoring Officer advises that: Paragraph 10 of the Code of Conduct will only preclude a Member from participating in any matter to be considered or being considered at, for example, a meeting of the Assembly, where the Member has a direct Disclosable Pecuniary Interest in that particular matter. The effect of this is that the 'matter to be considered, or being considered' must be about the Member's interest. So, by way of example, if an Assembly Member is also a councillor of London Borough X, that Assembly Member will be precluded from participating in an Assembly meeting where the Assembly is to consider a matter about the Member's role / employment as a councillor of London Borough X; the Member will not be precluded from participating in a meeting where the Assembly is to consider a matter about an activity or decision of London Borough X.

<b>Member</b>	<b>Interest</b>
Tony Arbour AM	Member, LFEPA; Member, LB Richmond
Jennette Arnold OBE AM	Committee of the Regions
Gareth Bacon AM	Member, LFEPA; Member, LB Bexley
Shaun Bailey AM	
Sian Berry AM	Member, LB Camden
Andrew Boff AM	Congress of Local and Regional Authorities (Council of Europe)
Leonie Cooper AM	Member, LFEPA; Member, LB Wandsworth
Tom Copley AM	
Unmesh Desai AM	Member, LFEPA; Member, LB Newham
Tony Devenish AM	Member, City of Westminster
Andrew Dismore AM	Member, LFEPA
Len Duvall AM	
Florence Eshalomi AM	Member, LB Lambeth
Nicky Gavron AM	
Susan Hall AM	Member, LFEPA; Member, LB Harrow
David Kurten AM	Member, LFEPA
Joanne McCartney AM	Deputy Mayor
Steve O'Connell AM	Member, LB Croydon
Caroline Pidgeon MBE AM	
Keith Prince AM	Member, LB Redbridge
Caroline Russell AM	Member, LFEPA; Member, LB Islington
Dr Onkar Sahota AM	
Navin Shah AM	
Fiona Twycross AM	Chair, LFEPA; Chair of the London Local Resilience Forum
Peter Whittle AM	

[Note: LB - London Borough; LFEPA - London Fire and Emergency Planning Authority. The appointments to LFEPA reflected above take effect as from 3 April 2017]

3.2 Paragraph 10 of the GLA's Code of Conduct, which reflects the relevant provisions of the Localism Act 2011, provides that:

- where an Assembly Member has a Disclosable Pecuniary Interest in any matter to be considered or being considered or at
  - (i) a meeting of the Assembly and any of its committees or sub-committees; or
  - (ii) any formal meeting held by the Mayor in connection with the exercise of the Authority's functions
- they must disclose that interest to the meeting (or, if it is a sensitive interest, disclose the fact that they have a sensitive interest to the meeting); and
- must not (i) participate, or participate any further, in any discussion of the matter at the meeting; or (ii) participate in any vote, or further vote, taken on the matter at the meeting

UNLESS

- they have obtained a dispensation from the GLA's Monitoring Officer (in accordance with section 2 of the Procedure for registration and declarations of interests, gifts and hospitality – Appendix 5 to the Code).

3.3 Failure to comply with the above requirements, without reasonable excuse, is a criminal offence; as is knowingly or recklessly providing information about your interests that is false or misleading.

- 3.4 In addition, the Monitoring Officer has advised Assembly Members to continue to apply the test that was previously applied to help determine whether a pecuniary / prejudicial interest was arising - namely, that Members rely on a reasonable estimation of whether a member of the public, with knowledge of the relevant facts, could, with justification, regard the matter as so significant that it would be likely to prejudice the Member's judgement of the public interest.
- 3.5 Members should then exercise their judgement as to whether or not, in view of their interests and the interests of others close to them, they should participate in any given discussions and/or decisions business of within and by the GLA. It remains the responsibility of individual Members to make further declarations about their actual or apparent interests at formal meetings noting also that a Member's failure to disclose relevant interest(s) has become a potential criminal offence.
- 3.6 Members are also required, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £25 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.
- 3.7 The obligation to declare any gift or hospitality at a meeting is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The on-line database may be viewed here:  
<http://www.london.gov.uk/mayor-assembly/gifts-and-hospitality>.
- 3.8 If any gift or hospitality received by a Member is not set out on the on-line database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £25, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.
- 3.9 It is for Members to decide, in light of the particular circumstances, whether their receipt of a gift or hospitality, could, on a reasonable estimation of a member of the public with knowledge of the relevant facts, with justification, be regarded as so significant that it would be likely to prejudice the Member's judgement of the public interest. Where receipt of a gift or hospitality could be so regarded, the Member must exercise their judgement as to whether or not, they should participate in any given discussions and/or decisions business of within and by the GLA.

## **4. Legal Implications**

- 4.1 The legal implications are as set out in the body of this report.

## **5. Financial Implications**

- 5.1 There are no financial implications arising directly from this report.

### **Local Government (Access to Information) Act 1985**

List of Background Papers: None

Contact Officer:	Lorena Alcorta, Principal Committee Manager
Telephone:	020 7983 4425
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# MINUTES

**Meeting: GLA Oversight Committee**  
**Date: Wednesday 11 October 2017**  
**Time: 2.00 pm**  
**Place: Committee Room 5, City Hall, The Queen's Walk, London, SE1 2AA**

Copies of the minutes may be found at <http://www.london.gov.uk/mayor-assembly/london-assembly/oversight>

**Present:**

Len Duvall AM (Chair)  
Sian Berry AM  
Andrew Boff AM  
Tom Copley AM  
Steve O'Connell AM  
Joanne McCartney AM  
Keith Prince AM  
Navin Shah AM  
Peter Whittle AM  
Caroline Pidgeon MBE AM (in attendance for Item 5)

## **1 Apologies for Absence and Chair's Announcements (Item 1)**

- 1.1 Apologies for absence were received on behalf of Dr Onkar Sahota AM, for whom Joanne McCartney AM was attending as a substitute, and Gareth Bacon AM, Deputy Chairman, for whom Andrew Boff AM was attending as a substitute.
- 1.2 In accordance with Standing Order 8.2, Caroline Pidgeon MBE AM attended the meeting and participated in the question and answer session at Item 5, with the permission of the Chair.

## **2 Declarations of Interests (Item 2)**

### **2.1 Resolved:**

- (a) That the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, be noted as disclosable pecuniary interests; and**
- (b) That Tom Copley AM's declaration of gifts and hospitality in the form of recent attendance at the recent BFI Gala be additionally noted.**

## **3 Minutes (Item 3)**

### **3.1 Resolved:**

**That the minutes of the meeting of the GLA Oversight Committee held on 14 September 2017 be signed by the Chair as a correct record.**

## **4 Summary List of Actions (Item 4)**

4.1 The Committee received the report of the Executive Director of Secretariat.

### **4.2 Resolved:**

**That the completed and outstanding actions arising from previous meetings of the GLA Oversight Committee be noted.**

## **5 Independent Review of the Garden Bridge and Lessons Learnt (Item 5)**

5.1 The Committee received the report of the Executive Director of Secretariat and put questions to The Rt Hon Dame Margaret Hodge MP, Mike Brown MVO, Transport Commissioner and David Bellamy, the Mayor's Chief of Staff on the independent review of the Garden Bridge and lessons learnt.

5.2 A transcript of the discussion is attached as **Appendix 1**.

5.3 During the course of the question and answer session, the Committee requested that:

- The Commissioner and Chief of Staff confirm that the GLA and Transport for London (TfL) commercial sponsorship departments had not had any involvement in fundraising for the Garden Bridge;
- The Commissioner revisit whether TfL was able to provide minutes of meetings of the Garden Bridge Trust Board, and additionally confirm whether TfL, through its funding



agreement with the Garden Bridge Trust or any other mechanism, could compel the Trust to release the minutes of its Board meetings;

- The Commissioner confirm whether a due diligence process had been in place via which evidence had been sought that relevant conditions had been met prior to payments being released under the terms of the construction contract;
- The Commissioner provide details of: who at TfL had been responsible for approving the release of £7 million of funding in February/March 2016 – or, if approved at a Board meeting, the membership of the Board at that time and the minutes of the relevant meeting – the basis for that decision; details of how TfL had satisfied itself that the Garden Bridge Trust’s business plan was credible; and whether the risks arising from the project had been identified by TfL at that time and reported within TfL or to senior management;
- The Rt Hon Dame Margaret Hodge MP provide copies of any legal threats she had received during her review or after publication of her report, if there was no impediment to providing them; and
- Martin Clarke, Executive Director of Resources, GLA, provide a copy of his note to Margaret Hodge explaining why the Garden Bridge proposals had not been submitted to the then Investment and Performance Board.

**5.4 In concluding the discussion, the Chair:**

- Referred to the suggestion made, during the question and answer session, that the Committee might wish to scrutinise the Mayor’s rolling property fund, once in operation, as a useful case study of whether the new governance processes were sufficiently robust and had introduced necessary transparency. He requested that officers examine taking that forward and noted that the Chief of Staff might also wish to conduct a parallel exercise;
- Suggested that the Committee should contribute to the TfL consultation on transparency;
- Suggested that the Committee might wish to consider whether to scrutinise any other historical development deals, possibly in conjunction with the Assembly’s Housing Committee, and requested that officers examine taking that forward. The Chair noted that the Mayor’s Office might want to feed into that scoping exercise; and
- Requested that senior GLA Secretariat officers, in liaison with TfL officers, explore whether there were grounds to suggest that TfL and any of its officials (current and former) had acted ultra vires and/or unlawfully and/or in breach of conduct requirements when undertaking work on the Garden Bridge project in the period before the Mayoral Direction had been issued and before the matter had been formally reported to the TfL Board or one of its subsidiary bodies.

**5.5 Resolved:**

**That the report and the discussion with the invited guests be noted, subject to the additional information requested, as set out at paragraph 5.3, and the proposed next steps, as set out at paragraph 5.4.**

## **6 Workforce Report (Item 6)**

6.1 The Committee received the report of the Head of Paid Service.

6.2 In response to queries raised, the Assistant Director of Human Resources and Organisational Development:

- Explained that the Authority's approach to dealing with the issue of 'revolving door' staff, which had arisen during consideration of the Garden Bridge Review, was currently under review; and
- Confirmed that Trans staff were not currently included as a separate category within monitoring data but that that policy would be amended in due course.

6.3 **Resolved:**

**That the report be noted.**

## **7 Appointment of Rapporteur to Investigate the Effectiveness and Economic Viability of Requiring Automatic Water Suppression Systems (Sprinklers) in all London Buildings (Item 7)**

7.1 The Committee received the report of the Executive Director of Secretariat.

7.2 **Resolved:**

**That the appointment of Navin Shah AM as a rapporteur for the Planning Committee, to conduct an investigation into the costs and benefits of installing Automatic Fire Suppression Systems in London, be agreed.**

## **8 Assembly Budget Requirement 2018-19 (Item 8)**

8.1 The Committee received the report of the Executive Director of Secretariat.

8.2 The staffing proposals at paragraph 6.3 of the report were noted. In addition, it was noted that discussions regarding how any pay rise for staff within the Secretariat would be funded were ongoing.

**8.3 Resolved:**

**That the London Assembly's draft budget requirement for 2018-19 for recommendation to the Mayor be agreed as set out in the report, subject to any changes that might be necessary prior to the final agreement on the budget in February 2018 to reflect:**

- (a) Any further advice from the Executive Director of Resources on contingencies and financial reserves; and**
- (b) Any changes that emerge during the remainder of the budget process.**

**9 Draft Committee Timetable 2018-19 (Item 9)**

9.1 The Committee received the report of the Executive Director of Secretariat.

9.2 It was noted that officers were reviewing the proposed dates of Assembly Plenary meetings with a view to accommodating formal consideration of the Mayor's statutory strategies.

9.3 The Chair requested that a note reviewing the impact on media coverage of moving London Assembly Mayor's Question Time and Plenary to Thursdays be circulated to all Assembly Members.

**9.4 Resolved:**

- (a) That the draft timetable of London Assembly and Committee meetings for the 2018-19 year be approved in principle, noting that the final programme of meetings is subject to related decisions by the London Assembly to be taken at the Annual Meeting in May 2018; and**
- (b) That a note reviewing the impact on media coverage of moving London Assembly Mayor's Question Time and Plenary to Thursdays be circulated to all Assembly Members.**

**10 Work Programme for the GLA Oversight Committee (Item 10)**

10.1 The Committee received the report of the Executive Director of Secretariat.

**10.2 Resolved:**

**That the work programme for the remainder of 2017-18 be noted.**

## **11 Date of Next Meeting (Item 11)**

- 11.1 The next meeting of the Committee was scheduled to be held on 23 November 2017 at 10am in Committee Room 5.

## **12 Any Other Business the Chair Considers Urgent (Item 12)**

- 12.1 There were no items of urgent business.

## **13 Close of Meeting**

- 13.1 The meeting closed at 4.56pm

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Chair

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Date

**Contact Officer:** Rebecca Arnold, Head of Member and Committee Services;  
Telephone: 020 7983 4421; Email: rebecca.arnold@london.gov.uk

**GLA Oversight Committee – Wednesday 11 October 2017****Transcript of Item 5 – Independent Review of the Garden Bridge and Lessons Learnt**

**Len Duvall AM (Chair):** We have a number of formal questions that we collectively have decided that we want to ask concerning this report to you all and then there will, no doubt, be additional questioning arising from your answers or particular issues that Members wish to raise.

If I can begin, the first set of questions is to you, Margaret. Can you outline to the Committee the main findings of your review?

**The Rt Hon Dame Margaret Hodge MP:** Probably I would start with the difficulties that the project faced, which arose because of the lack of clarity of purpose and it started with that. If we had had the purpose clearly defined, you might then have been able to do a proper project plan and you might have had the funding properly sorted.

That lack of clarity about purpose led to value-for-money concerns and, particularly, right throughout, escalating costs the whole time, which never seemed to be properly brought under control, and a less and less convincing case on value-for-money terms for proceeding. That was the second issue, so a lack of clarity and value-for-money.

Then, the lack of transparency throughout the process, which was probably linked to the Mayoral Direction issue, was another aspect of it. If there had been greater transparency all the way through, people might have halted, thought better, and considered alternative routes forward. That might have been just a much better thing. That is the third thing I would say: lack of transparency.

The fourth thing I would say is a failure of the checks that exist in the system, because there are checks; there was an abuse of the protocols around checks in the system, whether within Transport for London (TfL) or elsewhere throughout. Those would be my four key findings from the review.

**Len Duvall AM (Chair):** In your experience of reviewing public expenditure in terms of in another place, what surprised you most during this review?

**The Rt Hon Dame Margaret Hodge MP:** The total lack of regard for due process. I was quite taken aback about that. I was in on the development of this organisation – and it was a Labour Government that established it [the Greater London Authority] – and what we were trying to do was leave the Mayor free from too much bureaucracy to really do visionary things for London. That was the concept and, in doing that, we probably did not give enough regard to ensuring that the proper checks were in place when people would tend to have a slight abuse of power. I thought that was the first thing.

Then, as you go through and you look at the funding and the ability to raise private finance, the other thing that really surprised me all the way through in the discussions I had with the stakeholders was a real, it seemed, to me, failure to engage effectively with people and garner support for the project. If you are doing something as big as that which has a great impact and is very innovative and quite controversial – think about the wheel – do a lot of work beforehand to try to bring people with you.

I know that the Garden Bridge Trust has been critical and they say I have had one sided view. I did not have a one-sided view. Really, all that came at me was a lot of people who might even have supported the Bridge at an early stage but then, once they got into the detail and understood what was involved in it, withdrew their support. I felt: why on earth did people not engage more actively with the ordinary people? It was supposed to be the people's bridge but I am not sure which people it served. Those would be the two things that I would say: lack of regard for due process and failure to engage effectively.

**Len Duvall AM (Chair):** I suppose, lastly, coming to your view and the advice you gave the Mayor, what would have happened if the project had continued? Given the evidence that you had from officials and from the Trust and others, what you think would have been the likely scenario had the Mayor followed through on the commitment to underwrite the Garden Bridge? What do you think would have happened?

**The Rt Hon Dame Margaret Hodge MP:** This is really my judgement and so it was a complete personal judgement call. What I looked at here were both the discussions I had with the Garden Bridge Trust, particularly Paul Morrell [Deputy Chair, Garden Bridge Trust], and also the papers I had from the National Audit Office (NAO), the papers I got from Treasury – the Treasury looked again at the business case – and the history. It is a guesstimate, Len, and so it is difficult to hold me to it, but I came to the view that we, Londoners, had spent – both taxpayers and council taxpayers – getting on for £40 million or £37 million or whatever it was on it. I thought it would end up being over £100 million of public money. That was actually what I, in my head, came to, partly because Paul said it was now north of £200 million in his discussion with me and that was, again, before a spade had gone into the ground and so it was partly that all those costs were escalating. I know it was a fixed-price contract but the failure to keep the team together meant that they would have had to recruit a team again and there would have been into a lot of variations on the contract and so there was that.

Then I just could not feel the realism of their being able to raise private finance, given the controversial nature of the project. If you are a philanthropist or a corporation, you want something back for an investment of that nature and, in a controversial project of this sort, it is difficult to see what they would have got back. I simply could not believe that they would be able to raise the money for the management and maintenance, particularly if the Mayor had given the guarantee because, if you have the guarantee there, why on earth would you, as a funder, think there was any point putting your money into something if in fact the Mayor had underwritten it anyway? I have to stress that that is my own view.

**Len Duvall AM (Chair):** Sure, and a judgement based on what you had heard and read?

**The Rt Hon Dame Margaret Hodge MP:** Yes.

**Len Duvall AM (Chair):** OK. Let us move, David, to you in terms of the Mayor's expectation for this review. Also, from a number of Assembly Members' point of view, why did it take so long for him to come to request a review?

**David Bellamy (Mayor's Chief of Staff):** In terms of the purpose of the review, largely, that is set out in the terms of reference, which are in Margaret's report and also in the relevant Mayoral Decision, and so Assembly Members will be familiar with those.

There are probably two particular reasons beyond that that I would highlight. Firstly, this project had quite a lot of complex history that predated this administration and it was helpful to have somebody who was able to get to the bottom of that and ensure the Mayor had a clear understanding of what was going on and also that the London taxpayer had a clear understanding, given the amount of public funds that it is obvious went into that.

Secondly, there was a decision towards the Mayor about whether to give guarantees for the operation and maintenance of the bridge. Given that those guarantees may need to run for centuries and given that we are talking about the lifespan of a bridge here, it is definitely a very repercussive decision for any Mayor to have to take. In that context, the Mayor wished to ensure that he had good, independent advice to consider.

In terms of timing, things did take a little while. The Mayor came to the conclusion at some point in mid to late July [2017] that a review of this nature would be a good idea. He asked me to approach Margaret to see if she would be prepared to do it, given her experiences on the Public Accounts Committee (PAC). We spoke and we agreed to meet. Unfortunately, our holidays were sequential and so it was not until the start of September that we could actually sit down and discuss what this might involve; then Margaret was able to consider and confirm that she would like to do things. It then took a couple of weeks to finalise the terms of reference, work out administrative support and so on, up to the announcement of the review on 22 September [2016].

**Len Duvall AM (Chair):** Thank you. If I come to you, Mike, we will talk about the views of TfL towards the report probably later on in a questioning, but I just want to ascertain your involvement in the final report. How were you and your organisation involved in the review from your perspective? Do you feel that TfL had opportunities to put their side of the account on this project?

**Mike Brown MVO (Commissioner of Transport for London):** Yes, I do, certainly from the point of view of those people who work for TfL now or at the time of the review, which are the only people I can talk for with any confidence because the people who used to work here or used to work with the previous Mayor, that was a different issue. Certainly, from my perspective, Chair, yes, absolutely. I met with Margaret, as did some members of my team, and I had a sense that it was a very full and thorough line of questioning that was perfectly appropriate in the circumstances of the review as the Mayor had requested.

**Len Duvall AM (Chair):** OK. Your organisation provided additional information that was not already in the public domain?

**Mike Brown MVO (Commissioner of Transport for London):** Yes. I had made it very clear to the organisation that we would be fully open and transparent as part of the review. If you are going to have a review, it is really important, as you, Chair, and other Assembly Members will understand, that that is as open as it possibly can be if it is going to have the value that it should have. Absolutely.

**Len Duvall AM (Chair):** Thank you for that.

**Andrew Boff AM:** Dame Margaret, the Garden Bridge Trust claims that political uncertainty caused by the changing administration and the review itself was responsible for the difficulty in fundraising. Do you agree with that assessment?

**The Rt Hon Dame Margaret Hodge MP:** No. If you look at the history, they raised something like £85 million and then they lost -- I hope my figures are right here; it is some months since I looked at it. I will come back to you if I have my figures wrong, all right, but --

**David Bellamy (Mayor's Chief of Staff):** Should I help? From Margaret's report, the funds pledged to the trust, as Margaret reported, in spring 2015 were £85 million and as of May 2016, which is when the mayoral election was and some months before the review was announced, the funds pledged had reduced to £69 million. You can see that there was a reduction in funds pledged in advance of the change of mayoralty, never mind this review.

**Andrew Boff AM:** Thank you.

**The Rt Hon Dame Margaret Hodge MP:** Also, I have to say around the fundraising that I did talk to the Garden Bridge Trust about it when they came to see me, although they were somewhat reluctant to reveal a lot to me. I know they have been critical and said that I did not. I did ask them questions but they slightly closed down that line of questioning. I have done a lot of fundraising, as you know, Andrew, in my time and it felt to me that quite a lot of the money claimed was not copper-bottomed money. There was not money in the bank. That felt a bit fragile to me.

I was a bit suspect of the fact that so many [donors] were anonymous. I appreciate that some philanthropists do like to maintain anonymity, but the extent of anonymous pledges was quite large in this instance and that made me feel a bit nervous about how solid those pledges were. There was nothing to stop them - as Sadiq [Sadiq Khan, Mayor of London] said right from the start - carrying on raising money. It is difficult to raise money in any circumstances, but if you are working with a controversial project, as this had become - it did not start like that; it became a controversial project - once you are in that situation, it is much more difficult to get investors, who will always want a return for their philanthropic contribution. It is much more difficult to get them engaged.

You just have to be a bit realistic. They had nothing. They lost money before the election. They never gained any or they were never able to demonstrate any new pledges.

**Andrew Boff AM:** Did you meet with any of the donors?

**The Rt Hon Dame Margaret Hodge MP:** No. Let me just explain this to you. Anybody who wanted could have come to see me. If a donor had wanted to come and see me, my door was open. For example, originally, I did not have in my programme meeting the architects who had bid for the contract that Heatherwick was awarded. They approached and wanted to come and see me and that was fine. I have also had people who have written to me. I got quite a lot of letters. People could have given me those. If the Trust had wanted me to meet their donors, I was quite open to that.

The trust has also said that I only met people who were against the scheme. I have done a little analysis of that, just out of interest. Out of the 25 meetings I had, seven were with people who were in favour, six were with people who were against and 12 were neutral. Therefore, there was not any bias in there. I did not do that deliberately; that is looking at an analysis now of the nature of the people who came and talked to me.

**Andrew Boff AM:** Would it be fair to say that the majority of people who came to see you to give evidence were invited by you to come and talk to you?

**The Rt Hon Dame Margaret Hodge MP:** I invited people to start with and then people suggested other people and so it was a bit of an iterative process.

**Andrew Boff AM:** You did not invite any donors?

**The Rt Hon Dame Margaret Hodge MP:** I was not asked to invite donors and no donor wrote to me.

**Andrew Boff AM:** You were not asked to invite anyone, were you, or were those specific names?

**The Rt Hon Dame Margaret Hodge MP:** Yes, I was. People suggested --



**Andrew Boff AM:** Who asked you to invite them?

**The Rt Hon Dame Margaret Hodge MP:** Various. You have it. I had evidence from TfL officials and they would suggest that maybe somebody else should come in as a TfL official that I had not dealt with.

**Andrew Boff AM:** Nobody suggested a donor?

**The Rt Hon Dame Margaret Hodge MP:** Nobody, including the Garden Bridge Trust, suggested that I speak to a donor. This is the other thing: a donor could perfectly well have said, "I would like to come and talk to you about this". No donor approached me. Had they done so, I would have talked to them.

**Andrew Boff AM:** Thank you. Mr Brown, have you investigated the concerns that the Garden Bridge Trust raised about how the review was carried out?

**Mike Brown MVO (Commissioner of Transport for London):** I have not investigated those concerns, no.

**Andrew Boff AM:** OK. Mr Bellamy, have you conducted any investigation into what the Garden Bridge Trust says are problems with the review? Have you investigated those?

**David Bellamy (Mayor's Chief of Staff):** As the Mayor said in his letter of 28 April [2017] announcing his decision around guarantees for the project, he was aware of the letter to Dame Margaret from the Trust, which of course was a letter that was issued publicly and so everybody has had the opportunity to see that. That had been considered in his decision-making.

**Andrew Boff AM:** Dame Margaret, did the Greater London Authority (GLA) offer any meeting facilities at the GLA for you to conduct your work?

**The Rt Hon Dame Margaret Hodge MP:** No. I did not ask nor was I offered. I cannot remember asking or being offered.

**Andrew Boff AM:** Are you a friend of the Mayor, Dame Margaret?

**The Rt Hon Dame Margaret Hodge MP:** Of course, yes, but hang on a minute, Andrew --

**Andrew Boff AM:** Was --

**The Rt Hon Dame Margaret Hodge MP:** No, hang on a minute. If you are suggesting that in some way I was approached by him -- he is a member of my Party. He was a London Member of Parliament (MP). I have known him for goodness knows how many years and we have worked together and socialised together. However, if you are trying to make from that an implication that somehow the personal relationship biased my review, it did not. I was absolutely clear at the start when David [David Bellamy, the Mayor's Chief of Staff] first came to see me that I did not have a view on the bridge. It had not crossed my desk. I am an outer London MP; I am not an inner London MP.

The only thing I would have said would have been that we need more bridges out in the east and less in the centre. That might have been my only partisan view, but, apart from that, if the implication is that I am in some way biased, you asked the question and so I am simply saying to you: I knew the Mayor and he is a friend of mine, but that had absolutely no impact on the nature, the approach or the conclusions of my report.

**Andrew Boff AM:** Thank you for that very full reply. A question does not have an opinion.

**The Rt Hon Dame Margaret Hodge MP:** It has an implication.

**Andrew Boff AM:** I do not think --

**The Rt Hon Dame Margaret Hodge MP:** I just wanted to make that position clear.

**Andrew Boff AM:** Towards the end of the session that you had with Thomas Heatherwick [designer of proposed Garden Bridge], you said that you had not completed the interview with him. Did you go on to complete that interview with Thomas Heatherwick?

**The Rt Hon Dame Margaret Hodge MP:** I felt that actually I had got enough out of it and so there was no need to reconvene. I did not think any value would be added if I --

**Andrew Boff AM:** You came to that conclusion subsequent to the meeting?

**The Rt Hon Dame Margaret Hodge MP:** Yes, after I talked to lots of other people.

**Andrew Boff AM:** All right. In the evidence raised when you interviewed Joanna Lumley [British actor], she made a reference to an instruction that had been sent out to Labour mayoral candidates and that information was conveyed to her by David Lammy [The Rt Hon David Lammy MP]. Did you interview David Lammy with regard to that evidence?

**The Rt Hon Dame Margaret Hodge MP:** You will have to remind me, Andrew. That interview with Joanna Lumley took place when?

**Andrew Boff AM:** A little while ago; you are quite right. It was 1 December 2016. I am happy to --

**The Rt Hon Dame Margaret Hodge MP:** If you send it to me, I will have a look at it. To be absolutely honest, I cannot remember.

**Andrew Boff AM:** I am happy to do my best Joanna Lumley diction and say to you as follows:

*"Before the last mayoral election – and I'm reluctant [this is Joanna Lumley speaking] to say this but I have to say it because it's important for me – David Lammy phoned me up, who is a friend of mine, and said, 'Why is it that on our list for being mayoral candidates we have to say that we will suppress or cancel the Garden Bridge? Tell me what the Garden Bridge is. What's so wrong with it?' [This is what David Lammy supposedly said.] So I talked to him and said, 'I didn't know this'. It was approved by the Labour Mayor of London when I first took it to him, Ken Livingstone; he thought it was great. I had no idea. He said, 'Well, we have to tick that. We have to say that we would suppress the Garden Bridge. Did you not know that?'"*

Then you are then saying, "I don't think that's true", and Joanna Lumley says, "Why did David Lammy phone me then?" Was that not enough evidence --

**The Rt Hon Dame Margaret Hodge MP:** What did I say to that?

**Andrew Boff AM:** You said, "I have no idea, but anyway that's slightly outside my terms of reference". I do not want to be unfair to you in any way. Why was it outside the [terms of] reference when it directly affected the future of the Garden Bridge?

**The Rt Hon Dame Margaret Hodge MP:** My terms of reference were not to judge whether this was a good or bad idea. My terms of reference were to judge – if you look up the actual terms of reference on it – value for money for the public. Let us make sure I read this to you properly. It says:

*“To assess the public sector contribution to the Garden Bridge project and whether value for money has been achieved; to investigate the conduct of Transport for London, the Greater London Authority and other relevant authorities in regard to the Garden Bridge project from first proposal to date; to achieve this through assessing the findings of previous reviews, interviewing current and former GLA/TfL staff and other stakeholders, and investigating more deeply as required; to set out any lessons that should be learnt in order to improve the conduct of potential and approved projects in the future; to produce a report for the Mayor of London, which will be published in full.”*

I stuck to those terms of reference.

**Andrew Boff AM:** You did not think that that was relevant despite it being a major part of what Joanna Lumley said to you about the decision-making process that led --

**The Rt Hon Dame Margaret Hodge MP:** Will you read out again what I actually said to her?

**Andrew Boff AM:** Yes, “I have no idea, but anyway that’s slightly outside my terms of reference”.

**The Rt Hon Dame Margaret Hodge MP:** Quite.

**Andrew Boff AM:** Yes, but, bearing in mind she quoted that, you did not think that that was sufficient?

**The Rt Hon Dame Margaret Hodge MP:** Read it again.

**Andrew Boff AM:** You thought it was outside the terms of reference. I get that. That is the position you are holding, which is fine.

First of all, let us go on to the evidence. You referred in your report a number of times to evidence, but there does not appear to be anything in the way of references in your report to reference documents or anything like that. Is that deliberate not to have references?

**The Rt Hon Dame Margaret Hodge MP:** What are you particularly concerned about where I am unreferenced? Where do I make an assertion that you think is not referenced?

**Andrew Boff AM:** You make a number of assertions about the situation at the time, the situation at TfL. You make references to procedures.

**The Rt Hon Dame Margaret Hodge MP:** Can you just give me an example, please?

**Andrew Boff AM:** You do reference procedures at TfL within your report.

**The Rt Hon Dame Margaret Hodge MP:** Go on. I am just trying to think of an example of where --

**Andrew Boff AM:** That is it.

**The Rt Hon Dame Margaret Hodge MP:** Where are you feeling that I should have referenced and have not referenced?

**Andrew Boff AM:** You admit that you have made references to TfL's procedures? You are not?

**The Rt Hon Dame Margaret Hodge MP:** Sorry. You started this questioning by saying to me that I did not reference the evidence in the assertions I made. All I would like you to do to make this an easier conversation is to lead me to somewhere where I have said something that you feel is unevidenced.

**Andrew Boff AM:** Do you at any point reference TfL's internal procedures for procurement?

**The Rt Hon Dame Margaret Hodge MP:** Where is that? Can I go back, Andrew, to what you asked? You said, "You have made certain assertions without reference to the evidence".

**Andrew Boff AM:** Yes.

**The Rt Hon Dame Margaret Hodge MP:** That is where this conversation is at. All I am asking of you is point me to some. I do have the report here; I hope you have. I do not have the evidence because there is mountains of it, but show me somewhere in the report where you think I say something which you feel I have not evidenced.

**Andrew Boff AM:** You made a reference to the invitation to tender at paragraph 53 and you do not reference that invitation to tender.

**The Rt Hon Dame Margaret Hodge MP:** "The invitation to tender was formally launched on 13 February [2013]", yes?

**Andrew Boff AM:** There are no references to that information or that data.

**The Rt Hon Dame Margaret Hodge MP:** Well, why --

**Andrew Boff AM:** Sorry, Dame Margaret. I am sorry. The reason I do not have those individual references is because the report is littered with such references about procedures within TfL and about the way in which things should be done and yet at no point do we find any references in your report. I do not understand why there are no references.

**The Rt Hon Dame Margaret Hodge MP:** I just did not. It would have been a lot of further work to put in the references. If there is something where you think I have made an assertion for which there is no evidence, I would like you to demonstrate that to me. The paragraph that you have demonstrated there, if I read it to the Committee so that they all know what we are talking about:

*"The invitation to tender for the bridge design services contract was formally launched on 13 February 2013 [actually, I probably got that out of the minutes of this Committee], although all three firms that were invited to tender were notified of the impending tender on 8 February."*

I probably got that out of this Committee. One of the sources would have been this Committee. I have a boxful of references at home. You are very welcome to have my boxful. *"The firms were Marks Barfield Architects, Wilkinson Eyre and Heatherwick Studio."*

**Andrew Boff AM:** That was useful you have said that, Dame Margaret, because one of the things I was going to move on to is whether you will release all the evidence that has been made available to you.

**The Rt Hon Dame Margaret Hodge MP:** I do not know. David [David Bellamy] and the GLA would have to have a look at what it is they gave me and whether it is --

**Len Duvall AM (Chair):** To help Andrew on that particular issue, page 42 of our own report references where we had that information from and we had that information from TfL and it would have been in your numerous papers and Freedom of Information (FOI) [Act] requests as well as TfL information passed to you.

**Andrew Boff AM:** Thank you for the helpful suggestion, Chair. Of course, Dame Margaret's report did not even reference our report. It mentioned it but it did not reference it. Can we move on to --

**The Rt Hon Dame Margaret Hodge MP:** I am not sure what benefit that would have been. I am not sure what you are getting at. There has to be a purpose of questioning, if I may say so. If the assertion is that I have made assertions here that are not based on evidence, please give them to me and I will then try to answer you as to why I came to that view and where it is my own view.

**Andrew Boff AM:** I am hoping to do that and the Committee --

**The Rt Hon Dame Margaret Hodge MP:** I do not want you to think that I came to decisions here off the top of my head. I did not. I spent a lot of time going through evidence from this Committee, evidence from the Government, evidence from TfL and others, and it was absolutely --

**Andrew Boff AM:** You can make that evidence available to us?

**The Rt Hon Dame Margaret Hodge MP:** I am subject to the GLA or TfL. I am not sure. I do not know quite how it works.

**David Bellamy (Mayor's Chief of Staff):** Chair, I do not have the magic piece of paper with me, it seems, to my irritation. When Dame Margaret was appointed to do the review, officers pulled together a suite of reading for her to start. My understanding is that all of that should be referenced. There is a TfL webpage - in the interests of the transparency that perhaps at one stage this project lacked - and that has a whole load of things on there. The bulk of what we were trying to do to set Dame Margaret up was to give her that as a fairly copious reading pack. My belief is that all that stuff is out there on the TfL website for everybody's reading pleasure. Clearly, there may have been additional pieces of paper that people presented to her during the review that the GLA and I would not know about. As a public body our obligation is to publish things so that they are there. We would always abide by that.

**Andrew Boff AM:** Thank you. Dame Margaret, was it at your request that the Mayor tried to prevent the Assembly from having the transcripts?

**The Rt Hon Dame Margaret Hodge MP:** No.

**Andrew Boff AM:** Will you --

**The Rt Hon Dame Margaret Hodge MP:** I am not sure that is true. Is that true?

**David Bellamy (Mayor's Chief of Staff):** No, it is not true at all.

**Andrew Boff AM:** OK. I must have been asking questions in a parallel universe, then, to come to that conclusion. Was the deadline for your report unreasonable?

**The Rt Hon Dame Margaret Hodge MP:** There was not a deadline.

**Andrew Boff AM:** Why did you determine that that was the date on which it should be released?

**The Rt Hon Dame Margaret Hodge MP:** I had hoped to finish it earlier but I had personal circumstances which meant I had a couple of months off.

**Andrew Boff AM:** When did you ask for the £9,000 payment for the report?

**The Rt Hon Dame Margaret Hodge MP:** I did not.

**Andrew Boff AM:** You did not ask for it at any point?

**The Rt Hon Dame Margaret Hodge MP:** No.

**Andrew Boff AM:** Who offered it to you?

**David Bellamy (Mayor's Chief of Staff):** Chair, I met with Dame Margaret and the external lawyers that we were commissioning to ensure everything was in order before the report's publication. That meeting took place, from memory, on 15 March [2017]. At the end of that meeting, I spoke to her, as I have written to Assembly Member Boff separately and made clear, explaining the circumstances. I felt that having gone through what we went through with the lawyers and hearing about the scope of work, it had taken significantly more effort from Dame Margaret than perhaps we had realised when we commissioned the work and that, in that circumstance, payment was appropriate.

Also, I was personally uncomfortable about the fact that we had made a payment to a male parliamentarian for doing a review for the Mayor but had not done that for a female parliamentarian. On that basis, I asked Dame Margaret if she would be prepared to accept remuneration and, subsequent to that, I spoke with officers to determine a proportionate amount consistent with payments made for other reviews and work carried out for the Mayor.

**Andrew Boff AM:** Thank you. Did you get any peer review of your report?

**The Rt Hon Dame Margaret Hodge MP:** It was my report.

**Andrew Boff AM:** Yes, but no peer review of the outcomes or the findings?

**The Rt Hon Dame Margaret Hodge MP:** No, it was my report. It was always my report.

**Andrew Boff AM:** All right. Why did you accept the £9,000 when originally it was supposed to be work you were doing for free?

**The Rt Hon Dame Margaret Hodge MP:** Originally, I had thought that this was a three-month job and what I committed to was a day a week over three months. That was originally it.

When I got into the work and I did a very thorough job, it just took me much longer. I am trying to work out how many hours. My weekends over a long, long period were immersed in documents around the Garden

Bridge Review, reading those and trying to make sense of different things said by different people at different times, especially a lot of the FOI information. I spent – I do not know – absolutely hours and hours, much more than I had thought. Probably, if I am absolutely honest, if I had realised how much it was, I might not have undertaken it because for weeks it consumed my weekends.

**Andrew Boff AM:** Had you ever written a report before on your own?

**The Rt Hon Dame Margaret Hodge MP:** God, yes, down the years I have written loads of reports. I have been around a long time, Andrew.

**Andrew Boff AM:** Yes. Haven't we both. What references did you look at on the standards of reports and how they should be presented? Did you use any particular guideline?

**The Rt Hon Dame Margaret Hodge MP:** I have read and written sufficient reports on these sorts of issues to be able to make a judgement on what is appropriate and not appropriate.

**Andrew Boff AM:** Did you ever cross-reference back to reports from the House of Commons about its standards for reports?

**The Rt Hon Dame Margaret Hodge MP:** I cross-referenced to reports and I had a lot of information from the Government in various guises – the NAO, the PAC, the Treasury, the Department for Transport (DfT) – all of whom also submitted written evidence to me. I am trying to think. Half the funding came from the Government and, actually, one of the reasons the PAC did not return to the issue was because I was doing this. They have so much on their plate that they thought this would cover it.

**Andrew Boff AM:** When did you send transcripts to the people who gave evidence?

**The Rt Hon Dame Margaret Hodge MP:** That was done by the GLA officer.

**Andrew Boff AM:** You did not send the transcripts prior to the publication of the report?

**The Rt Hon Dame Margaret Hodge MP:** Yes. The individual transcripts were sent to those who had given evidence when they asked for it, but the actual dates you will have to get from the GLA admin officer.

**Andrew Boff AM:** Can you remember any transcripts that you did return to any particular person? Can you remember any particular one?

**The Rt Hon Dame Margaret Hodge MP:** I did not do it myself. It was done through the GLA admin officer.

**Andrew Boff AM:** There has been a complaint that those transcripts were not returned despite being requested.

**The Rt Hon Dame Margaret Hodge MP:** Nobody complained to me.

**Andrew Boff AM:** No?

**The Rt Hon Dame Margaret Hodge MP:** No.

**Andrew Boff AM:** Mr Bellamy, did anybody ask for transcripts from this report from you?

**David Bellamy (Mayor's Chief of Staff):** Not from me personally. There were a number of FOI requests submitted subsequent to the publication of Dame Margaret's report. Where those asked for transcripts, those have been provided. All those requests have now been met, subsequent to officers completing the legal responsibilities they have in terms of checking those with the person who gave evidence, ensuring that they are accurate and contain no information that is inappropriate to publish. That process, I am informed, has now been completed but that was something that is a matter for officers in the usual line of business.

**Andrew Boff AM:** As much as they may not have made personal requests to you, did your department receive any requests from people who gave evidence for the transcript of their evidence?

**David Bellamy (Mayor's Chief of Staff):** Not that I am aware of.

**Andrew Boff AM:** Not that you are aware of. Would you think that that is a failing, Dame Margaret, if people had not received the transcript of their evidence if they had requested it?

**The Rt Hon Dame Margaret Hodge MP:** Nobody was. Who has said they asked and were refused? Who asked and was refused?

**Andrew Boff AM:** Would you think it a failing?

**The Rt Hon Dame Margaret Hodge MP:** No, it is, again, another hidden allegation, Andrew. Has anybody asked? All I knew is that a couple of people asked if they could see their transcripts and, as far as I know, the GLA officer sent them. There was no problem with that whatsoever.

**Andrew Boff AM:** In the many reports you have been involved with, would you think it a courtesy to allow people who wanted a transcript to have a copy of it?

**The Rt Hon Dame Margaret Hodge MP:** Can you tell me who did not a transcript who asked for it?

**Andrew Boff AM:** It is a question. It was simple. Is it a professional courtesy --

**The Rt Hon Dame Margaret Hodge MP:** No, I am asking you because behind that question is an assertion that I was trying to hide something. I was not.

**Andrew Boff AM:** That is fine.

**The Rt Hon Dame Margaret Hodge MP:** Actually, if you look at how I started all of these things, I said, "We are going to record." One or two of you came and talked to me. "We are going to record so that there can be no doubt about what was said here", and I opened the conversation that way. There was no attempt to --

**Andrew Boff AM:** That is fine. I am trying to get an idea, Dame Margaret, about the standards of the report and, as you can see quite openly and transparently in the questions I am asking, about what you consider makes a good report. One of those things is perhaps to share the transcripts --

**The Rt Hon Dame Margaret Hodge MP:** When people ask for them.

**Andrew Boff AM:** -- with the people who have given evidence when people ask for them and that is a common courtesy, I am assuming.



**The Rt Hon Dame Margaret Hodge MP:** I need to know from you because the implication from what you have said is rather disturbing: that somebody asked for a transcript and it was refused. Who asked for a transcript and was refused?

**Andrew Boff AM:** I am just trying to see whether or not this a standard by which --

**The Rt Hon Dame Margaret Hodge MP:** Who asked?

**Andrew Boff AM:** It should not be dependent upon that.

**Len Duvall AM (Chair):** Andrew, I am looking --

**Andrew Boff AM:** We are not getting anywhere with this.

**Len Duvall AM (Chair):** Fine. I am looking around and there are some of your colleagues who have been wanting to come in.

**Andrew Boff AM:** Yes, of course.

**Len Duvall AM (Chair):** Let us give you a break and I will bring you back.

**Andrew Boff AM:** I have actually just finished.

**Len Duvall AM (Chair):** Thank you. Sian Berry?

**Sian Berry AM:** I am afraid, Chair, I was just going to suggest that we were getting into rather technical and administrative issues. When we had Lord Harris in here, we did not challenge his ability to write a report and so --

**Andrew Boff AM:** I was not in the meeting.

**Sian Berry AM:** -- can we move on to more interesting things, please?

**Len Duvall AM (Chair):** Caroline, is yours the same point or is there a different question?

**Caroline Pidgeon MBE AM:** No, I wanted to ask David a question because this session is about the reaction to this review. Did the review change the Mayor's mind? If you look back to our first ever Mayor's Question Time [with Sadiq Khan as Mayor] on 25 May last year, the Mayor at that point said:

*"It is quite clear it would cost Londoners more to cancel the Garden Bridge than it would to finish it and it is therefore in the financial interests of London's taxpayers to complete the Garden Bridge."*

The Mayor clearly said that on 25 May last year. Did Dame Margaret's report change his mind? Was that the tipping point?

**David Bellamy (Mayor's Chief of Staff):** There was something in Dame Margaret's report that, yes, led to a change of conclusion there. Allow me to explain.

What the Mayor said shortly after taking office that you referred to was about it being better value for Londoners if the project was completed than cancelled. At that stage the Government had just agreed to

provide a £15 million underwrite for the project and so, if the project were cancelled, we could be looking at a loss of about £52 million to the public purse for no gain; whereas if the project were to proceed, the net public contribution, after the TfL contribution of that £30 million, £20 million changed to become a loan and so, after that loan was repaid, the net public contribution would have been £40 million. It was on that basis that the Mayor said that it would be in the financial interests of the taxpayer for that project to continue.

What then happened in terms of Dame Margaret's expert analysis is not just the general point about the likely further escalation of costs, which Dame Margaret has already referred to in evidence today, but also her view about the loan to TfL not being likely to be repaid. In that situation, that changes the net cost of the scheme to the public sector and that changes the balance of the analysis that the Mayor made.

**Caroline Pidgeon MBE AM:** It was instrumental in changing the Mayor's mind on this project?

**David Bellamy (Mayor's Chief of Staff):** Yes.

**Caroline Pidgeon MBE AM:** Thank you.

**Len Duvall AM (Chair):** David, I just have a very quick question on fundraising. Given the infamous or famous 24-hour visit to San Francisco by GLA people, from FOI requests TfL said, "We are having nothing to do with that, guv" because you were busy engaged on other activities to do with procurement and other things. A question to you, Mike, and to David Bellamy. Can you write to this Committee and tell us that your commercial sponsorship departments had nothing to do with fundraising for the Garden Bridge? If you trawl through that, there is a gap here.

I ask these questions because of the total picture, not just this report; everything else that has come together that paints a picture of the Mayor saying, "I want this to happen". I want to be assured that everything is being done properly and appropriately. You will know, Mike, from your position that one of the accusations from the community, if I can call it that, is that somehow those awarded contracts were also said to be donors for the Garden Bridge. I am not suggesting that.

One way to do it is to go back into your department, do the word-search or whatever you do and just check and give us feedback on this Committee because it has been an issue that Committee Members have raised in private and if we could do the same within the GLA. We have got the Head of Paid Service here but I am asking the Mayor's Chief of Staff. We want an assurance that those resources were used appropriately or will we find they were used inappropriately. Please give us an assurance on that, hopefully, so that we can clear that one up once and for all and it does not go in the myths that there was a little bit more here going on.

I take that in the picture of the fundraising issue about how difficult it is to fundraise for projects like this are and where things were travelling from and the mayoral commitment to the project, which is quite clear from the documentation we have received. We will pick this up in the recommendations at the end.

I want to make some progress, colleagues, and so let us go to our next set of questions, which is moving to cancellation costs. Tom Copley?

**Tom Copley AM:** Thank you, Chair. I have some questions on the issue of the cancellation costs, initially to the Commissioner on the oversight that TfL had of this project.

The principle mechanism TfL had for oversight of this project was its right to attend Garden Bridge Trust Board meetings as an observer. There have been a couple of FOIs on this to try to get the minutes. Will Hurst of

*The Architects' Journal* put in an FOI in February 2017 asking for all of the minutes and was told, "We do not hold minutes from the Garden Bridge Trust Board". When a minute was then referenced in a letter from Paul Morrell [Deputy Chair, Garden Bridge Trust] on 27 January [2017], Will Hurst again asked for that one specifically and was told:

"We did exercise our observer rights but do not have a centralised record of any copies of minutes that may have been provided to us. Therefore, in order to provide an answer to this, we have conducted a remote search of Richard de Cani's [former Managing Director of Planning, TfL] TfL mailbox of all emails from the Garden Bridge Trust since 2012 that contain the keyword 'minutes' ..."

It goes on to say that they manually reviewed the results to determine whether any of the emails contained minutes from the Garden Bridge Trust Board meetings.

My question to you, first of all, is, given that TfL's principal mechanism for overseeing the project and responsibly managing the taxpayers' contribution towards it was observer status at Garden Bridge Trust Board meetings, why is TfL unable to provide a complete set of minutes from those meetings in response to FOI requests from the public and indeed questions from the London Assembly?

**Mike Brown MVO (Commissioner of Transport for London):** I do not know the answer to that, Tom, but I am more than happy to have another look to see whether those minutes are available. As far as I am concerned, we will, as ever, be transparent and open with any minutes that we have and we will of course respond to any FOI requests as we always do. From my perspective, particularly because of course when this project started and for most of its life I was not involved with it at all because I was running London Underground, which had nothing to do with the Garden Bridge project, I see no reason why we would not have another look for that. I am happy to commit to that.

**Tom Copley AM:** Is this not incredibly concerning? Does this concern you? How do you explain the lack of having a centralised record of this information when it was TfL that was charged with overseeing it? Is not the proper filing of documentation basic good practice when overseeing a grant-funded project of this scale?

**Mike Brown MVO (Commissioner of Transport for London):** I would hope so and I would expect that under my leadership as Commissioner that would apply.

**Tom Copley AM:** The most recent minutes of the meetings that have been unearthed through this trawl of Richard de Cani's inbox are from early 2015. Do you know if at any point TfL or the Garden Bridge Trust made a conscious decision to stop sharing these documents in electronic form and is a hard copy in existence anywhere, do you know?

**Mike Brown MVO (Commissioner of Transport for London):** Honestly, Tom, I have no information on that whatsoever. I had absolutely no discussion with anyone with regard to the Garden Bridge prior to the day and hour I was asked to cover as Acting Commissioner and so --

**Tom Copley AM:** Surely once you came in, you then became responsible for this --

**Mike Brown MVO (Commissioner of Transport for London):** Of course.

**Tom Copley AM:** -- and should have been insisting that there was adequate oversight, given the scale of public money involved.

**Mike Brown MVO (Commissioner of Transport for London):** Of course and that is why I was at pains to assure that any such payments that were made and any such commitments that were made were in line with the initial funding arrangements and arrangements that had been put in place that predated my arrival as Commissioner. I had no option but to abide with those recommendations regardless of the fact that I inherited them. In terms of any discussions about not having sight of those minutes, I had no discussion on that topic ever.

**Tom Copley AM:** Did you ever ask to see the minutes?

**Mike Brown MVO (Commissioner of Transport for London):** No.

**Tom Copley AM:** Is that not a bit odd, given the level of public funding that was involved?

**Mike Brown MVO (Commissioner of Transport for London):** If you look at the breadth and reach of the job of Transport Commissioner, I was new to the job and there was a whole series of things that I had to commit to within very short order. Actually, I was the Acting Commissioner for a period of time before the quite appropriate appointments process took place. To be honest, as all of us do in our working lives, I no doubt was prioritising what were I felt the most risk to TfL and the most important things that we were considering at that time.

**Tom Copley AM:** I know in your interview with Dame Margaret - and we will come on to this later - you said it was not even in your top 100 transport projects, but you knew it was politically controversial and so would that not have flagged up a red light to you?

**Mike Brown MVO (Commissioner of Transport for London):** In retrospect, of course, with the benefit of 20/20 hindsight, you could say that this had become and has become much more of a politically focused project since then. However, at the time of me becoming Acting Commissioner, the previous Mayor was in office and he had made his position very clear. In effect, the responsibility for the governance of the Garden Bridge project sat with the Garden Bridge Trust, not in the core of TfL's responsibilities. Therefore, quite appropriately - of course, the benefit of perfect hindsight always can adjust that view - at that time, I made that judgement as to where my focus would be.

**Len Duvall AM (Chair):** Mike, when you say 'politically', some of the criticisms of the project were of a technical nature and professional nature and went to the heart of some of the issues. It was not just political and people being opposed to the bridge. It was about the processes that TfL were operating. Do you accept that?

**Mike Brown MVO (Commissioner of Transport for London):** Absolutely, Chair, yes.

**Len Duvall AM (Chair):** You do? When you say 'politically', we have political affiliations, but I --

**Mike Brown MVO (Commissioner of Transport for London):** Absolutely. I do not want to mislead you, Chair, or you, Tom, or the Committee. Let me be very clear. I have been absolutely determined to follow the recommendations that have emerged from Dame Margaret's report. Within those recommendations are some issues around the processes of procurement and other factors - which you may get to later on in the meeting, I suspect - and I have been very open in saying that, absolutely, we will put those in place.

One of the first things I did when I took over as Commissioner was set in train a process to have a chief procurement officer put in place across TfL. There had never been a single procurement function across TfL. It was my judgement that, along with some other issues, the Garden Bridge experience warranted that as part

of the response to those recommendations and there were many other responses which I suspect we will get to.

Therefore, I do not want to give you the impression at all, Chair, that this was only about a political consideration because I have a responsibility as, in effect, the chief executive of the organisation, of course.

**Tom Copley AM:** As an organisation, does TfL, either through your funding agreement with the Garden Bridge Trust or in any other ways, have the ability to compel them to release all of the minutes from their Board meetings?

**Mike Brown MVO (Commissioner of Transport for London):** I do not think we do, but I can check that, but I--

**Tom Copley AM:** You certainly have some authority to ask them to do so.

**Mike Brown MVO (Commissioner of Transport for London):** Yes. Again, I am happy to check on that fact and get back you formally on that, yes.

**Tom Copley AM:** Dame Margaret, from what you have heard here about this lackadaisical approach perhaps or hands-off approach, do you think this symptomatic of a lack of oversight of this project by TfL?

**The Rt Hon Dame Margaret Hodge MP:** Yes. Mike has really instituted some very important reforms, based hopefully on lessons learnt, which was one of the purposes. There was a lack of oversight all the way through. There was quite a difficult issue, which I probably never even bottomed out, on how decisions were taken to release money through the process.

**Tom Copley AM:** I am coming on to that in a moment, yes.

**The Rt Hon Dame Margaret Hodge MP:** It seemed to me the authority for that and the scrutiny of that by officials -- what is at the heart here is this Mayoral Direction issue. For me, with my PAC hat on, a Mayoral Direction is fine and the Mayor should have ideas and that is one of the reasons for having a Mayor, but it should be a red flag to everybody else. Therefore, just because he or she has an idea does not mean that you then forget due process. There was a slight muddle in TfL. It comes out of Peter Hendy's [former Commissioner of TfL] evidence to me. Somehow, he felt that the Mayor had the mandate to do this, with which I agree because he has this big democratic mandate, and therefore pursuing a Garden Bridge was entirely appropriate, but, actually, forgetting to do due process in the pursuit of a perfectly legitimate objective is not acceptable. All the internal processes within TfL somehow ran away from it because people felt, "This is a Mayoral Direction. We have to get on with it". You still have duties around value for money and probity. You still have those. That is a really important lesson to learn.

**Tom Copley AM:** Thank you. I want to come on now to some of these issues around the signing of the engineering contracts specifically, because TfL did have an absolute role there in terms of authorising the release of the next tranche of funding. There has always been some confusion around this issue, not least because the language of the Mayoral Direction needed to be altered at one point.

I want to ask Mike first of all: there were a number of conditions in the deed of grant that needed to be satisfied to TfL's satisfaction and so I am going to go through a couple of them. Could you explain to us how the Garden Bridge Trust satisfied you - and I quote - "that it has secured a satisfactory level of funding to operate and maintain the Garden Bridge, once it is built, for at least five years from its completion"?

**Mike Brown MVO (Commissioner of Transport for London):** There was a series of payments that took place since I took over as Commissioner. Those are the only payments that I can talk about with any certainty to this Committee. I cannot --

**Tom Copley AM:** This was in your time as Commissioner.

**Mike Brown MVO (Commissioner of Transport for London):** I was advised, for example, that on 10 August 2015 there was a payment of £1.74 million. That payment, which we made DfT aware of, I was advised, was in accordance with the schedule of the funding agreement and, had we not made that payment, then we would have been in breach of the funding agreement as had been laid out previously. That actually is the case for all the subsequent payments, so £3.5 million on 16 November --

**Tom Copley AM:** I really want to focus on this £7 million payment that was released after the construction contract was signed.

**Mike Brown MVO (Commissioner of Transport for London):** Yes.

**Tom Copley AM:** I want you to tell me how the Garden Bridge Trust satisfied you that they had secured "a satisfactory level of funding to operate and maintain the Garden Bridge once it is built for at least the first five years of operation"?

**Mike Brown MVO (Commissioner of Transport for London):** Can you just remind me of the date of that, Tom?

**Tom Copley AM:** The £7 million was released in February/March 2016.

**Mike Brown MVO (Commissioner of Transport for London):** All right. Again, my advice at that time - and by the way, this was also when of course our own Audit and Assurance Committee was undergoing a review of the funding of this - my advice was quite clear that we were obliged to pay that money at that time.

Actually, when we got to the funding of 22 April [2016], there was Mayoral Direction - form 1647 - signed, which amended the precondition for the GLA guarantees of the bridge. Instead of needing five years of operating costs at that point, that then said that the Garden Bridge Trust now needed to demonstrate a credible strategy for securing those funds going forward --

**Tom Copley AM:** The deed of grant was never amended. Sorry, Commissioner.

**Mike Brown MVO (Commissioner of Transport for London):** That was not an approval that TfL needed to give at that time. That was not something that required our approval and it did not get our approval.

**Len Duvall AM (Chair):** Could I just come in? I have seen exchanges between TfL officials and DfT officials to draw down their money and it just says there is no due diligence report attached to it and no additional information. It just says the conditions have been met. Is that what you received in terms of the assurances you had or is there in TfL behind every one of these decisions -- I am more interested -- I know the £7 million is an interesting one. In the construction contract, is there a due diligence piece of work on that that reconciles that all the conditions have been met?

**Mike Brown MVO (Commissioner of Transport for London):** I cannot recall seeing that and --

**Len Duvall AM (Chair):** I do not think it exists.

**Mike Brown MVO (Commissioner of Transport for London):** I cannot recall seeing that, Chair, to be honest.

**Len Duvall AM (Chair):** Can you come back to this Committee and tell us?

**Mike Brown MVO (Commissioner of Transport for London):** Of course.

**Len Duvall AM (Chair):** I do not believe that due diligence has been done because you would have disclosed that to the independent inquiry and the information you have given. Looking at the transcripts, it appears that everyone is edging around that and we are relying on an official telling us that it has when it clearly has not.

**Mike Brown MVO (Commissioner of Transport for London):** Of course I am happy to do that, Chair, and I will just emphasise again. Actually, under my watch – and it goes back to the recommendations that I accepted from Dame Margaret’s report – there is no way that I would have set up an arrangement that led us down this path. I just want to be very clear about that. Clearly, I am happy to share with you if there is anything there, of course, Chair, yes.

**Len Duvall AM (Chair):** I am very clear because it is quite a serious matter about giving money over when the conditions clearly have not been met.

**Mike Brown MVO (Commissioner of Transport for London):** Yes.

**Len Duvall AM (Chair):** All right. In terms of that, throughout this project, there are questions in terms of drawing down money, but we can pinpoint at the specific times when red flags or someone should have been there highlighting the risks about those that have been signed off before we give that money across. It appears none of that happened, even within TfL, and I cannot find anything in the GLA. I am going to ask some questions of the GLA in a minute about what they do with Mayoral Directions, but, even so, is that --

**Mike Brown MVO (Commissioner of Transport for London):** I do understand. Again – and I know I am verging into the recommendations, Chair, and so forgive me but it is relevant in this context – the Mayor and I fully supported and endorsed the approach to ensure much greater transparency of Mayoral Directions going forward in terms of the TfL Board, which is there to fulfil that function going forward, and we have reconstituted since the current Mayor has been elected our Programmes and Investment Committee rather than a very wide-reaching Finance and Policy Committee, which covered investment matters as well as core finance matters. All of that leads to much greater oversight and scrutiny, including, very helpfully, decisions that are devolved to the role of the Commissioner that have to be reported properly and in full to the Programmes and Investment Committee. It may be in retrospect after this project has happened that that has occurred, but I do want to emphasise to you, Chair, and, through you, to the Committee that that is absolutely appropriate and that is something that I have fully supported.

**Len Duvall AM (Chair):** OK. Sorry, Tom.

**Tom Copley AM:** That is OK, Chair. I still do not think you have explained it to me. I know you mentioned this Mayoral Direction. There was a Mayoral Direction which softened the language to say “has a satisfactory funding strategy”, but the deed of grant was never amended. The deed of grant had the stronger version, which was “secured a satisfactory level of funding”. You still have not explained and I know this was done by Richard de Cani when he was Managing Director of Planning, but presumably the buck stops with you and you would have had to sign this off. Therefore, I want to know from you how they satisfied you that they could operate and maintain the Garden Bridge for at least the first five years of operation.

**Mike Brown MVO (Commissioner of Transport for London):** I did not sign it off because, in the way that this was constructed, that was not required under the arrangement that existed at that time. That is my point, Tom. That is precisely why tightening up those arrangements under my leadership and under my watch is so important. I do not believe that was the original way this was set up and that is regrettable.

**Tom Copley AM:** Looking at it now, are you satisfied that they did have a satisfactory level of funding to operate and maintain the Garden Bridge for at least the first five years?

**Mike Brown MVO (Commissioner of Transport for London):** I was very clear. If I fast-forward to when the current Mayor took office, I was very clear that no such further payments should be made to the Garden Bridge other than those that were in line with the funding requirements that we had to deliver within the original agreement and there were no other payments made after that time and that --

**Tom Copley AM:** Yes, but you did not have to release the £7 million if you were not satisfied that these conditions had been met. There was no obligation on you to do so.

**Mike Brown MVO (Commissioner of Transport for London):** A decision was clearly made that there was satisfaction to that and I would only say to you that that is precisely why tightening up of those processes has been so important to me.

**Caroline Pidgeon MBE AM:** Can I ask who made that decision? If it was not you, who made it?

**Mike Brown MVO (Commissioner of Transport for London):** There is an executive team that sits within TfL and there are --

**Caroline Pidgeon MBE AM:** Who is on that? Who signed it off?

**Mike Brown MVO (Commissioner of Transport for London):** I could share with you the devolved funding approvals that exist. When you are in an organisation - as you very well know, Caroline, from your time on the Transport Committee - there are multibillion-pound projects that have particular approval paths that go from people around my table with devolved accountability for certain levels of expenditure right up to those that require formal board approval. That has always been the case. Clearly, the transparency and the process by which those decisions are made has been enhanced and tightened up in response to these --

**Caroline Pidgeon MBE AM:** On this one, who did it? Maybe you can write to us on which Board it was and who sat on it at the time and any minutes for it.

**Mike Brown MVO (Commissioner of Transport for London):** Yes, I am very happy to do so, of course.

**Tom Copley AM:** Thank you. That would be helpful. The mayoral guarantee of the bridge's running costs was never signed. I am looking now at Martin Clarke [Executive Director of Resources, GLA]. It was never signed and so why did TfL allow the release of this money upon the signing of the construction contract, given they did not have that guarantee of five years?

**Mike Brown MVO (Commissioner of Transport for London):** Our understanding was that we were obliged to release that funding at that time. That is my understanding.

**Tom Copley AM:** What confuses me is that you were not obliged because you were able to accept that the Garden Bridge Trust had to meet a certain set of conditions as set out in the deed of grant and so you were



not obliged. You were able to but you were also able to go to the Garden Bridge Trust and say, "I am sorry. You have not satisfied us of these conditions".

**Mike Brown MVO (Commissioner of Transport for London):** Look, I am very happy to share with you the basis on which those decisions were made. I just do not have immediately in front of me, Tom, the basis for that decisions, but I am more than happy to of course share that with you. I have no problem with that.

**Tom Copley AM:** I will try this next question. You might not be able to answer this, either. How did TfL satisfy itself in January and February 2016 that the Garden Bridge Trust's business plan was credible?

**Mike Brown MVO (Commissioner of Transport for London):** Again, I will write to you through the Chair about the process by which that decision was made because I just cannot recall at this moment in time how that decision was come to and who made it.

**Tom Copley AM:** One of the main reasons given by the Mayor for withdrawing the offer of a mayoral guarantee was a lack of belief in the Trust's business plan. Do you now agree or disagree with that assessment?

**Mike Brown MVO (Commissioner of Transport for London):** It has become apparent, as Dame Margaret referred to in the answer to an earlier question, that the funding that had originally been seen to exist from the private sector contribution had reduced significantly. Even in advance of her report, it become very questionable as to whether the Garden Bridge Trust could raise the necessary funding to satisfy what they needed to satisfy.

**Tom Copley AM:** I want to read you now part of your exchange with Margaret Hodge during your interview and this is in relation to the release of this £7 million and the question about whether you were obliged to do so or not, because during that transcript there is some confusion and you have to correct yourself at one point or be corrected by another TfL officer. Dame Margaret says:

*"But you say they [the Garden Bridge Trust] informed you. Why the hell didn't you write them a letter back saying, 'This is unwise at this point'? They may inform you. There is nothing from you that says, 'Hang on a minute. Don't. This is a bit risky committing us'."*

You say:

*"Well, yes, I think in retrospect such a letter might have been a good thing to happen. I think the reality was where the very overt political direction on — at that time was very much in support of the Garden Bridge ..."*

Dame Margaret then interjects and says, "So nobody would have dared write a letter?" You reply, "Well, the Mayor is my boss, whoever the Mayor is, being honest".

Were you just doing what the Mayor told you to do?

**Mike Brown MVO (Commissioner of Transport for London):** I have a responsibility to challenge a Mayor when I consider it to be appropriate to do so, but it is quite clear that – as indeed has been alluded to earlier on – there was a very clear personal commitment to this bridge from the previous Mayor.

**Tom Copley AM:** You still had a responsibility to act in the public interest.

**Mike Brown MVO (Commissioner of Transport for London):** I absolutely had a responsibility to act in the public interest and, again, with the benefit of hindsight, maybe I should have challenged at that point in time, but that --

**Tom Copley AM:** There is an awful lot of hindsight in this meeting.

**Mike Brown MVO (Commissioner of Transport for London):** At that moment, I did not see it was appropriate to do so, but with the benefit of perfect hindsight -- which, again, is why having these proper checks and balances in place is so important going forward and that is where the governance arrangements and the sign-off arrangements and the transparency of such approvals for funding commitment that do now happen are so important.

**Tom Copley AM:** The public also want people to be held accountable for what happened at the time. The former Mayor has gone. The former Deputy Mayor for Transport has moved on. The former Managing Director of Planning has moved on. There is a feeling that no one is being held accountable for this.

Dame Margaret, do you think it is odd or unacceptable that someone at TfL, the GLA or wherever has not been really been held accountable and has not been disciplined for anything in relation to this project?

**Rt Hon Dame Margaret Hodge MP:** My goodness. Interestingly enough, I am always reluctant on this but I really do deeply regret that Boris Johnson [former Mayor of London] did not come and talk to me and so I could never challenge what other people said about his role and he never had a chance to explain himself in relation to it. However, it is one of those instances where -- and I said this at the beginning -- he clearly was completely committed. It is political cycles, is it not? You have an electoral cycle. Time and time again in the evidence, people talked about how this was a 'second-term deliverable'. That was like the scene in the organisation. You get him and his Deputy Mayor for Transport ringing up officials involved all the time. He ought to --

**Tom Copley AM:** Now she claims she has nothing to do with it or something like that, I believe.

**Rt Hon Dame Margaret Hodge MP:** Yes. He ought to explain himself. I keep saying this. It is not the idea; it is the due process. It is nothing to do with -- the idea is perfectly legitimate and, fine, you may agree or disagree. That is not the issue.

**Tom Copley AM:** I want to move on to another point, which is to do with the engineering contract and the relationship between TfL and an Arup.

**Len Duvall AM (Chair):** Shall we bring that up under procurement?

**Tom Copley AM:** Do you want to bring it up later?

**Len Duvall AM (Chair):** Yes, under procurement.

**Tom Copley AM:** In that case, I will move on to the questions here on the cancellation costs. To Dame Margaret first of all: what evidence did you receive during the review as to how the initial preconstruction funds had been spent? Were they spent on trees, design, advice, public consultations?

**Rt Hon Dame Margaret Hodge MP:** I did not receive a greater breakdown than I had from TfL and I did not seek that.

**Tom Copley AM:** Do you think it would be helpful for the public to know in more detail exactly where some of this money has gone?

**Rt Hon Dame Margaret Hodge MP:** I would hope, now that the Garden Bridge Trust has decided not to proceed with the project, they will be completely open with the way that they, and TfL prior to that, spent the money, absolutely. It is public money.

**Tom Copley AM:** David, is that something that you would expect from the Garden Bridge Trust now? Are you going to be seeking that they are very open with this information?

**David Bellamy (Mayor's Chief of Staff):** Absolutely. I understand that the Trust Chair has committed to publishing full details of where the money went. A great number of people will be interested to see that. If they choose not to, then clearly we will have to explore what powers TfL may have through the wind-up process that is currently underway, in order to bring as much transparency to this as we are able to.

**Tom Copley AM:** Thank you. To the Commissioner now: what is the status of TfL's loan to the Garden Bridge Trust?

**Mike Brown MVO (Commissioner of Transport for London):** At the moment, we are waiting to hear back from the Garden Bridge Trust as to how much of that loan may be able to be returned to us. My objective is to secure as much return to the public purse as we can and we wait to hear from the Garden Bridge Trust, having written to them to that effect.

**Tom Copley AM:** Would any of the Garden Bridge trustees be personally liable for any of this money?

**Mike Brown MVO (Commissioner of Transport for London):** I am not aware of the legal detail - forgive me - on that, Tom. I genuinely do not know that point.

**Len Duvall AM (Chair):** In terms of that, there are approaches on this. We can either work to Greenwich Mean Time or we can work to some other form of time. Is there a sense of urgency from you both about seeking to get back those public monies from a cancelled project?

**Mike Brown MVO (Commissioner of Transport for London):** Yes, there is, not least, Chair, because what I want to ensure is that there is no reduction in the money that might be available to be paid back to us because a longer timeframe prevails. Absolutely --

**Len Duvall AM (Chair):** I just wanted to understand the sense of urgency there.

**Mike Brown MVO (Commissioner of Transport for London):** It is absolutely very urgent, yes.

**Len Duvall AM (Chair):** You are on it and you are on the case?

**Mike Brown MVO (Commissioner of Transport for London):** Yes.

**Tom Copley AM:** Once TfL handed over control to the Garden Bridge Trust in 2015, what controls did you have over how it spent public funding before construction?

**Mike Brown MVO (Commissioner of Transport for London):** We did not, really. There was some other funding that we had to -- there was some work that we had to do, for example, as the highway authority and we had to do some work and there were issues around Temple Station. However, in terms of the core amount

of the money, because the responsibility was with the Trust for how that spending was executed, that was their responsibility.

**Tom Copley AM:** Do you think, compared with other projects, the amount of money spent during the preconstruction period was unusually high?

**Mike Brown MVO (Commissioner of Transport for London):** It is difficult to compare it to other projects because I have never seen any project quite like this.

**Tom Copley AM:** None of us have.

**Len Duvall AM (Chair):** You could put it in a different way.

**Tom Copley AM:** Do you think it would have been different had this project been managed directly by TfL?

**Mike Brown MVO (Commissioner of Transport for London):** Yes.

**Tom Copley AM:** Interesting. What have you learnt as a result of your experience with the Garden Bridge Trust? Would you repeat this structure in future?

**Mike Brown MVO (Commissioner of Transport for London):** Absolutely not. I did not start that structure in the first instance and there is a huge amount of learnings on how you should be very cautious about relying on a charitable trust, on charitable donations and on private sector donations. It is perfectly appropriate, by the way, to work in tandem between the private and public sectors for big iconic projects. That is not the issue at hand here. However, the level of controls and the level of assurance as to how public money is spent is absolutely an imperative, absolutely. Again, our response to the recommendations made by Dame Margaret evidence that, too.

**Tom Copley AM:** Thank you. I have some further questions I will bring up later.

**Caroline Pidgeon MBE AM:** Mike, do you accept that some of the cancellation costs we are going to face are as a result of TfL's lack of processes by, for example, allowing the Garden Bridge Trust to sign a £105 million construction contract and the like, when not everything was in place?

**Mike Brown MVO (Commissioner of Transport for London):** The difficulty goes right back to the original funding agreement with them. Had we still been able to control how they spent their money at that point, yes, but the reality was that, the control being with the Garden Bridge Trust, they were responsible from a governance perspective as to how that money was spent, not TfL.

**Caroline Pidgeon MBE AM:** TfL effectively created the Garden Bridge Trust.

**Mike Brown MVO (Commissioner of Transport for London):** Effectively, but I cannot comment on how that happened or why that happened because I was not there.

**Caroline Pidgeon MBE AM:** How it was set up is partly TfL's responsibility. You set up this structure. It clearly has not worked and there are going to be huge costs to the taxpayer as a result. Do you accept TfL has some responsibility?

**Mike Brown MVO (Commissioner of Transport for London):** I accept that TfL has responsibility, absolutely. I was not the Commissioner at the time. I was nothing to do with it at the time.

**Caroline Pidgeon MBE AM:** Is your duty as Commissioner to the Mayor, as you put in your transcript from Dame Margaret - "The Mayor is my boss, whoever the Mayor is, to be honest" - or is it to the taxpayer?

**Mike Brown MVO (Commissioner of Transport for London):** I have multiple responsibilities. I am held accountable to the Mayor, to the TfL Board which clearly exists, and I am subject to scrutiny, as part of the mayoral family, to the London Assembly, as with this afternoon. There is a multiple series of stakeholders that I interact with at all times.

**Caroline Pidgeon MBE AM:** In this case and since you have become Acting Commissioner and Commissioner, should you not have looked at this in greater detail and thought about the taxpayer rather than the Mayor and the Mayoral Direction?

**Mike Brown MVO (Commissioner of Transport for London):** In retrospect, Caroline, as I tried to say to Tom [Tom Copley AM] and through the Chair as well, you could assume all of that. I had 24 hours' notice to take over the role of Acting Commissioner. There then was a process to fill that job transparently and openly, as I consider it, a few months later. There was a huge learning curve and sense of priorities that I had to get to grips with and I made a judgement to focus on those of the highest spend and what I considered to be the highest importance to London taxpayers and fare-payers as to what was going on at that moment in time. As ever, I am more than happy to accept as a human being that sometimes in retrospect you would judge things differently than I did at the time.

**Caroline Pidgeon MBE AM:** Thank you.

**Andrew Boff AM:** Mr Bellamy, what undertakings did you give to the Garden Bridge Trust that they had the Mayor's support?

**David Bellamy (Mayor's Chief of Staff):** Nothing beyond the Mayor's public statements.

**Andrew Boff AM:** You did not say to them, "It is all right. The Mayor is behind you", or anything like that?

**David Bellamy (Mayor's Chief of Staff):** No.

**Andrew Boff AM:** Thank you. Mr Brown, how do you take the comments of your predecessor, who reckoned the business case for the Garden Bridge was pretty similar to the business case for the Rotherhithe Bridge?

**Mike Brown MVO (Commissioner of Transport for London):** I cannot comment on what my predecessor's views are.

**Andrew Boff AM:** Presumably, you would say that the Rotherhithe Bridge business case is more sound than the Garden Bridge's. Is that correct? I do not want to put words in your mouth.

**Mike Brown MVO (Commissioner of Transport for London):** The Rotherhithe business case, given the challenges of interchanging at Canada Water and the need to improve pedestrian and cycling access to the Isle of Dogs from Canada Water is a very important transport project.

**Andrew Boff AM:** To quote precisely from Peter Hendy:

*“Well, the business case for the pedestrian bridge in Canary Wharf to Rotherhithe isn’t much cop, if I remember rightly.”*

He then goes on to say it is a similar case.

**Mike Brown MVO (Commissioner of Transport for London):** With respect, Sir Peter Hendy has not been the Commissioner for two and a half years and the detailed analysis is, I am sure, quite different than it might have been when he last looked at it.

**Andrew Boff AM:** Lovely. Thank you very much.

**Joanne McCartney AM:** Just on that point, I listened to Mike and to Dame Margaret, but I understand the initial business case in July 2014 was reviewed by the Treasury on behalf of the PAC and they came to a very different view of TfL’s original business case. I believe they said that the transport benefits were marginal. Is that correct?

**Rt Hon Dame Margaret Hodge MP:** Yes, absolutely. The PAC let me have that analysis that they had asked for and they were very sceptical of the business case. In fact, one of the arguments around whether it should or should not continue was that it would have required a new business case and everybody would have done a new business case and probably the transport benefits were highly marginal. I thought they were highly marginal in the 2014 case and the dependence in the business case on uplift in land values was also very questionable. If you look at it today, it just would not be there.

**Joanne McCartney AM:** Thank you.

**Len Duvall AM (Chair):** I just want to go back to an earlier part the conversation. When we were signing off on all this money and the due diligence process or the lack of a due diligence process, we had a Treasury report in the background and NAO reports that --

**Rt Hon Dame Margaret Hodge MP:** The Treasury redoing of the business case was after that.

**Len Duvall AM (Chair):** After the monies, but we certainly had NAO concerns around on it and I just want you, when you come back to this Committee, to think about what they were and where they reported to within the TfL organisation or to senior management at any time and about the risks of this project and what people were signing off before we were giving the money over.

**Mike Brown MVO (Commissioner of Transport for London):** Yes, of course I will, Chair.

**Sian Berry AM:** Just following on from the previous question about the transport case, as you probably know, I have been a transport campaigner for some time and I am quite familiar with transport business cases. I am incredibly aware of how difficult it is often to justify walking and cycling schemes in terms of how often car journeys and time savings for car journeys overwhelmed the case for cycling and walking schemes. It was very surprising to me to find, when I was running for Mayor and looking through some of the papers that had come out the review, that this had a solid transport business case.

To the Commissioner, you came to see this Committee in December 2015 and you did reassure the Committee that there was a transport business case, but the transcripts to the review do show that you more or less admit that that was not the strongest part of the business case. You said - and Assembly Member Copley quoted you before - that this would not be “in my top 100”.

Can I ask you to comment on that? Was there politics behind the original transport case and to what extent you would stand by it if you had to look at that project again? I know you inherited it, but you offered assurance.

**Mike Brown MVO (Commissioner of Transport for London):** Yes, sure. It is a very reasonable question. Look, any improved crossing over the Thames, whether it is in the east of London or whether it is in any part of London, has some marginal benefit in terms of improving access between the two sides of the river. That was the point I probably did not very eloquently make in front of that December 2015 meeting, but, in a sense, that is true. It does not mean that it is anything like of the same imperative as, for example, putting new signals on the Circle line or increasing capacity on those lines by 55% or about improving bus prioritisation or improving walking and cycling and healthy streets more generally. It does not compare to any of those at all, nor does it indeed compare, as I have just answered to the previous question, to the benefits you get from the Canada Water-to-Isle of Dogs bridge or the Rotherhithe bridge. However, the context in which I was making the statement was a general discussion about transport benefits. To say there was none would not have been correct because it opened up an opportunity for some people to walk across the river who might not have otherwise done so, but, in the greater scheme of transport projects around the city projected for the city, it was nowhere near a top priority.

**Sian Berry AM:** Yet it was able to pull down money from TfL and the Treasury for transport reasons.

**Mike Brown MVO (Commissioner of Transport for London):** Sure.

**Sian Berry AM:** Can I ask Dame Margaret to comment on that as well? Do you think it would have been more honest – is that one of the conclusions that you draw – to have emphasised other aspects of it and to compare those benefits with some of the harms that it would do to things like trees if you are making a judgement?

**Rt Hon Dame Margaret Hodge MP:** My first lesson learnt: be clear about what you are doing and why. A Garden Bridge could be an iconic, fantastic tourist attraction. It could be. Whether it was in the right place you can argue about, but it could be. If we had had that, the whole business case would have been different and we might be in a very different place today. My suspicion of course is, knowing the finances in this space, TfL is a route towards money. You might think about that. I did not really address that in my review but, because TfL has that money around if you have a brand new idea, maybe they try to get it dressed up as a bit of transport infrastructure, which most of the business case reviews now suggest were marginal. The most recent Treasury one says that.

**Sian Berry AM:** Yes, I found that incredibly frustrating. ‘Dressed up as a transport project’; it is a really good phrase.

The other quite non-standard part of the business case that was spending public money was the fact that it was so heavily dependent on other contributions, on private contributions and particularly philanthropic contributions from which the people making the contributions were not going to make a profit and so there is a question there. Again, the Treasury money came into that and they have quite strict rules about things like the management case, the financial case and whether or not the rest of the money might come in and whether the project is viable. You have made presumably some recommendations to the Treasury department that signed it off or the DfT?

**Rt Hon Dame Margaret Hodge MP:** I did not do those in detail because the PAC had --

**Sian Berry AM:** You said they were not looking at it because you were doing this review, and so are you going to feed back into that?

**Rt Hon Dame Margaret Hodge MP:** No, I could do, but they had one review which looked at the DfT contribution, which is their remit, in which they suggested – again, I have not looked at this for a few months and so apologies if I am not being 100% accurate – that the business case was not very strong. To be honest, with the Treasury business case review, even if none of this had happened, I just wonder what Treasury’s position would be under the new Conservative Government. I have not had any conversations and I do not have any inside knowledge, but if Philip Hammond [The Rt Hon Philip Hammond MP, Chancellor of the Exchequer] and others look at that Treasury business case review in the current climate of public expenditure, they would have question marks over it. That would be my reading of it.

**Sian Berry AM:** Arguably, the reason that the project has collapsed now is not to do with the fact that the transport case disappeared. Those were not the reasons that it collapsed. It was because the Trust itself said they cannot raise the other side of the money. It is that kind of project where a small amount of money is going against money that is quite speculative. Is there going to be a very sceptical view taken of any subsequent projects in the future? Will there be new rules about the risk of unseen money?

**Mike Brown MVO (Commissioner of Transport for London):** Absolutely. I would not enter into this sort of arrangement ever again in this way. It is something you look back at and you say, given what emerged, that is not what you wish to do.

As I say, I do just want to emphasise, though, that that is not the same as saying you would never enter into projects that had some private sector funding, but it is the mechanism by which you have certainty of that funding prior to committing public sector funds alongside it. I just want to emphasise that point, Chair, through you, if I may, because it is an important point to make.

**Sian Berry AM:** Yes, that is the point. If you have a project where you have different sources of funding, the certainty surrounding each part of that funding has to be good before you put the public money in, and it seems in this case this was not.

**Peter Whittle AM:** Dame Margaret, we talked about this being a controversial project. The impression I have is that there was a point at which public support went, but do you have any comments on the state of the general public opinion when it was initiated? Was there a great public support for it or demand? Maybe your review did not go that far, but are we to be convinced that there was a great groundswell of support for this thing in the first place?

**Rt Hon Dame Margaret Hodge MP:** Remember I was not looking at whether this was a good idea or not, although I do think if this project had had huge public support it would have been much easier to raise the philanthropic monies, so to that extent my interest was whether or not they would raise the philanthropic monies.

The Trust itself claimed that it had great public support from a poll they did – I do not know whether it was MORI; I should not say that – in 2014, where they claimed that 87% of people supported the bridge. I did look a little bit at that in detail and there were six questions on the survey, of which three were about who were you, identity questions. There were three about the actual bridge, one of which said, “What do you like or dislike about it and what would you do differently?” I have a background in this; I worked in this area. It was not what I would call a rigorous approach.



What was interesting is in the course of talking to people -- and I talked to three people sitting around the table today, or four, I cannot remember. I talked to a lot of local councillors, local MPs, GLA councillors [Assembly Members] who are leaders in their community, who talk quite - to me - convincingly about the response they were getting in various -- whether it was surveys, whether it was in their inbox, in that way. My feeling on this was that if somebody says to you we are going to have a garden bridge, it sounds like a lovely idea.

Then as the detail emerged and the extent of public expenditure commitment emerged, that is when confidence in the concept started to decline, which is why I said at the beginning, if I had been the Garden Bridge Trust, I would have put a huge amount of effort into ensuring that there was support for this concept. It is really important for the philanthropic giving, it is really important, not just an end in itself. Do not look up at the Treasury or the Mayor, look at the people in whose interest it is, the people's bridge. Joanna Lumley called it 'the people's bridge', and I felt people were up that way, not down that way. In my discussions with the elected groups, it was suggested to me that what had started as vaguely positive -- Coin Street was similar. Coin Street similarly felt at the beginning a great idea. It was only when they started consulting with their population that that began to emerge and people were thinking, "Hold on a minute, I am not sure we like this." Certainly, on the Lambeth side, where there have been cuts by the local council to investment in their open spaces, it was particularly difficult there in terms of acceptance by the local population.

Probably it started off with people thinking, "Okay, I am a bit iffy", but let us take that, and then there was insufficient effort by the Garden Bridge Trust to maintain that confidence in the concept. Then the evidence I had, particularly from locally elected politicians and pressure groups, was that support disintegrated.

**Peter Whittle AM:** I see, but the original poll that you mentioned, the only one really, was more or less not saying, "Do you want one or not?" it was more or less saying, "You are going to get one, what do you want it to be like?"

**Rt Hon Dame Margaret Hodge MP:** Yes.

**Peter Whittle AM:** Thank you.

**Len Duvall AM (Chair):** Peter, do you want to continue on with some more questions about the senior staff and the revolving doors into the private sector?

**Peter Whittle AM:** Yes, thank you. This is about the movement of staff. Dame Margaret, I want to start by asking you what are your main concerns about the movement of senior staff between public bodies and the private sector. What are your main concerns? As I understand it in your review, in the case of two quite senior staff who then went to Arup, you saw no problem with that.

**Rt Hon Dame Margaret Hodge MP:** I saw no evidence of that.

**Peter Whittle AM:** Yes. Can you explain why you came to that decision particularly?

**Rt Hon Dame Margaret Hodge MP:** To be absolutely honest, Peter, this is an issue of which I had concern at the time with the PAC. Very often you looked at defence contracts, you looked at transport and infrastructure contracts, you looked at employment, health service. There are whole areas where there is a revolving-door syndrome, which I find may not be in the public interest. It has been an issue that has been around for some time. This is absolutely no criticism of either the company or the two individuals, but if two individuals who were closely involved in the letting and running of a contract then go off and work there, in

terms of public confidence in that as an appropriate pattern of behaviour, I have a question mark. It is not just here, it is elsewhere.

Therefore, my own view is twofold. I know it is really hard. If you are in the private sector you get a quarantine period, quite often, when you move from one job to the other and that would be one thing that I would investigate. There may be difficulties with it, difficulties around enforcement, but I would look at that. The other system that we have in central Government, which is okay, not brilliant, is that there is a committee that looks if people move from either working or -- politicians, if you are Minister --

**Peter Whittle AM:** This is ACOBA (Advisory Committee on Business Appointments) you are talking about?

**Rt Hon Dame Margaret Hodge MP:** They look at it and they say whether it is an acceptable move or not. With a mechanism like that - and it is not impugning anything against anybody here - in terms of the public interest and public perceptions, it is very important to have transparency around this and a quarantine period is a really good private-sector convention which the public sector should look at and perhaps adopt.

**Peter Whittle AM:** In the case of the two individuals who are mentioned in this report, you saw no suspicion there, you had no reason --

**Rt Hon Dame Margaret Hodge MP:** I saw absolutely no evidence.

**Peter Whittle AM:** How did you come to that conclusion? Purely on statements?

**Rt Hon Dame Margaret Hodge MP:** Statements, and I had absolutely no written evidence at all that suggested that. I did not dig massively around it but I certainly questioned them both on it. I also got correspondence from Arup.

**Peter Whittle AM:** Thank you. Mr Brown, what, if any, restrictions are placed on senior TfL staff in moving to the private sector as it stands?

**Mike Brown MVO (Commissioner of Transport for London):** We do not place restrictions other than for people who have left under a severance agreement. We have not characteristically done that, because clearly, until somebody resigns and then is moving on, you do not know where they are going to go or what is going to happen. However, I would just say that I know that across the GLA we are now looking at the types of things that Dame Margaret refers to as what we might do to more rigorously pursue this, and I absolutely commit to playing a full part in that. Across the GLA we now have a new Human Resources (HR) Director who has some experience, as I understand it, in the NAO and therefore will play a role in carrying out a review of how we do this. I will absolutely commit to ensuring that TfL is fully playing a part in that review and support it in whatever way we can and complying with whatever emerges from that.

**Peter Whittle AM:** Will you face any particular problems if the conditions are made more restrictive at TfL?

**Mike Brown MVO (Commissioner of Transport for London):** I will not face any challenges as TfL. The only thing we have to make sure is that we are staying on the right side of the law because I know there are some legal processes that we have to follow to make sure we are not restricting somebody's individual freedoms and all those kinds of things. Therefore, we will of course make sure we are complying with best practice, as determined by this review by the GLA, which we will be happy to follow the advice of, and ensuring that we do things, as best industry practice, we should do.

**Peter Whittle AM:** Thank you. David, do you think the rules should be tightened. If so, would this be something that would apply across the whole of the GLA family?

**David Bellamy (Mayor's Chief of Staff):** The place to start is that the Mayor does support Dame Margaret's recommendation and, for the reasons Dame Margaret set out, it is important that there is not a perception formed that private firms can gain advantage in a procurement process or in other similar processes through recruiting somebody who was involved in that work here at the GLA or in one of the functional bodies. The question then becomes one of how we proceed there, something we have taken legal advice on.

What we are looking at is probably two options. One is a restrictive covenant in people's contract of employment, which basically restricts their ability to carry out their trade when they cease being employed by the GLA or functional body. There are one or two examples of those used around the GLA group, but I know - and I know this is my private-sector experience before coming here - they can be very difficult to enforce. If their purpose effectively deprives the individual of their ability to make a living in their field, then the court is likely to throw them out and that is just creating more legal costs and burdens for ourselves as an authority, which is not helping anybody.

The civil service, as you touched on earlier, has business appointment rules in this regard. The legal basis on which those operate is slightly different. The NAO this summer criticised how those have been implemented and carried out and so there is clearly some learning to draw there. As Mike said, it is great that the GLA now has a new Assistant Director for HR who comes from the Cabinet Office and who can help us work closely with the Cabinet Office to try to draw those lessons.

The other thing that is a possible approach that Dame Margaret mentioned is the idea of the quarantine period when somebody tenders their notice. That has an advantage in that you know they are not starting at a new employer and they are not thus passing things on or whatever it may be. The downside, of course, with that is that it is an expenditure of public funds to pay somebody to do nothing. You can see how that can create negative perceptions as well. This is not an easy one to solve at all. Now that Charmaine [Charmaine DeSouza, Assistant Director for HR and Organisational Development, GLA] is on board, we will be picking up this recommendation again and trying to work out the best way to thread through these things. In the meantime, it probably is worth saying, certainly for the GLA and I am sure it is true in all the functional bodies as well, that contracts of employment do contain confidentiality clauses that persist after people's employment here. That provides some degree of protection and reassurance in terms of how people behave when they move on from the organisation.

**Peter Whittle AM:** You mentioned public money being given to people for doing nothing, effectively. This is not really part of my questioning here, but I am not going to get the chance to ask you again. The thing is that what people are asking me and what members of the public and people who come to the Assembly Members ask more than anything is that the money that we have lost, the £50 million or whatever, we are not going to get back. They want to know how was it distributed and who got it. They know they are not going to get it back, and I know this is not in our remit today, but I wondered if you could give them any guidance as to where the £50 million went. Was it on consultancy fees, was it on feasibility studies, what was it on?

**David Bellamy (Mayor's Chief of Staff):** What we expect we are looking at is the expenditure to date has been £37.4 million. On top of that, the DfT decided to underwrite the project in May 2016, without which and had they not issued that, the project would have gone no further. Initially that underwriting was for £15 million, but then, after a change of Secretary of State, it was scaled back to £9 million. The Committee of course will be aware, per Dame Margaret's report, that that was only done after a letter of direction was issued to the DfT accounting officer to overrule his advice in the matter. What that additional £9 million is for is what at the moment the Garden Bridge Trust are putting together a claim for to TfL, who act as the administrators

of the DfT funding for the scheme. The Commissioner, has been clear that we will only be paying out any of that money where we are legally obliged to do so. The way that works is it is not about the Trust drip-feeding through individual payment requests. They have to pull everything together and make one single declaration. That has taken them some time to do and we all await that to bring this to a close. I understand that the Chair of the Garden Bridge Trust has committed to publishing full details of where their money was spent.

**Peter Whittle AM:** When will we get that, David?

**David Bellamy (Mayor's Chief of Staff):** That is a matter for the Garden Bridge Trust. From our side, through the windup process and the administration that TfL has to do and the checking to ensure that that DfT money that will be paid out is only paid out where it absolutely has to be, we will see what information we are able to gather and obtain and then we will look to make that public. You are absolutely right that the people of London do want an answer to that question.

**Len Duvall AM (Chair):** Let us move on. We have one last set of formal questions.

**Tom Copley AM:** I thought it was best to bring it in under this section. This was a follow-up to Peter [Peter Whittle AM]. I have been passed some emails that were released as a result of a FOI [request] by *The Architects' Journal* in relation to contact between Arup and TfL officers regarding the engineering contract. According to TfL's auditors and the report that they published, Arup claim that at the bidding stage they were not involved with Thomas Heatherwick Studios. The tender for the bid was launched in April 2013. However, a couple of months before then, in January 2013, the former Managing Director of Planning at TfL wrote to Duncan Wilkinson, who is part of Arup's infrastructure design team. This is all in the FOI which has been released:

*"Garden Bridge across the Thames, Heatherwick and [Joanna] Lumley. Ring any bells? Apparently, Arup are involved with Mace."*

Wilkinson responded:

*"Yes, it does ring bells. Thomas Heatherwick is apparently the man of the hour. My bridge colleagues are helping our building practice who work with Heatherwick. I can let you have my views when we meet or we can speak on the phone."*

The former Managing Director of Planning replies that he has met with the Mayor and Peter Hendy and:

*"We are potentially going to be doing some work to take this forward as a mayoral project, so at some point a contact and discussion with Arup would be good."*

That does not really tally with a claim that Arup were not involved with Thomas Heatherwick, does it, Mike?

**Mike Brown MVO (Commissioner of Transport for London):** The key lesson going forward for this is that we need to have much greater transparency and records of all conversations that have taken place.

**Tom Copley AM:** Of course, but it goes back to the point about people wanting - and this is part of our job on the Assembly - accountability for what has happened. We want the process changed going forward. Do you think this undermines TfL's own audit if the information that they were given about potential contacts with Thomas Heatherwick and Arup were not properly declared?

**Mike Brown MVO (Commissioner of Transport for London):** Clearly that is precisely why we need to have all these interactions and conversations properly documented, which I fully support and endorse. Going forward, I want to make sure that our experts in the now single commercial team we have, and indeed the legal team, feel they have the absolute right to escalate and bring to the attention of me or my executive committee, or anybody else in the chain of command, issues that are of concern to them in not following due process in any procurement matter. Therefore, absolutely, we have to get this better going forward. That is precisely why I have changed the procurement processes since I have been doing this job, exactly for those reasons.

**Tom Copley AM:** The contract between TfL and Arup was signed on 8 July 2013. During the bidding process, TfL's rules are very clear that contact between anyone at Arup and TfL was only permitted via one officer, who I will not name but is named in the tendering. That is the only contact that is permitted. Contact with Heatherwick Studio is also not permitted. Arup were interviewed on 16 May. The contract was not signed until 8 July 2013 but there were a number of emails that have been released between people at Arup and TfL staff, including the former Managing Director of Planning, before the contract was signed. Does that concern you?

**Mike Brown MVO (Commissioner of Transport for London):** That is precisely, again, why I want to see some transparency. Of course, just to be clear, there sometimes will be interaction between, on a consistent basis, various bidders, as part of the normal procurement process. That is standard practice in any --

**Tom Copley AM:** That is via the named person. These are contacts by the person who is not named.

**Mike Brown MVO (Commissioner of Transport for London):** That was what I was going to go on and say, but that is precisely why we need - and we now indeed have - that very clear transparency of process about who interacts on what, so that if there are some clarifications that are sought from bidders on a particular aspect of the procurement process and there needs to be some interaction as a result of that, that is open and transparent and is on the record. If there is any evidence of any --

**Len Duvall AM (Chair):** Mike, can I just interrupt? On this occasion, I just want to cover one of the bits of information TfL supplied us with. There is an exchange between a TfL official on an opening of the flyway, if I can call it that, the Emirates Flyway, with another TfL official that says:

*"I have spoken to Thomas Heatherwick and asked them what procurement process they would like to have and they said they prefer option 3."*

That is not the interaction that we would expect, would we?

**Mike Brown MVO (Commissioner of Transport for London):** No, it is not, but --

**Len Duvall AM (Chair):** I can list a number of examples, throughout this process, of those issues and where there has been a breach in this process around the procurement issues.

**Mike Brown MVO (Commissioner of Transport for London):** Absolutely, and I understand the point and that is precisely why I have accepted Dame Margaret's recommendation on this subject. I have accepted it and, not only that, I have ensured that it has been put in place.

**Len Duvall AM (Chair):** That same information - I have to say - was available to you when we issued our report on the procurement issues.

**Mike Brown MVO (Commissioner of Transport for London):** Yes.

**Len Duvall AM (Chair):** It is no different and some of the issues that Dame Margaret is commenting on are issues that we have raised with you directly and with others in TfL and asked questions of.

**Mike Brown MVO (Commissioner of Transport for London):** I am very sorry, Chair, if we did not give the sense of urgency of dealing with these issues, but I can assure you that these are very important issues. In parallel, of course, we accept these recommendations and changes. I have been reorganising the way that TfL runs. For example, we now run as a single executive committee. That was not the case previously, that was not the way the organisation operated; it now does. There is very tight control and grip from me and the Acting Chief Financial Officer (CFO) as to how we oversee these projects. That was not historically the way the organisation operated. Of course, I would never have meant to be disrespectful to the work that had gone into the report of this Committee.

**Tom Copley AM:** I also want to put on the record, Chair, if I may, that when *The Architects' Journal*, as result of receiving this information through the FOI Act, approached Arup for a comment, they were sent the following letter from the Arup Group Legal Director. I will quote it because I want it to go on the record:

*"I write further to a request for comment sent by Will Hurst of The Architects' Journal to one of my colleagues. We responded to that request earlier this afternoon but I am concerned about some of the insinuations that are being made in Will Hurst's email. He makes incorrect allegations against Arup, for example in respect of collusion, that Arup broke multiple tender rules and failed to declare conflicts of interest. None of these allegations are substantiated against Arup by the contents of his email and I am concerned that such statements might be repeated in any published articles. Fair criticism of the Garden Bridge Trust is perfectly reasonable but I cannot accept defamatory statements which would otherwise cause Arup serious harm and financial loss. I trust that you will consider these issues carefully before publishing and ensure the article, if any, is accurate and supported by facts not supposition."*

I am told it is very unusual for a publication to be sent a threatening legal letter before an article has even been published, simply in response to requests. I want to put that on the record because I believe it is important that the public see the actions of a multibillion-dollar company against a small trade publication. Does it concern you that Arup is behaving in his way, Mike?

**Mike Brown MVO (Commissioner of Transport for London):** That is not really for me to comment, Chair. What Arup chooses to do from its processes is really up to it.

**Tom Copley AM:** Dame Margaret, did you receive any legal threats during your review or after publication of your report?

**The Rt Hon Dame Margaret Hodge MP:** I certainly received a number of letters to ensure that --

**Tom Copley AM:** Did you feel they were threatening?

**The Rt Hon Dame Margaret Hodge MP:** There were similar sorts of letters to me.

**Tom Copley AM:** Would you name any of the organisations they came from?

**The Rt Hon Dame Margaret Hodge MP:** I had one from Arup but I am trying to think who else.

**Len Duvall AM (Chair):** Could you supply the Committee with those?

**Tom Copley AM:** Could you supply them, because that would be very helpful for us, if there is no impediment to you doing that?

**The Rt Hon Dame Margaret Hodge MP:** What I cannot remember is whether I then got it from the two other people who work there. I just cannot remember.

**Tom Copley AM:** Thank you very much. That is all I have to ask.

**Len Duvall AM (Chair):** Let us move into the final set of questions. Joanne McCartney.

**Joanne McCartney AM:** Thank you. Can I start with Dame Margaret, if I may. It seems that all this stemmed from Mayoral Directions. You stated earlier that you were involved in setting up the GLA legislation and the idea was to give the Mayor the power to do something bold and visionary for London. Obviously, that has failed in this circumstance. You talked earlier in your opening about an 'abuse' of protocols, which is an extremely serious word to use. Where do you think, having looked at this now, the balance lies on that Mayoral Direction? We know from the Garden Bridge that there was a lack of clarity. One of the participants that you interviewed stated that it was not predominantly a transport project, yet others said it was. When a Mayor is using a Mayoral Direction, should they ensure that there is value for money but also, if it is to TfL, for a transport purpose?

**The Rt Hon Dame Margaret Hodge MP:** Yes. My answer is that there probably are the structures available and the reforms that TfL have instituted are really important and I warmly welcome them. It was the internal controls through internal audit and commercial as well as the direct executive roles. Therefore, they are there. You can get it right within the framework.

What appeared to me is a culture that a Mayoral Direction trumped everything else, and it just should not. It just should not. Just because you have a policy you want to pursue - and no doubt in my time I have pursued similarly innovative policies that people might have disagreed with - that does not mean you do not follow due process. Probably you can create the right balance. It does not need legislative changes, it does not need any change in powers; you have it there. It is about transparency and using those powers more effectively. I cannot stress enough that transparency is so important in all these things. Again, with all my experience with the PAC, if we just had a bit more transparency, we would get better value.

**Len Duvall AM (Chair):** Just while we are on Mayoral Directions, I just want to clarify something. You cover it in the report but I want it from the officers. What do we call it, the old name? The old organisation called it the Investment and Performance Board (IPB); I understand is renamed and rebranded now. Under the IPB, Mayoral Directions usually went to this committee.

Did any of those Mayoral Directions concerning the Garden Bridge go to this committee, where a number of officers would have been sitting around the table and may have helped Martin Clarke [Executive Director of Resources, GLA] with some of these deliberations in terms of discussions on the bits he was involve with? Did any of those Mayoral Directions with the Garden Bridge proposals go to that committee, to your knowledge?

**Martin Clarke (Executive Director, Resources):** Not that I remember. No, not that I remember and in fact I can see from my transcript Dame Margaret asked for a note explaining why it did not go to the IPB.

**Len Duvall AM (Chair):** Can we have a copy of that note?

**Rt Hon Dame Margaret Hodge MP:** Can I just make a chronology point which is quite important? The two contracts were both let before there was a Mayoral Direction.

**Len Duvall AM (Chair):** I was going to say that because one of the issues that come through in the transcript is that the defence is the Mayoral Direction, but most of the activities that this Committee has been questioning took place prior to a Mayoral Direction. The Mayoral Direction comes in September [2013]. The first time it ever goes to a TfL Board is in July [2013]. That is the first they ever hear about it. All the activities on procurement and discussions – inappropriate discussions, I should say – that take place are all before any of those formal issues. From the Committee's point of view, we want a nail on the head that it was all covered by a Mayoral Direction. No, it was not. The timelines that TfL has provided and you have provided and our own timelines on issues make that very clear about activities that were going on before that.

**Joanne McCartney AM:** The two contracts were let in March and July 2013 and the first mayoral directive was in August 2013.

**Len Duvall AM (Chair):** I might come back to that period of time at the end of this session.

**Joanne McCartney AM:** Dame Margaret, in your report, what comes over is quite clear that once there was a mayoral directive all sense of reason seemed to disappear from both critical appointees and officers in TfL. You make the point that elected parties have to act with integrity, and our own decision-making rules here talk about the seven principles of public life, including integrity, honesty and transparency. You also said the Mayor's appointees in City Hall should have stood up to Boris Johnson [former Mayor of London] and the TfL Commissioner should not have interpreted a clear and proper decision of the Mayor as a licence to contravene procedures.

I want to move to David and ask, now that you have had this report, has that made you and the Mayor think about how you need to approach Mayoral Directions, and what lessons did you learn from this report?

**David Bellamy (Mayor's Chief of Staff):** I would start by saying that Mayoral Directions are clearly an important power for the Mayor. For example, to get TfL to work on the Mayor's Transport Strategy, an entirely uncontroversial thing, legally a Mayoral Direction is required in order that TfL could do that work, or indeed to set fares. Yes, they have a very important legal basis and it is right, as the elected Mayor, that the Mayor of the day has the ability to direct and take decisions as they see fit.

I totally agree, and I know the Mayor does, with Dame Margaret's point about how vital it is that this is transparent. That is why they all report in to the TfL Board. Within this building we instituted a change in summer – maybe September – 2016 where we replaced the old IPB, which had slightly fallen into disuse anyway, was the impression I got in the previous administration, and we now have a weekly Corporate Investment Board which meets. That consists of all the mayoral advisors and all the executive directors on the mayoral side of the GLA. Not just Mayoral Directions but every single Mayoral Decision that is put before the Mayor goes through that forum first, which gives everybody the opportunity to ask questions and provide challenge or raise concerns if they have them, so that everybody is sighted on that. Ultimately my signature goes on every Mayoral Direction before it goes to the Mayor. Part of that is my check that an appropriate process has been followed and that everybody has had the chance to have their say about that. Therefore, we absolutely have that process in place to ensure that that consideration is given. That meeting is minuted by the Secretariat and those minutes are published so there is a track record there. Then, of course, the Mayoral Decisions and Mayoral Directions, when there are Mayoral Directions made, are also published. Therefore, again we bring that transparency.



Chair, this might be a moment just to broaden slightly, with your permission. One of the things that I did before coming here, before the mayoral election, was to study the November 2015 report by Deloitte to the TfL Board on its effectiveness. If the Committee is not already aware of that, that may be something you wish to consider. Reading between the lines, that shows a number of real issues in terms of governance at TfL and something that, when the Mayor came into power, and equally with the new Commissioner as well, there is a joint determination to tackle.

You will see that in terms of both the appointments that have been made at the TfL Board, the changes to the committees and the processes around that, the commitment to ensure that Mayoral Directions that relate to TfL are reported to the Board and tracked by the relevant committee, and now the work that is going on in this year's Board effectiveness review that the Deputy Mayor [for Transport] is leading, to look at standing orders and ensure that the scheme of delegation in use at TfL is appropriate. What that shows is that from the leadership at TfL and the Mayor and the Deputy Mayor and indeed myself have a real commitment to improve governance at TfL and try to ensure that it is at the level that it should be, given the important responsibilities the organisation carries out.

**Joanne McCartney AM:** That leads me into my next question, which was to Mike, about the TfL Board itself. Just reading the report it seemed obvious to me that Board members have a legal and fiduciary duty. By omission, they were not carrying it out. What have you done with the new Board to ensure they understand their legal and fiduciary duties?

**Mike Brown MVO (Commissioner of Transport for London):** David [Bellamy] has begun to answer that, but perhaps to add to that, the very fact is that Mayoral Decisions, as soon as possible after they have been taken, are now reported to the full Board. That did not happen previously. There also is a quarterly summary of issues around Mayoral Decisions to the Audit and Assurance Committee, as well as an annual review of all those Mayoral Directions issued. As well as that, as I alluded to earlier on at the very start of this session, the restructuring of the committees of the Board has been extremely helpful in separating out the Programmes and Investment Committee to allow sufficient time and scrutiny and oversight of the projects and programmes across TfL, including where decisions have been allowed to be devolved to me. There is a review, a report, of those decisions made as part of the report into the Programmes and Investment Committee, separate now from the Finance Committee, which has an important role to play, but trying to run those two together was a real challenge before.

I should also say that the way that this Board functions - and this will emerge in time following the Deputy Mayor for Transport's review of the Board effectiveness now - is an entirely different way than previous Boards have operated. That is really helpful in terms of demonstrating proper governance and proper oversight and proper scrutiny of the executive of TfL and indeed ensuring that Mayoral Decisions that are made outwith the formal Board process and properly reported back into it at the earliest opportunity. I am very confident we are in a very different place from where we were previously.

**Joanne McCartney AM:** The report also noted the leeway given to the Commissioner on spending decisions. Has that been tightened up and are you more accountable?

**Mike Brown MVO (Commissioner of Transport for London):** Absolutely, and again that goes back to the point I raised to you, which is around the reporting of any decisions that I have made and how those are scrutinised and overseen by the Programmes and Investment Committee. I can assure you scrutiny on those decisions does take place and that is entirely appropriate. The provisions for such delegations are in standing orders, but those of course are subject to review and subject to the correct level of scrutiny, which I am entirely supportive of.

**Joanne McCartney AM:** Thank you. I want to go on to procurement in a moment. Before I do, Dame Margaret, on page 19 of your report you spoke to the two firms of architects that did not win the design competition. It is quite clear from your interviews with them, and I quote:

*“They felt the competition have in reality been predetermined. We feel deeply embarrassed to have been used in this way by a publicly accountable body who should know better.”*

Did you get a sense there about the reputational risk that this fiasco had done to TfL in the wider world or not?

**Rt Hon Dame Margaret Hodge MP:** Certainly there is a reputational risk, but do remember that these architectural bodies are also very dependent on ongoing contracts from TfL, which is why I was surprised. Before I put this into the report, I was quite clear, in talking to the architects, as to whether they would object to my putting that in the public domain. They were quite happy about that. Therefore, reputational risk to TfL, yes, but remember this is a bit of David and Goliath. Their practices depend on getting work out of TfL. That is a very different position for them.

**Joanne McCartney AM:** Perhaps I can direct my next question to Mike. Have the relationships with those firms been rebuilt and has some progress been made?

**Mike Brown MVO (Commissioner of Transport for London):** Absolutely. I can assure you on the record, that we will absolutely be giving them proper consideration for any further work that is bid. In fact, again it is worth saying – and maybe you were going to come on to this; forgive me if I am leaping into your next question – it is required practice now. The evaluation of bids is conducted using specialist software that records those decisions and processes with absolute transparency. There is no way that that can be interfered with in any way whatsoever. It is required practice that the evaluation of these bids is carried out by more than one person to ensure that there is proper assessment of any issues that people might have concern. Also, again because we have the single Chief Procurement Officer function now within our commercial team, proper escalation processes are already in place to ensure that, if necessary, people have access directly to me or the acting CFO or indeed the Chief Procurement Officer if they are feeling that in any way there are inappropriate or incorrect decisions being made, notwithstanding the much greater certainty of process that we now have in place.

**Joanne McCartney AM:** Thank you. Can I ask, Dame Margaret, after hearing that and seeing what processes TfL have now instituted, are you content that they have accepted the spirit and the specifics of your recommendations?

**Rt Hon Dame Margaret Hodge MP:** Yes, and I will put a plea to you. which is to please scrutinise it to make sure that it works in practice.

**Joanne McCartney AM:** Thank you.

**Caroline Pidgeon MBE AM:** I wanted to pick up the process of Mayoral Directions. Clearly the issue, as Len has already put, is that loads of the work on the Garden Bridge took place ahead of any Mayoral Direction. In your processes now, Mike, are you telling me there is no possibility of work going ahead before a Mayoral Direction on that is outside, say, the business plan?

**Mike Brown MVO (Commissioner of Transport for London):** That is not actually the way it works. I am hesitating to answer the question with a straight yes because there are a number of activities that we get on and do all the time with the business plan. We have to manage the organisation on a day-to-day basis and

clearly that would not necessarily be specifically outlined in the business plan and nor would you expect a Mayoral Direction to be. In terms of major procurement decisions and decisions on projects that were, let me say, at the margin of being called transport projects, I would expect there to be the proper diligence as is outlined in our acceptance of Dame Margaret's recommendations.

**Caroline Pidgeon MBE AM:** One of the key issues around this Mayoral Direction is the role of the Deputy Mayor for Transport in all of this. The Deputy Mayor for Transport has a close relationship. She is Deputy Chair of the Board; she has day-to-day dealing with you. Reading all the transcripts, it is quite clear that the former Deputy Mayor said, "I was not involved in anything, I did not see any of that, I have no memory of most things", but the former Commissioner was very clear that Isabel [Isabel Dedring, former Deputy Mayor for Transport] was on their backs every day. The pressure on a daily basis was absolute.

It seems to me that you could have a Deputy Mayor, on behalf of the Mayor, pushing something that may not be in any of your business plans or processes and you could feel under pressure to be doing work when there has not been a clear direction, a clear setting out of the purpose of whatever this is, even if it is just the initial working up an idea. How can you guarantee that will not happen again?

**Mike Brown MVO (Commissioner of Transport for London):** I can only speak from my own experience and the evidence that I have in my experience of being Commissioner. Since this current Mayor has been elected there has been no such process applied to me on any occasion whatsoever.

**Caroline Pidgeon MBE AM:** What processes are being put in place? Yes, we all know the current Deputy Mayor for Transport and we knew the previous one, but you could have an administration with someone trying to push something through. What is in place to stop this ever happening again?

**Mike Brown MVO (Commissioner of Transport for London):** As I outlined, the processes that are now in place, which are much more explicit and much more transparent as to Mayoral Directions taken, the reporting of those to the board, the reporting of those through the Audit and Assurance Committee, the best-in-industry practice in terms of the evaluation software for bids taking place and how the procurement is applied, the scheme of delegations to the Commissioner and my senior team is all part of this process of ensuring a much tighter control on this that allows proper corporate governance to apply rather than any individual having undue influence of process outwith such a governance arrangement.

**Len Duvall AM (Chair):** Can I just interrupt? We ought to be careful about politicians having preferences. That is quite reasonable and chasing performance on a project is quite reasonable. What is unreasonable is if you do not follow your own policies in doing it and it is not clear and some of the policies that you are following in pursuing it are dubious and dodgy. That is another way to put it, really, because of the evidence that we have before us about the procurement process, some of the other activities, one I have quoted earlier on that I find particularly offensive. I can name a whole number that offend me, because a number of us have been in local government. I am a big fan of TfL; I am a big fan of professional officers. They are one of the institutional strengths of this country and I talk up TfL, but on this particular occasion TfL let us down in terms of the way that some activities were carried out. I just find that from your own evidence you gave us. That is what I stress. It is not us making it up or others providing it. You gave us the evidence, you gave us the issues in terms of FOI requests and others, that showed that you have fallen short of a standard of behaviour and conduct, to be honest, in terms of pursuing this project.

I just want to be careful and the reason why I interrupted you is there is nothing wrong with political preference, particularly in pursuing it, and in terms of pursuing performance, but you have to stay within the rules and policies in pursuing those objectives.

**Mike Brown MVO (Commissioner of Transport for London):** If I may, that is precisely why following this new process and having that suite of recommendations responded to by us and in place, alongside, I would say, of having a Board. Just to emphasise – and the Board effectiveness will emerge in due course, as is being carried out by the current Deputy Mayor – with a Board that allows a much more normal interaction with me as the Chief Executive than frankly I ever was able to have with the previous Board. I am being very honest with you.

This is a very important relationship outwith and notwithstanding political views, which you are quite right to say what you did and that is absolutely correct and appropriate. It is an important relationship when you have a non-executive board that is part of the scrutiny and oversight on behalf of the Mayor or TfL but that does it in line with good corporate governance. That is really important. I have worked in the private sector, I have seen how these things work and I have to say this feels much more conventional in terms of its oversight of me and my executive team but also in the interaction and support and guidance and counsel I can get from Board members in their particular specialist areas. That is an important point to emphasise and that will probably emerge in the Board effectiveness review in the fullness of time.

**Caroline Pidgeon MBE AM:** That is really helpful. What I wanted to follow up is you are saying that this cannot happen again, but what happens now? The Mayor comes up with an idea. That is what they are there for. They come up with these great ideas.

**Tom Copley AM:** The jungle motorway, for example.

**Caroline Pidgeon MBE AM:** Whatever it is going to be. Tom has his idea already. You come up with your idea, your big idea. You have weekly meetings with the Mayor and so on, that then being worked up and taken forward. Do you then ask officers maybe to do some initial scoping work or whatever? When does that then go into this formal process? It is quite clear, “the Mayor has asked us put resources into this, to start working this up, to then start getting funding”. This is almost drip, drip, drip, how it happened. I can see once it gets to, “All right, we have agreed we are going to build a garden bridge”, this goes into this process. Before that, when it effectively is the Deputy Mayor [for Transport] chasing you and the Mayor at his weekly or fortnightly meetings, where does that get picked up?

**Mike Brown MVO (Commissioner of Transport for London):** Again, just to emphasise, the way things work now is in a very different way than might have been the case previously. The interaction with the Board or the committees of the Board --

**Caroline Pidgeon MBE AM:** But way before. This is not at the Board level.

**Mike Brown MVO (Commissioner of Transport for London):** No, but I have to say -- and you made the point earlier on about the business plan and how we scrutinise and work to the business plan. What we have now is a very clear structure of how we work in this administration, which I really welcome. We have a Mayor’s Transport Strategy, which you are aware of, which takes us to 2041. We have a five-year business plan that is a funded and demonstrable commitment and certainty to enable us to deliver steps along the way to achieve that strategy. Then there is an annual scorecard that I produce to manage the organisation, endorsed by the board internally.

Within the construct, that is how we ensure that we are absolutely complying with what meets legal planning. If there is funding requested or sought outwith that, then it would be my responsibility, if necessary with the support of the Board but certainly directly to the Deputy Mayor and the Mayor and David [Bellamy], to discuss how on earth we would come up with different funding for that.

I have to say, if you look at a raft of these recommendations taken in the round and taken also in the context of a board that operates in a different way from what we perhaps might have seen, we are in a very different arrangement. The reason I can be quite confident in saying to you that this is not something that I could sense a creep forward – which are not your words but what you are implying about how a project would happen – I just do not think that would happen. Given that I go to all those meetings with the Mayor and the Deputy Mayor on a regular basis, I cannot imagine that scenario emerging without there being proper process to scrutinise.

**David Bellamy (Mayor's Chief of Staff):** If I may add to that, if it is helpful, if a project idea comes forward that requires money spent on it, clearly the officers of TfL have delegated power to spend money up to a certain point. If, for instance, the Mayor of the day were to ask the Commissioner to write a letter to somebody, the cost of a postage stamp and a piece of paper, that is within his power. There is clearly a point at which the expenditure that would be required would be outwith and approval would be required. That is what the standing orders of the organisation are there to do.

That is why Dame Margaret made the recommendation that we look at this area and that is why this is in the TfL response to Dame Margaret's report, which has been through a number of the TfL Board committees and through the full Board in July, says that in the review of Board effectiveness that is taking place now, we are going to look at those standing orders. I understand there has already been some restrictions on the Commissioner's power as a result of the change to the committee structure, which Mike [Mike Brown MVO] already spoke about, which mean that more things go there that previously might have fallen on the desk of the Commissioner. What we are going to do in that review is -- it is absolutely right, clearly, that the Commissioner has power to take action as the Chief Executive of the organisation in a situation where executive action needs to be taken. Equally, it is essential that appropriate approvals are in place for decisions and that where the Commissioner has to take such action there is appropriate, quick reporting and validation of that.

In the review of the TfL standing orders that we are going to do as part of this review, we are going to pick up that and look at it in more detail and ensure that, as an administration, we are comfortable with how that is constituted.

**Caroline Pidgeon MBE AM:** There is still a place at the beginning. The Mayor has the idea, jungle motorway, whatever it is. He sits there and has an idea and you, within your existing standing orders, could say, "OK, John over there, you are going to commission so-and-so consultants to work up if it is feasible". The GLA officer here could do some work on it. Effectively, staff time and money could be spent up to a certain level before coming back to say this is a runner or not. Then if it is runner it will go into a process. You could still see some money spent on mayoral ideas but there is a point that this has now become a project and you would kick in with all your new processes.

**David Bellamy (Mayor's Chief of Staff):** Absolutely.

**Len Duvall AM (Chair):** What you do not do is have mates doing it, or you be very clear and upfront about where it is and you do not come halfway through your process evaluation. The first report TfL received was in July 2016. If you look at all the other associated reports, there is a great deal of detail. There is even detail on the £25,000 spend – that was small beer to TfL – on a bridge repair. There is virtually nothing on this project and it is the first time the TfL Board ever received notification. Again, it is not even to the full Board, it is to a subcommittee. It comes out of the blue, bypasses every check and balance to get on to the agenda and then adopted. That cannot be right.

**Rt Hon Dame Margaret Hodge MP:** There was an authority in July 2013 to spend the first £4 million.

**Len Duvall AM (Chair):** From that Board. That was why --

**Rt Hon Dame Margaret Hodge MP:** That is the Financial and Policy Committee.

**Len Duvall AM (Chair):** That is it, but that is the first time it ever appeared in TfL Board papers. If it had come up and said there was proper evaluation and all the rest of it, I would not be saying anything. It cannot be right, in the 21st century, about the transparency of what went on and occurred here.

**Sian Berry AM:** Can I ask David a couple of questions about future safeguards against things like this in a more general sense. I know you have talked a lot about processes. I am assuming you think the processes cannot be bent to meet a political force in the same way as they were in this case. There were processes in place but the politics behind it was so forceful that nothing managed to stop all this money being spent.

Are you confident now that the processes cannot be bent exactly in the same way? We do vote, there is a mandate, but under particularly strong force from an elected mayor most processes could be bent. Are you confident that you are putting in place good safeguards? To what extent does transparency form the basis of that? I know Dame Margaret was saying whatever processes you have, transparency helps ensure the challenge and the scrutiny. Are you going, for example, to be publishing more information to do with Mayoral Decisions or planning or things like that?

**David Bellamy (Mayor's Chief of Staff):** On the first point, there are two things. The first is the strength of processes. The processes are, demonstratively, a lot stronger than they were. That is reflected in the evidence you have heard this afternoon. There are still one or two areas that we have talked about where we need to finish our work and we will do that, but there is real progress there.

You are coming from the right perspective when you say that in extreme circumstances is it possible to design a process that anybody cannot subvert. The answer is I doubt it is possible to design such a process. That brings me to my second point that people who operate processes are really important. In that sense, leading to what was said before, elections have consequences. That is when people take decisions at the ballot box. That feeds into what happens.

In terms of your point about transparency, a decision is not a decision until it is decided. There are strong and clear processes at the Authority here that mean that all decisions and -- usually a Mayoral Decision is to issue a direction. There are strong processes that when the Mayor takes those decisions they will be published within 24 hours unless there is a particular reason why they need to be held back for a short period, e.g. it is going to be announced next week or something like that and you cannot publish the decision ahead of the announcement, you need to publish them both at the same time. There is that process of transparency about that.

As I say, I believe not only in maintaining that external transparency and the ways in which we have improved that with the TfL Board. I know Mayoral Directions were also the subject of interest in previous administration in regard to the Fire Authority and some of the decisions that were taken there. Obviously, we are hoping that the Government will move the necessary secondary legislation and will change the governance structures there. One of the things that is important when that happens is that we get the right transparency, were there to be any Mayoral Directions issued relating to the London Fire Brigade, that they are also visible as well. We need to ensure that is right, both where the directions are issued but also where they are received. If we can get the transparency right at both sides, and the governance and the oversight, then hopefully that will ensure that we are in the appropriate place.

**Sian Berry AM:** Thank you. You make a good point that elections are there ultimately to hold people to account. Arguably, in this case, if we had not had a change of Mayor, a lot of this information would not have come out. We understand the decision a lot better now that Dame Margaret has had a look, although the report that this Committee made was potentially enough for the Mayor to have made a different decision.

Therefore, my question next is: how do we test whether or not the new processes are working? I am wanting to make a suggestion because we cannot wait until Sadiq [Sadiq Khan, Mayor of London] comes up with a jungle motorway or something equally ridiculous as that. There is a new rolling property fund that the Mayor is coming up with, which we do not know many of the details for yet, but it seems like the Mayor is going to be buying and selling and making lots of deals to do with bits and pieces of land. Certainly, as an Assembly Member, I have had many pieces of land suggested to me already for this. I know that we all know people who would like land to be bought and used. Potentially, there is some scope for mates and people you already know or preferences to be made for certain deals over others, and I wondered if, once some of that fund had been used, that would be an appropriate time to review --

**Len Duvall AM (Chair):** At the end?

**Sian Berry AM:** Yes.

**Len Duvall AM (Chair):** I would say we might need to do a bit of scoping work before we do, but I understand what you are saying.

**Sian Berry AM:** That might be an idea, and I wanted to ask Mike about the TfL Board because you are doing a lot of property deals now and ask whether you think the Board is strong enough. Does it have enough property specialists to scrutinise that work that TfL is getting more and more involved in?

**Mike Brown MVO (Commissioner of Transport for London):** First of all, I would say that we do have a commercial development advisory group, which is chaired by and populated by some property experts who advise the Board on the validity and the integrity of any such deals that emerge in the fullness of time. Again, I have to say, the link between that commercial development advisory group and the Board is entirely different from where it was before, because again the restructure of the Board. Therefore, there are some checks and balances in place to ensure that is done correctly and appropriately, yes. However, clearly, I am more than happy for any transparency on that to be reviewed over time.

**Sian Berry AM:** Sorry, you said that Board was tasked with looking at integrity as well?

**Mike Brown MVO (Commissioner of Transport for London):** Yes, it looks at the whole process. Clearly having an advisory group who have huge experience in the property sector to represent best value for TfL and therefore taxpayers' interests as part of this is really important and the Board self-evidently will look to that group to properly advise them on the overall structure of any deals that we do.

**Sian Berry AM:** Thank you. Just to say, Chair, that was a suggestion potentially for the Chief of Staff as well as for the Committee in terms of what to review.

**Len Duvall AM (Chair):** I can deal with that. We will wrap up because it is a very important issue you have raised about relationships and knowledge and how things can go wrong, and so let us get there before they go wrong, not just for TfL, but for the GLA group and housing and land.

**Andrew Boff AM:** I was not going to contribute, but it was something you said, Chair, about TfL to Mr Brown. We absolutely are unanimous that TfL employs some extraordinarily talented people, no doubt

about that. However, sometimes it appears, as you can see from this meeting on this subject, and on other subjects as well, that the inspiration for their governance is less to do with *glasnost* [openness] and more to do with Schrödinger. We do not know anything about it. We, as an Assembly, since I have been on here, know very little about what is going on at the moment. We only see a result produced at the end and TfL have to understand that is enormously frustrating for us to do our very important job of holding you to account. We time after time get people from TfL, your predecessor gave the same saying, "Yes, we are dealing with it", however sometimes we feel like we are being patted on the head and said, "Go away, we know best and we will let you know when we have finished". Do you understand that about the frustration there is when dealing with TfL?

**Mike Brown MVO (Commissioner of Transport for London):** First of all, I am really sorry if we ever give that impression. That is not my style and those around this table who know me perhaps better than you, Andrew, will say that is not my approach and I absolutely welcome the scrutiny from this Committee and from the Assembly generally of TfL's activity.

I would also perhaps refer you, if I may, and I am sure you do look at this, to the agendas, notes and minutes, of our various committees and panels are hugely detailed in terms of the sort of things they cover. As recently as this Friday, we have coming up a very long and detailed Programmes and Investment Committee, which is a new committee I referred to earlier on, which goes through in huge detail the sorts of projects that are underway, the types of delivery challenges we have, how those projects are progressing, and in that spirit I am determined to continue to ensure we are as open and transparent as possible and again I can only apologise if that has not always been evident to your Committee. However, we will need to try harder.

**Andrew Boff AM:** I recognise you are getting better, but I also recognise it was a hell of an effort to get those into the public domain on our behalf. It was our efforts that got those into the public domain. Something about the culture of the TfL --

**Len Duvall AM (Chair):** No, it is about some whistle-blowers, people who were pretty brave in giving us information, who clearly were unhappy at the non-professionalism that was going on around them, because clearly at the early stages people were giving us and supplying us information and a big thank you to them because they felt equally offended by what was taking place. Not politically, because it was mostly all technical and about what was taking place under TfL's name.

Colleagues, I am now going to sum up very quickly and it does not preclude anything else; we can have further discussion. As a Member, I was hoping this was going to be the last time that we might be talking about the Garden Bridge. There is a serious matter I am going to raise later on, Mike, which is going to be a bit tough. I want you to understand why the equivalent to this Committee's foot is being held on the back of your neck and your organisation's neck, to delivering what you have said. I take it in good faith and we have had, from your predecessors, from your internal audit, an interesting exchange with them.

We have requested various bits of information and we do want to follow up on that. I have raised the issue about the sponsorship issues, others have raised various things and officers have kept details of that. We will remind you about it if you do not have your own notes. The same with you, Dame Margaret, in terms of some of the information that you may have that you need to check with GLA whether it is appropriate for us to have, however we would welcome that information because it helps us to understand and learn lessons of the future. It was about minutes of meetings of what exists or does not exist.

You [TfL] have a consultation on transparency at the moment. I do not think we formally decided we should put in a contribution into that. We should take a decision from officers that we should. There is a deficiency in that because you do not talk about procurement. We can add to that. We would like to do that and we



should do. Your closing date was the end of October; hopefully we can do something before then and meet your deadlines. If not, we might ask if you would accept a late submission from us because we want to give you the best advice about what we see before us in terms of that.

We will follow up the recommendations of your report, Dame Margaret but, also, we want to follow up our recommendations as well with both TfL and with the Mayor's Office around that.

Certainly, on the job issue, I am looking to the Assistant Director of Human Resources and Organisational Development, Charmaine [DeSouza], who will come to this body at some stage at the appropriate time; you will share in some deliberations before the Mayor takes any final decision so that we could have a look at that because I know that will be an interest.

Now, Sian [Berry AM], on the points that you raised, you have raised a really interesting issue about the housing movement in both the private sector as well as the public sector. Housing associations, bigger housing associations versus larger ones, get a dollop of subsidy. Where are they getting deals because they deliver or do not deliver? We have private sector house builders who are different, seem to be like we did have a sort of select list model of those. We should look at scoping, having an informal discussion before, but thinking how best do we scrutinise that either in terms of offering advice to the Mayor's Office on housing and land or to the GLA family, TfL, about how that can be done in a transparent way and in a way where no one feels there is a tainted process.

There have been times in the many years I have been on this Assembly where you might just question some of the aspects of some of those developments or deals and dare I say the magic words of 'value for money' and so can we take that offline outside this. Housing Committee members might need to be involved. Can we talk that through? I am happy to convene it, chair it, however the appropriate officers in the room can think how we scope that up, because it is needed and we need to think that through.

There is an element I spoke to the Mayor's Office about, post-scrutiny/pre-scrutiny. We have not quite ever solved that out, how can we do that in commercial confidential situations. However, certainly seeing the same names come up time and time again cannot be right in a place like London and the southeast in terms of who is there and who is not there. We need to ask some questions about that. You might wish to comment on that scoping report as well. We are not precious about that. We want to get it right in terms of the transparency of arrangements that we need to do.

Now, Mike, I want to go back to two issues around this and it revolves around decision-making in TfL. I am in a dilemma because I have spent the weekend, the last couple of days, rereading some of the information and almost working my way up and it may have come across in some of my comments about what we have had. However, I do not take this bit lightly and it would have to be with agreement of colleagues and so I have not spoken for those.

Let us go to the earlier issue, the drawdown of money about whether the Garden Bridge Trust met conditions or did not meet conditions. In my own mind there are certain bits where it is very clear they did not and that clearly is wrong in some ways and I am thinking about that. Then I go back, so I am combining two issues, to the period of time in 2013, long before any Mayoral Decision and in the five or six months leading up to the TfL report that Margaret referred to where it is the first report on the table saying, "This is a project", out of the blue to a subcommittee, as I call it. You might have a different take on it. Now, there are some issues there and no doubt I am almost thinking that you should be allowed to write back to us on that issue of whether there was any illegality or ultra vires activity done by TfL before it went to its TfL governance board and before you had the Mayoral Direction. Now, we need some legal advice. I do not see it as adversarial because I want to help to try to make sure this never happens again and we do learn these lessons because I

am old school. I come from the day when councillors used to be surcharged for activities like this as well as officers. When remuneration for councillors was nothing and you were subsidising being a councillor in terms of those issues. The checks and balances do not seem to be there in terms of officials and, dare I say, have been eased off by politicians. I do not think they should be, but they have been eased off. That is just my personal view of that.

I am thinking of the issue of topping and tailing internal audit reports, knowing full well the only bit that gets published is the front bit and the back bit and you never read the full body of the bit. The question is quite frankly what were people trying to hide and misleading in terms of the internal process. I believe there may well be a case - and there may well be a case in the GLA - of where there is misconduct of officials. I know that is something I do not take lightly about that, but that needs to be looked at and I do not see how we can conclude these issues around the Garden Bridge unless we look at those issues. That is why we need to take some legal advice and, if we do it jointly around those issues, it should. I am not one for taking heads; however, £46 million has been lost to the public purse on this project and the drawing down of money, things when I am not sure.

You are going to write back to us whether there was due diligence done. If the due diligence is the letter that I saw go to the DfT, yes, they have satisfied it and we have no accompanying information, but that cannot be right. I suspect you may have had something similar. That is not appropriate. Please reassure me that was not the case and there is something more behind it. We would have seen it by now if there was. There are some issues there and there is an issue for the GLA - it is not just for TfL - about what that is and we need to be reassured there because there is a taint over us about that and those issues.

Therefore, I am recommending that last bit; you may wish to reflect whether we do that jointly, that we go through it and that we work out some mechanism to do it. I am looking for our officers to help and work with us about how we do that. However, the checks and balance have been loosened somewhat and the trust and confidence has to be there in terms of what we do and how people carry out those tasks. I just want to be reassured of that and, as I said, I do not take it lightly and you should move to that. I would like to think we could do it jointly. I would like to think we could, but we ought to, just to clear those issues because some of the activities that took place were just inappropriate and should have been stopped if we had checks and balances to bring it back on track to do it right. I am not saying, in terms of that, there were processes and options open for this to be done properly and it was not. Would it have led to the cancellation of the project? I do not know.

They are different issues. Really, as Members know, whether people are in favour of the bridge or against the Garden Bridge, it does not really matter. It is not the merits of that. We are talking about the processes arriving at where we got to and were they properly followed or not. In this case they were not. Therefore, I would like you to reflect on that and come back; I would like the officers to work that up if I get the agreement with the Committee to do that. It is about closure, but equally there is some ongoing work that we need to do to make sure it does not. Like I say, TfL has a lot to be proud of. It is not just a London organisation. It is an internationally recognised organisation of good practice. On this occasion, it slightly let us down in terms of this for all sorts of reasons and I recognise you are trying to re-establish that grip that is required on the checks and balances.

Can I thank you all for the way you have answered the questions. If you need to talk further with me I am happy to make myself available, but you might want to talk to our officials as to how we move that further forward. Thank you very much.

# Subject: Summary List of Actions

**Report to: GLA Oversight Committee**

**Report of: Executive Director of Secretariat**

**Date: 23 November 2017**

**This report will be considered in public**

## 1. Summary

- 1.1 This report updates the Committee on the progress made on actions arising from previous meetings of the GLA Oversight Committee.

## 2. Recommendation

- 2.1 **That the Committee notes the completed and outstanding actions arising from previous meetings of the Committee, as listed below.**

## Action Arising from the Meeting Held on 11 October 2017

Item	Topic	Action	Action By
5	<p><b>Independent Review of the Garden Bridge and Lessons Learnt</b></p> <p>Following the meeting on 11 October, Arup contacted the Chair of the Committee to clarify the organisation's role in the review and subsequent correspondence between Arup and Rt. Hon Dame Margaret Hodge MP.</p> <p>During the course of the question and answer session, the Committee requested that:</p> <ul style="list-style-type: none"> <li>• The Commissioner and Chief of Staff to confirm that the GLA and Transport for London (TfL) commercial sponsorship departments had not had any involvement in fundraising for the Garden Bridge;</li> <li>• The Commissioner revisit whether TfL was able to provide minutes of meetings of the Garden Bridge Trust Board, and additionally confirm whether TfL, through its funding agreement with the Garden Bridge Trust or any other mechanism, could compel the Trust to release the minutes of its Board meetings;</li> <li>• The Commissioner to confirm whether a due diligence process had been in place via which evidence had been sought that relevant conditions had been met prior to payments being released under the terms of the construction contract;</li> </ul>	<p>Completed Attached at <b>Appendices 1, 2, 3, 4 &amp; 5</b></p> <p>Ongoing (The Chair wrote to TfL on 25 October 2017)</p>	

Item	Topic	Action	Action By
	<ul style="list-style-type: none"> <li>The Commissioner to provide details of: who at TfL had been responsible for approving the release of £7 million of funding in February/March 2016 – or, if approved at a Board meeting, the membership of the Board at that time and the minutes of the relevant meeting – the basis for that decision; details of how TfL had satisfied itself that the Garden Bridge Trust’s business plan was credible; and whether the risks arising from the project had been identified by TfL at that time and reported within TfL or to senior management;</li> <li>The Rt Hon Dame Margaret Hodge MP to provide copies of any legal threats she received during her review or after publication of her report, if there was no impediment to providing them; and</li> <li>Martin Clarke, Executive Director of Resources, GLA, to provide a copy of his note to Margaret Hodge explaining why the Garden Bridge proposals had not been submitted to the then Investment and Performance Board.</li> </ul> <p>The Chair requested that:</p> <ul style="list-style-type: none"> <li>The Committee might wish to scrutinise the Mayor’s rolling property fund once in operation in order to examine whether the new governance procedures are sufficiently robust.</li> <li>The Committee should contribute to the TfL consultation on transparency.</li> <li>Officers examine the Committee scrutinising any other historical development deals, possibly in conjunction with the Assembly’s Housing Committee.</li> <li>That senior GLA Secretariat officers, in liaison with TfL officers, explore the conduct of TfL officers in relation to the Garden Bridge project.</li> </ul>	<p>(The Chair wrote to Dame Margaret on 25 October 2017)</p> <p>Completed. Attached at <b>Appendix 6</b></p> <p>In progress</p> <p>Completed. Correspondence at <b>Appendix 7</b> In progress</p> <p>In progress</p>	

## Action Arising from the Meeting Held on 14 September 2017

Item	Topic	Action	Action By
5	<p><b>Personal Data in the GLA Group</b></p> <p>The Head of Information Law and Security, Metropolitan Police Service (MPS), agreed to:</p> <ul style="list-style-type: none"> <li>• Provide clarity on whether there was an agreement between the Home Office and the Metropolitan Police Service to pass on personal details where there were suspicions about that individual's immigration status;</li> <li>• Provide further information on whether helicopter footage is kept by the Police Aviation Service on behalf of the MPS for 7 years and the relevant policy; and</li> <li>• Provide further information on who would be evaluating the trails for privacy impact assessments for drones.</li> </ul> <p>The Head of Information Governance, TfL, agreed to provide further information on the cycle hire data breach and any remedial action taken.</p> <p>The Head of Finance and Governance agreed to provide clarification on the suggested CHAIN database.</p> <p>During the meeting, the Chair suggested that, in consultation with Party Group Lead Members, a letter be sent to the Mayor on the use of personal data in the GLA Group. This has been agreed under delegated authority. The letter is attached along with a commissioned report into personal data in the GLA Group.</p>	<p>Completed Attached at <b>Appendix 8</b></p> <p>Completed <b>Appendix 9</b></p> <p>Completed <b>Appendix 10</b></p> <p>Completed Attached at <b>Appendices 11 &amp; 12</b></p>	Head of Information Law and Security, MPS

Item	Topic	Action	Action By
6	<p data-bbox="256 277 853 349"><b>The Response of London Resilience to the Grenfell Tower Fire</b></p> <p data-bbox="256 392 836 463">The Head of Programmes, London Resilience, agreed to:</p> <ul data-bbox="256 510 853 1093" style="list-style-type: none"> <li data-bbox="256 510 853 622">• Provide clarity on whether the Mayor attended the COBRA meeting following the Grenfell Tower Fire;</li> <li data-bbox="256 645 853 918">• Provide information on where local authority Gold meetings took place, if the Mayor, Mayor's representatives or GLA officers had any discussions with the London Local Authority Gold and RBKC's Gold and when Team London assistance was provided; and</li> <li data-bbox="256 940 853 1093">• Provide an opinion on whether there was still confidence in the Local Authority Gold arrangements and whether the London Resilience team was fit for purpose.</li> </ul>	Ongoing (update requested on 27 October 2017)	Head of Programmes, London Resilience

## Action Arising from the Meeting Held on 18 July 2017

Item	Topic	Action	Action By
5	<p><b>The Emergency Services Network</b></p> <p>The Chair requested that all relevant organisations invited to this meeting, keep the Committee updated with any reports that it may produce in relation to the Emergency Services Network.</p> <p>Following the meeting, the Chair wrote to the Mayor setting out the Committee's findings from this meeting. This letter, and the Mayor's response, are attached.</p> <p>The Committee also received additional information from the Office of the Police and Crime Commissioner for Humberside regarding the ESN. A letter from the Police and Crime Commissioners for Humberside, North Yorkshire, South Yorkshire and West Yorkshire to the Police and Fire Minister, Nick Hurd MP, along with his reply, is attached for information.</p>	<p>Completed. Update from EE attached at <b>Appendix 13 &amp; 14</b> Any relevant reports will be reported at future Committee meetings.</p> <p>Attached at <b>Appendix 15 &amp; 16</b></p> <p>Attached at <b>Appendix 17 &amp; 18</b></p>	All invited guests
9	<p><b>The Grenfell Tower Fire</b></p> <p>That authority be delegated to the Chair of the Committee, in consultation with party Group Leaders, to determine and finalise a cross-Assembly approach to its scrutiny work in relation to the Grenfell Tower fire.</p>	Completed. Further detail on this action is set out in the report at <b>Item 6</b> on this agenda.	Head of Scrutiny and Investigations



## Action Arising from the Meeting Held on 29 June 2017

Item	Topic	Action	Action By
9	<p><b>The GLA Diversity and Inclusion Strategy</b></p> <p>To provide further information and have a follow up discussion with Assembly Members on how the work being done by the GLA on race equality and respect for faith groups and those without faith.</p> <p>To provide information on the Gender Pay Gap Action Plan and the current data in relation to this held by the GLA.</p> <p>To provide information on the feasibility of establishing an ethnic pay gap report in the GLA.</p> <p>To provide information on the work of functional bodies and larger contractors to the GLA on publishing a gender pay audit, including a definition of what criteria has been used to determine larger contractors.</p> <p>To provide information on the outcomes of round table events on tackling child poverty and what role the London Assembly could play in helping to tackle this issue.</p> <p>To provide responses to questions that the Committee may have following the conclusion of the meeting.</p>	Completed. Attached at <b>Appendix 19</b>	Deputy Mayor for Social Integration, Social Mobility and Community Engagement

## Action Arising from the Meeting Held on 30 March 2017

Item	Topic	Action	Action By
8	<b>Proposed Changes to the GLA Establishment</b>  The Assistant Director of External Relations agreed to provide a summary of the work conducted by the team and some indication on the market rates for the posts that were being proposed.	Ongoing (Update requested on 6 November 2017)	Assistant Director of External Relations

## Additional Actions undertaken by the Chair on behalf of the Committee

Topic	Action	Action By
<b>TfL Transparency Strategy</b>  Following consultation with the Deputy Chairman, Party Group Lead Members, the Chair submitted a response on behalf of the Committee to the consultation on TfL's Transparency Strategy.	Completed Attached at <b>Appendix 20</b>	Head of Scrutiny

### 3. Legal Implications

3.1 The Committee has the power to do what is recommended in this report.

### 4. Financial Implications

4.1 There are no financial implications arising from this report.

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**List of appendices to this report:**

- Appendix 1 – Letter from Arup to the Chair dated 16 October 2017
- Appendix 2 – Letter from Alan Belfield, Arup, to Dame Margaret Hodge MP dated 31 March 2017
- Appendix 3 – Letter from Alan Belfield, Arup, to Dame Margaret Hodge MP dated 3 February 2017
- Appendix 4 – Letter from Isabel Dedring, Arup, to Dame Margaret Hodge MP dated 9 February 2017
- Appendix 5 – Letter from Richard de Cani, Arup, to Dame Margaret Hodge MP dated 3 February 2017
- Appendix 6 – Copy of note from the Executive Director of Resources to Margaret Hodge explaining why the Garden Bridge proposals had not been submitted to the then Investment and Performance Board – Email from January 2017
- Appendix 7- Response to consultation on TfL’s Transparency Strategy, dated 8 November 2017
- Appendix 8 – Follow up information from Head of Information Law and Security, dated 9 November 2017
- Appendix 9 – Letter from Head of Information Governance, TfL, dated 31 October 2017
- Appendix 10- Letter from Head of Finance and Governance on CHAIN database, dated 14 November 2017
- Appendix 11– Letter to the Mayor on the use of personal data in the GLA Group, dated 14 November 2017
- Appendix 12 – Report on Personal Data in the GLA Group
- Appendix 13 – Response from EE on Emergency Services Network, dated 31 August 2017
- Appendix 14 – Further information from EE
- Appendix 15 – Letter to the Mayor on the Emergency Services Network in London, dated 5 September 2017
- Appendix 16 – Reply from the Mayor on the Emergency Services Network in London dated 19 October 2017
- Appendix 17 – Letter from Police and Crime Commissioners for Humberside, North Yorkshire, South Yorkshire and West Yorkshire, dated 29 June 2017
- Appendix 18 – Letter from Nick Hurd MP, Policing and Fire Minister, dated 26 September 2017
- Appendix 19- GLA Diversity and Inclusion Strategy, letter from Deputy Mayor, dated 10 November 2017
- Appendix 20 – Submission to TfL’s consultation on the Transparency Strategy, dated 8 November 2017

<b>Local Government (Access to Information) Act 1985</b>
List of Background Papers: MDA 858 (Grenfell Tower), MDA 860 (Personal Data)
Contact Officer: Lorena Alcorta, Principal Committee Manager
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Your ref  
Our ref  
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# ARUP

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By post and email to len.duvall@london.gov.uk

16 October 2017

Dear Mr Duvall,

## Garden Bridge

We are aware of the discussion that took place at the meeting of the GLA Oversight Committee on Wednesday 11 October 2017 about Dame Margaret Hodge's independent review into the Garden Bridge. We note that various references that were made during this discussion about the role of Arup in the project and correspondence between Arup and Dame Margaret Hodge.

Arup participated fully with the review and both Isabel Dedring and Richard de Cani met with Dame Margaret Hodge to help her with the review and answer her questions. Throughout the review process, Arup has co-operated with any requests for information and has offered to answer any further queries. We continue to offer our assistance. In the spirit of continued openness and transparency, I have attached to this letter copies of the letters from Arup, Isabel Dedring and Richard de Cani to Dame Margaret Hodge, during and after the review process.

From this correspondence you can see that whilst we did have legitimate concerns with some elements of how the review was conducted, we always sought to offer constructive and helpful input to the process, offering to provide further information if requested and provide more detailed responses to specific questions.

Please do not hesitate to contact us if you have any further queries.

Yours sincerely



**Dervilla Mitchell**  
**UKMEA Region Chair**

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**ARUP**

The Rt Hon Dame Margaret Hodge MP  
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31st March 2017

Dear Dame Margaret

**Review of the Garden Bridge Project**

Thank you for your letter of 30<sup>th</sup> March 2017.

If there is any reference to Arup employees or Arup in your draft report, then I presume you will be adopting a representations process or similar procedure. This is required so that a person be given a fair opportunity to respond to any such references prior to publication in a report. To date, there has been no such opportunity.

Yours sincerely



**Alan Belfield**  
**UKMEA Region Chair**

Cc: David Bellamy, Chief of Staff to the Mayor of London  
Tim Somerville, Greater London Authority

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**ARUP**

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BY POST AND EMAIL TO:  
margaret.hodge.mp@parliament.uk

3 February 2017

Dear Dame Margaret

### **Review of the Garden Bridge Project**

I write further to your appointment by the Mayor of London to conduct an independent review of the Garden Bridge project.

I understand that you met with Isabel Dedring and Richard de Cani in late 2016 and I trust this was useful. There has been speculation in the press regarding Isabel and Richard's recruitment by Arup and I want to take this opportunity to make it clear there was no connection to the Garden Bridge project. Arup employed Isabel and Richard following a global recruitment process to support the growth of our worldwide transport and planning business. If you would like further detail about the process, I would be happy to assist.

Regarding the conduct of the review, I would have expected Isabel and Richard to be assured in advance of their meetings that their comments were confidential, for the review process to have been explained to them in writing and for them to have been provided with copies of documents. In any such circumstances it is difficult for an individual to respond to the substance of a matter when they have had no opportunity to prepare, and without being provided with copies of documents on which they were being interviewed.

The reputation of Arup and our employees is of utmost importance to us and I must stress the importance of giving Isabel, Richard and Arup the fair opportunity to comment on your draft report before publication. We would be happy to agree a short review period and would of course keep the contents of the draft report confidential.

Please let me know if you have any queries or if I can be of assistance with the review.

Yours sincerely



**Alan Belfield**  
**UKMEA Region Chair**

cc: David Bellamy, Chief of Staff to the Mayor of London  
Howard Carter, Head of Legal, Greater London Authority

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The Rt.Hon.Dame Margaret Hodge MP  
Office of Rt.Hon.Dame Margaret Hodge MP  
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9 February 2017

### **Garden Bridge – Isabel Dedring Response to Margaret Hodge**

Dear Margaret

It was a pleasure to see you to discuss the Garden Bridge recently. Thanks very much for asking for my input.

In anticipation of you pulling together your report, I thought it would be useful to clarify a number of the key points we discussed.

We talked quite a lot about the origin of the project, and I sought to explain that there were a number of discussions over many years which played into the inception of the project. As we discussed, this included discussions of a number of different river crossings over the course of the Mayor's terms of office, and broader discussions around the best way to provide better cycling and pedestrian connectivity across the river in the context of the Mayor's roads strategy and cycling programme, amongst many other things. Most of these discussions pre-dated my involvement in the bridge as they were led by others within the Mayoral team at that time, as I explained, so my personal knowledge of them is very limited. Of course, once the Mayoral Direction was issued and the procurement and business case were being prepared, this entered a different phase and became a distinct stream of work with the relevant governance mechanisms within TfL and the GLA.

We also talked about a number of aspects of the functioning of the GLA and TfL. In particular, we talked about the Mayoral Direction process and how these are audited, the role of City Hall and the Mayor's Office in procurement, and the role of the Board. You found it surprising that the Mayor's Office did not formally sign off on procurement decisions, but as I explained these roles are not constituted by the GLA Act in the same way as central Government Ministerial roles. We talked also about the Mayoral Direction process within the GLA Act which is a process whereby the Mayor can – and quite often does – specifically direct the functional bodies to commit resources. We also talked about the role of the TfL Board and the GLA in scrutinising Mayoral Directions, but again the Garden Bridge project was following the formal GLA procedures and TfL Board governance that were in place at the time and which, as far as I know, are still in place.

More broadly, it seemed from our discussion that there was a degree of confusion in the materials you had been given about the timeline and order of events relating to the project. I did not (and don't) have this information, but hopefully these have subsequently been clarified by officers at the GLA and TfL as some of your questioning seemed to arise from a lack of clarity in the materials that you had been provided. I feel this could have been resolved through a clearer explanation and timeline of the steps in the process of producing the business case, the Mayoral Direction, procurement, etc.

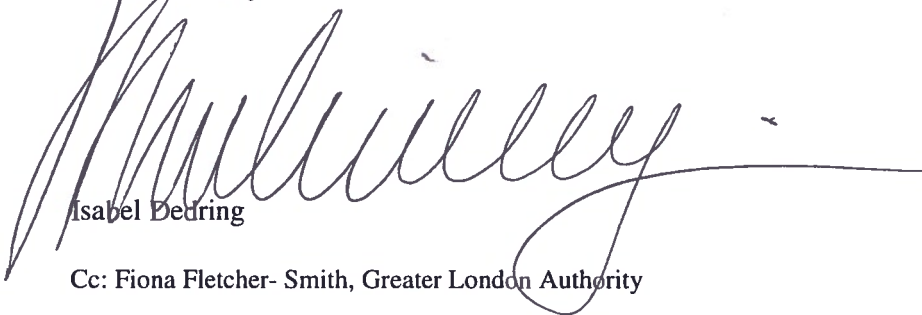
In our discussion we touched briefly on the implications in the press and public assemblies that my (and Richard de Cani's) employment at Arup is in some way linked to the Garden Bridge project.

This is utterly unfounded and untrue, and I felt it was important to place this on record in our discussion.

I did also want to say that I found it quite difficult the way our discussion was conducted. As you know, I had no prior sight of any questions or materials, and as you will know, as I have left the GLA I have no access to any documents or emails from my time at City Hall. The majority of the questions pertained to specific emails and documents, in most cases from many years ago, that I could not be expected to remember amid the literally several hundred emails I used to receive and handle each day at City Hall. I was asked to comment on quoted parts of sentences which I neither recognised nor understood the context of but which I did my best to remember and comment on to the extent that I could. In light of this, I would request the opportunity to review your draft report before it is published and be provided with the opportunity to comment. This would be to identify any inaccuracies or misunderstandings, of course, not to comment further in any great volume.

I remain happy to clarify any further points that I can, should that be useful, and as ever I look forward to seeing you again before too long in whatever capacity.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'Isabel Dedring', with a long horizontal flourish extending to the right.

Cc: Fiona Fletcher- Smith, Greater London Authority

The Rt Hon. Dame Margaret Hodge MP  
Office of Rt Hon. Dame Margaret Hodge MP  
House of Commons  
London  
SW1A 0AA

3 February 2017

Dear Margaret

**Garden Bridge – Richard De Cani Response to Margaret Hodge**

We met on the 14 December to discuss the issues around the Garden Bridge and my role in the project from the time I was working at Transport for London (TfL).

Having considered our conversation, I would like to set out in writing an explanation of my role in TfL and on the Garden Bridge project, and a description of the decision-making process at TfL, as well as make some further comments on some of the other matters we discussed.

We discussed the role I played in the Garden Bridge project, initially as the Director of Strategy (working to Michele Dix) and more recently (from Feb 2015) as the Managing Director of Planning, working direct to the Commissioner. Working under Michele, I managed a team of people who led the technical work on the Garden Bridge from its inception through to the point of handover with the Garden Bridge Trust. This lasted broadly from January 2013 to February 2015, at which point I took over leadership of the project from Michele under my new role. The project was formally handed over to the Trust when the funding agreement was signed in July 2015. My team at TfL, working alongside other parts of TfL including legal, finance and procurement, were responsible for the management of the work including the preparation of the business case. As the Director in charge of this team I have dealt with many questions about the Garden Bridge project, explaining the actions that TfL took and why. This has meant I have been publicly associated with the project for some time.

However, the suggestion that I was leading the project in isolation, making decisions without input and endorsement from the rest of TfL is untrue. TfL is a large organisation where decisions of a strategic and political nature are made with full engagement from the TfL Leadership team, the Commissioner, the TfL Board and the Mayor and his advisors at City Hall. My role and that of my team has to be considered in the context of the wider TfL organisation. For example, the approach to procurement and the ultimate procurement decisions that were taken by TfL were made with the full awareness and endorsement of the Managing Director of Planning. Decisions around procurement, funding and the discharge of funding payments under the funding agreement were all made with full knowledge and endorsement of the relevant senior leadership team members at TfL with ongoing legal input and review.

During our conversation we spent time discussing the origins of the Garden Bridge and how it came into TfL as a project. You were interested in the specific dates and sequencing of particular events and without being able to refer to the relevant background material during the discussion, I was unable to provide you with the clarity you were looking for in all cases. However, I trust your

conversations with other TfL and GLA officers, including Michele who was leading the project for the first two years, have been able to do this.

I explained in as much detail as I could my recollection of the origins of the project which stemmed from a discussion with the Managing Director of Planning in 2012 following a meeting at City Hall where the idea was discussed. This included the preparation of a note with input from a number of people within TfL, including the legal department setting out options for a number of possible procurement and delivery routes. As we discussed, all of the options included an opportunity for the Heatherwick proposal to be considered. The decision on the procurement route to adopt was made at a meeting between TfL and City Hall (which I did not attend).

During our discussion you were interested in the process by which TfL engages with City Hall and the way in which decisions are made. I hope that you are now more familiar with the workings of TfL, the Board and its relationship with the Mayor and the difference between the Powers of the Mayor of London and that of a local authority or in fact Central Government. Please do let me know if you wish to discuss this further with me. Of particular significance is the role of Mayoral Directions, of which there were four pertaining to the Garden Bridge project, and the process by which they are agreed and audited.

As regards leaving TfL, I formally gave notice of my intention to leave TfL on the 1 January 2016 and I left the organisation on the 29 April. I was required to work a substantial part of my notice period to assist TfL in the transition process with the specific instruction to remain as the lead for the interface with the Garden Bridge Trust. If TfL had seen a conflict in my ongoing role with the project during my notice period, they would not have given me such explicit instructions to continue working on the project. One aspect of this project which has been most distressing for me on a professional and personal level is the allegation that my move to employment at Arup in 2016, is somehow connected with the decision to award them a contract in early 2013. There is no truth in this. I went through a competitive process to secure my role including multiple interviews.

Finally, during the meeting, whilst I tried to answer as many of your questions as I could, you will appreciate that I had no written notice of your questions and had limited access to the background material that you were referring to. This meant at times as you moved through volumes of documents, selecting specific extracts as the basis for your questions, I was simply unclear as to what was being quoted from, at times unable to read the specific extract, or unable to answer questions on documents without the benefit of being able to read them first. May I therefore request sight of any parts of your draft report that relate to my involvement on the project, prior to publication of your report, so that I can check the accuracy, clarify details if required, and respond on any key points on which I was not able to respond during our meeting. I do not expect this to unduly delay publication of your report, and can assure you that I would maintain the confidentiality of the draft report during this process.

Please do not hesitate contact me if there is anything further I can assist with.

Yours sincerely



Richard de Cani

Cc: Fiona Fletcher-Smith, Greater London Authority

**Email from Executive Director of Resources, Martin Clarke, to the office of Dame Margaret Hodge. Thursday 26 January 2017.**

“The information I agreed to come back on is set out below.

Desktop Review

The outcome of my desktop review was provided to Caroline in the form of an email. I couldn't trace my original email but Caroline's office has provided me with a copy of the email I sent her. That email is attached and it explains what I was asked to look at and the questions which I raised (subsequently Caroline reflected these in her correspondence with Sir Peter Hendy).

Registered purpose of the trip to San Francisco

Attached is a copy of the report on expenses and benefits presented to the Assembly's Audit Panel on 16 July 2013. You will see on the second page of Appendix 1 of that report that the expenses incurred on flights and hotel were described as for “Negotiations for a major investment in London”. I've checked the prime documents but there is no further detail: the foreign travel approval form records the reason as “Pursuing a significant investment opportunity”.

IPB

The investment by TfL (£30m) or the guarantees did not fall with IPB terms of reference as the purpose of IPB was geared towards GLA delivery of programmes and spend (and not that of TfL or the other functional bodies). The terms of reference were:

- To consider proposals for investment that require Mayoral approval in line with the threshold contained in the Mayor's Scheme of Delegation for the GLA, including those proposals passed to the Board by the Housing Investment Group and the London Enterprise Panel;
- To consider project and programme performance, both financial and output driven, against year-end expectations, identifying any actions required;
- To receive updates and provide recommendations on business planning and related issues from those organisations with which the GLA has a funding link through either (i) GLA specific legislation (e.g. MDCs and the Museum of London) or (ii) the GLA holding a substantial interest in a company (e.g. London & Partners, MedCity, Film London and SMEWFL);

- To consider progress in achieving Mayoral commitments across GLA Group activities and make recommendations accordingly;
- To oversee the GLA Group budget strategy and outcomes, including prudential borrowing levels and proposed transport fares and congestion charges; and
- To oversee the implementation of the Mayor's shared services programme across the GLA Group.

Please let me know if you have any queries.

I'm sorry for taking so long to provide this.

Martin"



Len Duvall AM, Chair of the GLA Oversight Committee

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

8 November 2017

Mike Brown MVO  
TfL Commissioner  
Transport for London  
Windsor House  
42-50 Victoria Street  
London SW1H 0TL

Dear Mike,

I am writing on behalf of the GLA Oversight Committee to submit views to your consultation on TfL's Transparency Strategy.

We welcome TfL's commitment to improving the transparency of the organisation. As you will be aware, our report of February 2016, *Transparency of the GLA Group and Family*, concluded that while TfL had made some good progress, it must provide a consistent level of transparency across all parts of its organisation.<sup>1</sup> The current position is broadly unchanged. TfL continues to make progress, but areas of weakness remain. For example, TfL's searchable log of requests and responses under the Freedom of Information Act is a helpful development, and one we specifically asked for in our 2016 report. However, TfL is still not publishing its contracts, and the transparency of information related to Crossrail and Crossrail 2 remains a weakness; this is particularly disappointing since this committee raised these issues with your predecessor in both its 2013 and 2016 reports.

Our submission will cover the following aspects of transparency:

- Publication of datasets
- Monitoring investment programmes
- Monitoring service performance
- Publication of contracts
- TfL audit and procurement processes
- Submissions to Assembly scrutiny

### Datasets

We note that TfL has made a large a number of datasets available since the Transparency Strategy was published in October 2015, such as those on tube crowding and taxi rank locations. This is welcome, as are plans for further releases such as tube temperature. This will help Londoners monitor the performance of TfL services and allow innovative data use to enhance services.

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<sup>1</sup> <https://www.london.gov.uk/about-us/london-assembly/london-assembly-publications/transparency-gla-group-and-family>

We believe that transparency should extend to those developers using publicly-owned TfL data for their own purposes. For instance, journey planning apps depend on the exploitation of real-time data provided freely by TfL; we believe you should consider reciprocal arrangements so TfL has access to app data and can use it to improve services.

We would also like to see more transparency in transport models, and the data and assumptions that underpin them. We realise that transport modelling is complex, but when new software is being developed, making openness and non-proprietary standards part of the specification would mean much greater levels of transparency could be achieved by TfL in this area.

### **Monitoring investment programmes**

The information we receive from TfL is sometimes inconsistent, particularly when it comes to capital projects. For instance:

- TfL's 2017-18 Q1 [Investment Programme Report](#) gave the Four Lines Modernisation Programme an amber RAG rating, with some of the key milestones running around 6 months late. TfL's Director of Major Projects, however, told us at a meeting on 28 September that the project was running up to 18 months ahead of schedule.
- TfL's 2017-18 Q1 [Investment Programme Report](#) gave the Northern and Jubilee line upgrades a green RAG rating, suggesting that the project was on track. Around the same time this report was published, information was revealed by ASLEF, and then confirmed by TfL, to say that these projects had in fact been put on hold.<sup>2</sup>

It is difficult to hold TfL to account when the information keeps changing. We are concerned that some of the reports that TfL publishes do not reflect the reality of what is happening in the business. This is a concern in terms of transparency to the public, but also transparency to the TfL Board.

### **Monitoring service performance**

TfL publishes a large amount of service performance information on your website. We believe steps could be taken to make this more accessible and more consistent across modes.

For instance, the [tube performance webpage](#) has one large 'almanac' spreadsheet with data going back to 2004/05 and a series of four-weekly PDFs for the past year, while the [bus performance webpage](#) has no almanac, an annual report and the latest quarterly report in PDF, and spreadsheets for bus speeds covering four years. Similarly, it is not clear why the [Congestion Charge webpage](#) has a section for 'monitoring and research' with no reports later than 2008, and a separate 'finance, operations and performance' section with quarterly fact sheets going back four years.

It is not clear when monitoring reports are going to be published, as the timings for these change. We believe it would be good practice for TfL to publish a calendar of upcoming reports and data releases, where appropriate noting which TfL committee is considering a particular report. You will be aware that as much notice as possible is always given to TfL about the release of Assembly scrutiny reports, including estimated timings earlier in the process and subsequently confirmed launch dates.

In the consultation survey, you have asked how long TfL should keep data on its website. We believe all service performance data should be kept on for a much longer period than two years. In some cases, this does already happen. We would recommend a more consistent approach across modes so that, for instance, you keep data available for ten years.

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<sup>2</sup> The Transport Committee will be exploring this issue at its meeting on 8 November 2017.

## **Publishing contracts**

Our February 2016 report recommended that the Mayor should ensure that all organisations in the GLA Group start to publish all their contracts in full, and set up search facilities on their websites to make them easy to find.

We are not convinced that TfL has implemented this recommendation in full. Using the Santander Cycles contract as an example, we put 'Santander' into TfL's search engine. None of the initial search results was for the cycle hire contract. TfL's [contracts webpage](#) also does not appear to include the Santander contract. And TfL's contract webpage provides a link to the [Data.gov website](#), which includes a disclaimer that it was archived in February 2015. The Transport Committee also found during its recent investigation into bus safety that contracts with bus operators were not available.

TfL must improve its contracts website, and ensure that all contracts can be easily located. At present, the only way to successfully locate the Santander cycle hire contract seems to be by searching online, rather than through TfL's website. TfL has not implemented the 2016 recommendations in full, and is at risk of going back on the commitment to improving transparency that it made to the Committee in its [25 July 2016 letter](#).

## **TfL audit and procurement processes**

As you know, the GLA Oversight Committee has undertaken extensive work in relation to the, now failed, Garden Bridge project. We are pleased that significant changes have been made to the way TfL procures projects and the capacity, skills and evaluation software it draws on when doing so. In our latest meeting on the subject on 11 October, you gave us assurances that you were implementing the recommendations which Dame Margaret Hodge made in her independent review of the project. And we were encouraged about your reformed governance arrangements, which you are hoping will lead to "much greater oversight and scrutiny, including, very helpfully, decisions that are devolved to the role of the Commissioner that have to be reported properly and in full to the Programmes and Investment Committee".<sup>3</sup>

Based on recent discussions at the GLA Oversight Committee, however, we do have ongoing concerns about whether all the right policies are in place to stop the same mistakes happening again. Specifically, there are issues about what redress is available for smaller contractors when bidding for TfL contracts if they become concerned about the operation of the procurement process. There is a risk that with the increasing use of framework contracts, such firms would feel unable, for commercial reasons, to raise issues or challenge TfL's approach. Currently only companies who are bidding for a project are able to do so. We ask you to look at whether there might be a role for a 'Public Interest Challenge' when poor procurement practices become apparent. This would allow bodies other than those bidding for a contract (as is now the case) to highlight possible problems.

We would also ask you to return to the recommendation we made in our 2016 report on the Garden Bridge which asked the TfL Audit & Assurance Committee to "publish audit reports in full, not just the summary and conclusions as is now the case".<sup>4</sup> This would allow the public to have access to more than just the edited version where only the key points which the organisation determines should be in the public domain are released.

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<sup>3</sup> Draft transcript, GLA Oversight Committee, 11 October 2017

<sup>4</sup> <https://www.london.gov.uk/about-us/london-assembly/london-assembly-publications/garden-bridge-design-procurement>

## **Submissions to Assembly scrutiny**

Finally, we would like to address some concerns with TfL's submissions to Assembly scrutiny investigations and Mayor's Questions. Overall, we consider that TfL usually provides comprehensive and timely information to enable Assembly Members to do our job of holding you to account on behalf of Londoners.

However, there are occasions when requested information is delayed without explanation. We accept that sometimes information is not available or you require more time to check it; in these instances, we would expect TfL to be upfront with the Assembly, providing explanations and estimated delivery dates.

There are many instances of good practice from TfL in submitting information, such as the submission to the Transport Committee's recent investigation into bus network planning, which answered the Committee's key questions and provided relevant data. In contrast, after requesting data as part of the Committee's outer London junctions investigation, officers had to chase TfL multiple times after a reasonable deadline was missed with no explanation; the eventual submission did not contain the requested data, but instead an overly long narrative description of TfL policy.

It is also vitally important that all submissions from TfL are provided in accessible document formats. Data attachments to answers to Mayor's Questions should always be in spreadsheets rather than PDFs. Furthermore, submissions to investigations should be in searchable formats, whether Word or PDF, and not scanned documents.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Len Duvall', is positioned above the printed name and title.

**Len Duvall AM**  
**Chair, GLA Oversight Committee**



Len Duvall, AM  
Chair of GLA Oversight Committee  
City Hall,  
Queen's Walk,  
London, SE1 2AA

Information and Insight

3rd Floor, Empress State Building  
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Telephone: 0207 161 5171  
Facsimile:  
Email:  
bob.g.farley@met.pnn.police.uk  
www.met.police.uk

Your ref:  
Our ref:

gth November 2017

Dear Len,

Apologies for my delay in responding to these follow-up items for additional information. Please find below responses to the three items:

1. Clarity on whether there is an agreement between the Home Office and the Metropolitan Police Service to pass on personal details where there are suspicions about that individual's immigration status.

*Our Foreign National Offenders Policy requires that where a foreign national is encountered, either as a suspect, witness or victim relevant checks must be undertaken. Checks will be undertaken on victims to establish whether they might have overseas convictions that may undermine the case, or identify them as an immigration absconder. Based upon the results of these checks officers will make a decision on whether it is appropriate to notify the Home Office.*

*There is not an agreement in place. The Immigration Act 1999 and Section 115 of Crime and Disorder Act, 1998 provide the power to share this information.*

2. Further information on whether helicopter footage is kept by the Police Aviation Service on behalf of the MPS for 7 years and the relevant policy.

*Helicopter video footage is retained for 31 days, unless the footage is of evidential value. If the footage is of evidential value it will be retained for a minimum of 6 years in line with the MPS Retention Policy.*

3. Further information on who would be evaluating the trials for privacy impact assessment of drones.

*For the purposes of the 8 week drone trial a limited privacy impact assessment was conducted. If a full trial evaluation a business decision is*

*taken to pursue a procurement, as part of the project implementation activity a full Privacy Impact Assessment will be conducted. The Privacy Impact Assessment will be conducted in conjunction with the relevant business lead and signed off by the MPS Data Protection Officer. We will consult with the Information Commissioner's Office on any areas of data protection compliance as necessary and, as part of the Privacy Impact Assessment public consultation will be considered.*

I hope that the above adequately addresses the follow-up questions.

Yours sincerely,

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

Rob Bailey  
Head of Information Law and Security  
(Data Protection Officer)

# Transport for London



Len Duvall AM  
Chairman of the GLA Oversight Committee  
London Assembly  
City Hall  
The Queen's Walk  
London  
SE12AA

Transport for London  
Head of Information Governance

General Counsel  
Windsor House  
42-50 Victoria Street  
London SW1H 0TL

[www.tfl.gov.uk](http://www.tfl.gov.uk)

31 October 2017

Dear Len

## Personal data in the GLA Group

Thank you for your letter of 28 September 2017, in which you asked for some further detail about the data breach we experienced with the Cycle Hire scheme in 2016.

The scheme's website and app, created and maintained on our behalf by Serco under its contract to operate the Cycle Hire scheme, experienced a data breach in late December 2015, early January 2016 and in March 2016. These events were identified as external 'distributed denial of service' (DDoS) attacks on the website and attacks intended to access data through the app.

Investigations following the attacks established that the personal data of 74 customers was likely to have been accessed. The affected data consisted of the customer's full name, email address, postal address, gender, date of birth and the last four digits of their registered payment card and did not include any other details of bank cards or accounts or customers' passwords. In a number of instances, the attacks resulted in the fraudulent hire of a bike from the Cycle Hire scheme.

Immediate steps were taken to prevent further attacks and we commissioned an external audit by a specialised firm to review the circumstances surrounding the attacks and to provide assurance in relation to Serco's compliance with the privacy/security terms and conditions of its service contract with TfL, the Payment Card Industry Data Security Standard, privacy and data protection legislation, ISO 27001 and other relevant obligations. This concluded that the attacks were likely to have relied on the use of customers' credentials

(passwords and user names) obtained elsewhere, probably as a result of other previous (non-TfL) data leaks or attacks.

Affected customers were informed of the breach immediately and offered free access to identity theft protection and credit checking services for a 12 month period. We asked all customers to change the password they used for the Cycle Hire scheme. We also informed the Information Commissioner's Office (ICO) and the British Transport Police (BTP) of the breach. Any customers who had been charged for the fraudulent hire of a bike were refunded in full.

The subsequent BTP investigation resulted in the successful prosecution of a member of the public for an offence under the Computer Misuse Act and three counts of possessing articles to commit fraud.

Following our prompt notification to the ICO it carried out an investigation, with which we co-operated fully. It concluded that no further action was necessary on its part and we were not required to take any further steps in consequence of the breach.

The ICO noted in its findings that it did not appear that a significant flaw was present before the attacks took place. That the post-breach audit of Serco had taken place, that additional steps had been taken to protect the website and app from attack and that the attack did not result in customers suffering significant damage and distress.

Thank you for the opportunity to contribute to your investigation. We welcome the Committee's scrutiny of the GLA Group's use of personal data and look forward to the Committee's next steps.

Yours sincerely

**Richard Bevins**  
**Head of Information Governance**  
**General Counsel**  
**[richard.bevins@tfl.gov.uk](mailto:richard.bevins@tfl.gov.uk)**  
**020 3054 0149**



**Len Duvall**  
Chair of the GLA Oversight Committee  
City Hall

**Our ref:** duvall1411

**Date:** 14 November 2017

*Via email*

Dear Len

Thank you for your letter of 28 September and my profuse apologies for being slow to respond.

CHAIN database

The GLA owns the CHAIN database and the data it contains. St Mungo's run the service on the GLA's behalf. Aggregate data from CHAIN is published quarterly on the London Datastore.

As part of the development of CHAIN, the GLA has been working on a rough sleeping map of London to be used by a range of homelessness service providers, commissioners and policy makers. Data in the map runs up to the previous month and provides information on an unidentified individual at a particular location at some point within that month.

As part of the testing of this development, the GLA invited a range of partner bodies to be involved but, despite reports to the contrary, none of them accessed the map.

The GLA agrees all requests to access CHAIN. The Home Office has not been given direct or general access to CHAIN or to any information from the system, other than aggregated data of a non-sensitive and non-identifying nature.

'Better use of data in government' consultation

The Government's 'Better use of data in government' consultation sought feedback on how government can use data to improve public services for citizens and to improve decision-making. The GLA's response was provided by its Intelligence unit and did not intend to imply that the GLA has any particular ambitions to share more personal data. Indeed, the GLA response noted that "it is hugely important that appropriate safeguards are put in place to ensure that the data is only used for the approved research purpose."

Sharing personal data with the private sector

The GLA will continue to engage more widely with its stakeholders as part of its general communications strategy. That said, there is no specific ambition to share more personal data with the private sector and such data may only be shared with third parties where that is necessary and justifiable and where doing so is fully compliant with General Data Protection Regulation (GDPR).

Yours sincerely



**Tom Middleton**  
Head of Finance & Governance

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Len Duvall AM  
Chair of the GLA Oversight Committee

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**Sadiq Khan**  
Mayor of London  
Sent via email

14 November 2017

Dear Sadiq,

### **Personal data in the GLA Group**

The GLA Group handles a large and increasing amount of personal data. In its role to anticipate and identify potential risks for the Group, the GLA Oversight Committee has been examining the way such data is processed. Personal data takes many forms, and can include highly sensitive information. In all cases, the GLA and its functional bodies need to understand their obligations. This is a rapidly evolving area, with new legislation coming on stream next year and technology advances continuing apace, allowing for greater access to people's personal details. We therefore need to be prepared to both realise the benefits of sharing personal data where appropriate - and manage the risks, and potential harm. We have seen many major corporations suffer financial and reputational damage because of their inability to keep personal data safe; we do not want the GLA Group to suffer the same fate.

Organisations in the GLA Group collect personal data through a range of methods and for a wide variety of purposes. The Metropolitan Police Service (the Met) and Transport for London (TfL) process the largest volumes of personal data in the Group and were therefore the main focus of our work. On 14 September, the Committee held a formal committee meeting to discuss how the GLA Group uses personal data with the Information Commissioner, together with representatives from Big Brother Watch, the Open Rights Group, the GLA, TfL, MOPAC and the Met. In advance of this meeting we also commissioned a consultant to collect information and key documents from the GLA and functional bodies to establish a picture of the current position across the GLA Group. We are publishing that report alongside this letter.

### **Engaging the public**

If the GLA Group is to win and retain the trust of the public over its use of their personal data, it has to do more to increase awareness and encourage public debate around the issues it raises. This is particularly important where new technology is introduced.

## Transport for London

Last year, TfL collected Wi-Fi connection data (MAC addresses) at 54 tube stations in zones 1-4 over a four-week period. The Committee heard about TfL's approach to consulting customers and engaging key stakeholders as part of this trial. Elizabeth Denham, the Information Commissioner, told us

"The TfL Wi-Fi trial was a really good example of a public body coming forward with a plan, a new initiative, consulting us deeply and doing a proper privacy impact assessment... [It was] a good example of privacy by design and good conversations with the regulator to try to get it right."

TfL's approach to this new initiative seems to the committee to represent good practice and we were also pleased to hear that the organisation has recently published a review of this trial, setting out the results and explaining how this approach can benefit customers and TfL.

Before this technology is rolled out across the tube network, however, we would ask you to ensure that TfL addresses two key concerns discussed at our meeting:

- Customers need to be made more aware that TfL is monitoring their Wi-Fi connections while on the network and given simple instructions on how to opt out. In particular, signage and announcements at tube stations should advise people to simply switch their Wi-Fi off if they do not wish to be monitored.
- While we are satisfied that the Wi-Fi connection data is immediately and irreversibly pseudonymised, we would like further reassurance regarding the risk that this data could be combined with other information to identify individuals.

Following our meeting, it has emerged that TfL will use this data to generate £322 million in advertising revenue over eight years.<sup>1</sup> We recognise the financial challenges currently facing TfL, and we support its efforts to increase its commercial revenues. However, TfL should have been more up-front about this aspect of the trial and the financial benefits it hopes to achieve using its customers' data. This information was omitted from the posters at tube stations, for example, which simply said

"Transport for London will collect WiFi connection data at this station to better understand journey patterns and improve our services."

There are risks that some customers might think that they have been taken advantage of. As the Information Commissioner, Elizabeth Denham, told us, it is easy to lose the trust of the public. We think it would have been better if TfL had made this element of their plan clearer, and we hope TfL will address this when it rolls out Wi-Fi data collection across the tube network.

## Metropolitan Police Service

We have significant concerns about how the Met has been trialling facial recognition technology. There appears to have been very little, if any, consultation with the public or with relevant stakeholders on this, and there was no indication at our meeting that the Met

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<sup>1</sup> <http://news.sky.com/story/tfl-may-make-322m-by-selling-on-data-from-passengers-mobiles-via-tube-wifi-11056118>, accessed 27 September 2017.

was planning to publish the results of its trials. We agree with the UK Biometrics Commissioner that the Met “must carry out a proper evaluation and publish the results”.<sup>2</sup> You, as Mayor, and MOPAC, through its oversight role, need to push the Met to improve its engagement and transparency on issues such as facial recognition. This is a hugely controversial topic and it is extremely disappointing that trials have been conducted at the Notting Hill Carnival with so little public engagement. Simply putting out press releases is not enough: the Met must engage with the public and with stakeholders in a much more meaningful way before going any further.

We also urge you to lobby the Government to publish its long-delayed Biometrics Strategy and allow Parliament to debate the issue properly. The Met is trialling this technology in the absence of a legislative framework and proper regulation or oversight. The Committee is deeply concerned by this and there is a strong case for you to instruct the Met to stop trials until either MOPAC develops an appropriate internal framework, or a national framework is established that has been properly consulted upon. The concept of policing by consent is potentially at risk if the Met deploys such intrusive technology without proper debate and in the absence of any clear legal guidelines.

### **Data retention and transparency**

There is currently no simple way for people to find out for how long their personal data is kept. According to the Data Protection Act 1998, personal data should not be kept for any longer than is needed, and this flexibility means that retention periods vary, depending on the reasons data is collected and used. For example, images from the Met’s body-worn cameras are kept for 31 days (unless required as evidence) while TfL retains Oyster journey data for eight weeks. TfL retains Automatic Number Plate Recognition data for 28 days while the Met keeps the same data for two years. This is a very confusing picture and we ask you to consider how the GLA Group can make it easier for the public to find out how long their personal data is retained.

### **Security**

During our meeting, we heard how TfL and the Met are frequently under threat from external sources intent on breaching their systems. According to our consultant’s report, organisations across the GLA Group have security standards in place to protect against these threats. We were therefore concerned to hear that the personal data belonging to 74 users of the Santander Cycle Hire scheme was accessed as a result of an external hack last year. We suggest that you ensure that security measures across the GLA Group are assessed to check they are fit for purpose.

Worrying as these external threats are, it is clear that the most common threat comes from within, generally as a result of human error. We heard about incidents in the GLA and the Met where staff actions had led to the loss of personal data – indeed, one such incident took place during the course of our investigation. It is vital that appropriate training is in place across the GLA Group, and that staff carry out this training regularly to minimise the risk of an accidental data breach occurring.

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<sup>2</sup> Press release from Paul Wiles, Biometrics Commissioner, [Metropolitan Police’s use of Facial Recognition Technology at the Notting Hill Carnival 2017](#), 23 August 2017.

## **New legislation**

The GLA Group needs to be prepared for the introduction of the General Data Protection Regulation (GDPR) from May 2018, regardless of the UK's forthcoming departure from the European Union. We welcome the fact that the GDPR – and the Data Protection Bill mentioned in the last Queen's Speech – will expand and strengthen the rights of citizens over their personal data. It will also, however, increase the level of financial risk for the GLA Group, with penalties for the most serious violations rising from £500,000 to €20 million or 4 per cent of the preceding year's annual turnover, whichever is higher. The GLA's Audit Panel intends to check progress on the steps being taken across the GLA Group to prepare for the introduction of the GDPR next May.

In conclusion, the committee is clear that personal data can be used to improve public services and bring huge benefits to Londoners. It can allow organisations to make efficiency savings, provide policy-makers with better data, and identify groups or individuals who are not receiving services or who may be at risk. However, collecting, storing, using and sharing personal data comes with risks. And, as more personal data is collected, as technology advances, and as legislation gets tougher, the risks for the GLA Group increase.

Finally, I would like to state that the committee has been pleased with the constructive engagement of GLA Group staff during this investigation. As the Information Commissioner said at our meeting, ten years ago this debate would have taken place behind closed doors. It is important to keep the discussion of these issues in the open, or we risk losing the trust of the public – particularly as technology develops so quickly in this field. I ask you to ensure that the GLA Group consults proactively with the public on this issue, particularly before introducing new technology. Other Assembly committees may want to continue the debate over the coming months and years.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Len Duvall', with a stylized, cursive script.

**Len Duvall AM**

**Chair of the GLA Oversight Committee**

## PERSONAL DATA IN THE GLA GROUP

### Executive Summary

The GLA Oversight Committee of the London Assembly is investigating the collection, use, storage, security and sharing of personal data across the GLA Group. The investigation will focus on four themes: using and sharing personal data, individual rights, security, and the future of personal data. The Committee is looking to publish a report in spring 2017, summarising the findings of its investigation and making recommendations to the Mayor and the functional bodies.

The functional areas of the GLA make extensive use of personal data for operational service delivery, with personal data shared for a range of purposes both within and outside of the GLA. The personal data sharing provided in the questionnaire responses is likely to represent only part of the actual sharing taking place within the GLA.

The GLA and its functional areas are subject to a number of data protection laws, but the introduction of the GDPR will be the most significant change in those laws in decades, and it is imperative that preparations are in place. GLA functional areas believe that they will be prepared for the GDPR by the time of its enforcement in May 2018, but the GLA should nevertheless consider a root and branch review of readiness for the GDPR, with central coordination and monitoring of readiness plans, and prepare contingency plans to mitigate areas where the GDPR's requirements might not be implemented by May 2018.

The UK's decision to leave the EU will not affect the applicability of the GDPR, and may introduce additional complexity for data protection management. The GLA has a role to provide central guidance on this for functional areas, and to prepare contingency arrangements should the UK's post-Brexit data protection environment not be considered to be equivalent to that of the GDPR.

In anticipation of the General Data Protection Regulation being enforced from May 2018, the GLA may wish to seek assurance of readiness from the functional areas, and in particular:

- prepare a comprehensive map of personal data use and register of controls;
- deliver initial GDPR training with annual updates;
- seek examples of good practice within the group and replicate or centralise these where appropriate (e.g. breach reporting processes);
- seek assurance that all functional areas have checked that where they use consent as a legal basis for processing, they have obtained and maintained a record of consent.

It should be noted that the bulk of the Metropolitan Police Service's processing is not based on consent from the data subject, and that in most cases personal data processed by MPS is subject to legislation other than the GDPR.

Whilst there is agreement that data protection is likely to become more complex over the next five years, there was no sense from the questionnaire responses that the functional areas may need to make fundamental changes to the way that data protection is managed in the GLA.

## Introduction

### Background

The GLA Oversight Committee of the London Assembly is investigating the collection, use, storage, security and sharing of personal data across the GLA Group. The investigation will focus on four themes: using and sharing personal data, individual rights, security, and the future of personal data. The Committee is looking to publish a report in spring 2017, summarising the findings of its investigation and making recommendations to the Mayor and the functional bodies.

### Objectives

The objectives of the exercise include:

- to establish the protocols used across the GLA Group on the collection, use, storage, security and sharing of personal data.
- to identify good practice elsewhere and highlight any opportunities for the GLA Group to learn from.
- to establish the risks and opportunities of doing more or less sharing of personal data across the GLA Group.

### Scope

The scope of the review includes the GLA and the functional bodies, specifically:

- Greater London Authority (GLA)
- London Fire and Emergency Planning Authority (LFEPA)
- London Legacy Development Corporation (LLDC)
- Mayor's Office for Policing and Crime (MOPAC)
- Metropolitan Police Service (MPS)
- Oak Park Development Corporation (OPDC)
- Transport for London (TfL)

Analysis was based upon the questionnaire responses and associated documentation, and did not include interviews or inspections.

### Approach

The Committee wrote to the GLA and the functional bodies on 1st December 2016 to request information and key documents, to help inform the Committee's meeting on 23 February 2017. The request included a questionnaire to facilitate information gathering. The functional bodies were provided with support to complete the questionnaire, and responses were received at the end of January 2017.

### Responses

All the functional bodies responded to the questionnaire, a copy of which is provided in Appendix A. The collated responses are provided in Appendix B, and a list of other documents provided is included in Appendix C.



## Context

All analysis is based upon responses received to the questionnaire, and has not been verified through inspection or interviews. The GLA should seek a formal opinion of data protection practice before making operational decisions using the information in this report.

## Using and Sharing Personal Data

### Conclusions

The functional areas of the GLA make extensive use of personal data for operational service delivery, with personal data shared for a range of purposes both within and outside of the GLA. It should be noted that the bulk of the Metropolitan Police Service's processing is not based on consent from the data subject, and that in most cases personal data processed by MPS is subject to legislation other than the GDPR. The personal data sharing provided in the questionnaire responses is likely to represent only part of the actual sharing taking place within the GLA. As part of GDPR readiness activities, the GLA may wish to prepare a more comprehensive data map and register of controls.

All functional areas operate at least basic data protection controls, including issuing a data protection policy, assigning responsibility for data protection to a data protection officer, and ensuring that employees are provided with face to face training, paper training or e-learning when they commence employment. The GLA and the functional areas should plan for GDPR training, and should consider delivering training at least annually. GLA may benefit from sourcing training centrally to service all functional areas.

GLA has an opportunity to seek out examples of good practice within the functional areas and look to replicate or centralise these examples where possible, perhaps in the first instance through a data protection committee that can facilitate sharing of information between data protection officers.

### Introduction

The GDPR requires that personal data is:

- *Processed lawfully, fairly and in a transparent manner;*
- *Collected for specified, explicit and legitimate purpose and not further processed in a manner that is incompatible with those purposes ('purpose limitation');*
- *Adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed ('data minimisation');*
- *Accurate and, where necessary, kept up to date;*
- *Kept in a form which permits identification of the data subject for no longer than necessary for the purposes for which the personal data are processed;*
- *Processed in a manner that ensures appropriate security of the personal data.*

Given the potential complexity of personal data sharing within the GLA, the review sought to establish the purposes of processing personal data and how and why it is shared with third parties.

### Using Personal Data

The functional areas of the GLA use personal data for a wide range of purposes which reflect the diversity of the various bodies concerned (Q1). Purposes of processing include (but are not limited to):

- **Service delivery:** Primary services include dispatching emergency response, running youth intervention programmes, enforcing fire safety regulations, recording and reporting casualties at emergency incidents, planning services, operating public wifi, property and leasehold management;
- **Intelligence:** Safeguarding vulnerable adults and children, identifying those most at risk from fire and providing interventions, strategic planning;

- **Employment:** Recruitment, pre-employment screening, employment, training, provision of staff services, health, disciplinary matters, volunteering, workforce efficiency and monitoring, post-employment, pensions administration;
- **Finance:** payments, revenue collection, reporting and audit;
- **Legal obligations:** Preventing, monitoring and recording health and safety incidents;
- **Promotion:** Running surveys, consultations and community outreach, events delivery;
- **Safety:** Prevention, detection and investigation of crime, licensing and regulation.

## Data Protection Controls

The functional areas have key data protection controls in place (Q2), as shown in **Table 1**.

CONTROL	GLA	LFEPa	LLDC	MOPAC	MPS	OPDC	TfL
Data protection policy	✓	✓	✓	✓	✓	✓	✓
Data protection procedures	✓	✓	✓	✓	✓		✓
Designated data protection officer	✓	✓	✓	✓	✓		✓
Data protection training and awareness	✓	✓	✓	✓	✓	✓	✓
System privacy specification/testing	✓	✓			✓	✓	✓
Internal or external audit	✓	✓			✓		✓

**Table 1: Data protection controls**

Note that whilst LLDC reports no use of internal or external audit for data protection, the organisation has been subject to two information security audits in the past 15 months.

Data protection policies are communicated to service users through a range of channels (Q3) as shown in **Table 2**.

CONTROL	GLA	LFEPa	LLDC	MOPAC	MPS	OPDC	TfL
Contracts of employment	✓	✓	✓	✓	✓		
Intranet or collaboration spaces	✓	✓	✓	✓	✓	✓	✓
Training and awareness	✓	✓	✓	✓	✓		✓
Data protection 'champions'	✓			✓			✓
Internal emails or documents	✓		✓	✓	✓		✓

**Table 2: Data protection controls**

The functional areas confirm use of communications including face to face training, provision of data protection leaflets, embedding messages in other training courses, providing posters and newsletter articles, emails, intranet materials, log on 'splash screens', and inserts in induction packs.

Staff are trained in their data protection duties through a range of delivery channels (Q4) as shown in **Table 3**.

CONTROL	GLA	LFEPa	LLDC	MOPAC	MPS	OPDC	TfL
Face to face training	✓		✓	✓		✓	✓
e-Learning	✓	✓			✓		✓
Paper-based training				✓			

Is training compulsory?	✓	✓	✓		✓		✓
Is training repeated regularly?		✓	✓	✓			✓
Is a record kept of training?	✓	✓	✓	✓	✓		✓

**Table 3: Data protection controls**

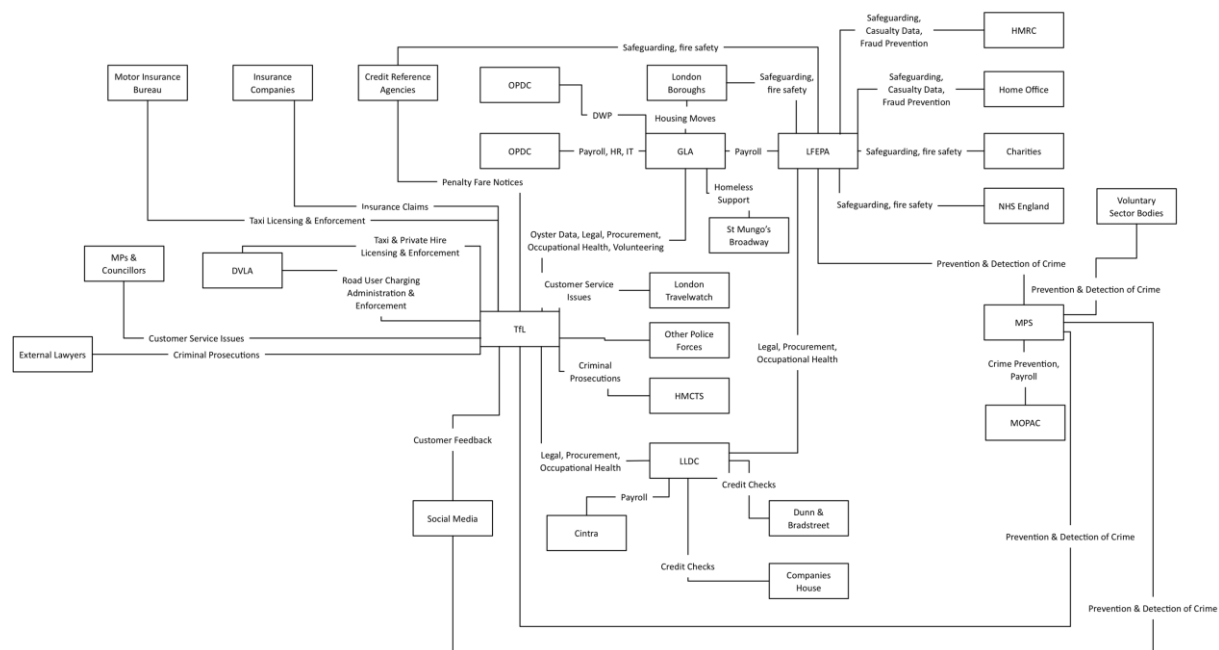
The provision of staff training is generally good, with all new starters subject to either face to face training, e-learning or paper-based training, and records are kept to evidence completion of that training. For example, all new staff joining the GLA are required to attend the Information Governance Induction Workshop training session, which provides an overview and introduction to freedom of information and data protection, as well as other information management and information security issues.

Of greater concern is the requirement to repeat training on a regular basis. This is being catalysed by the introduction of the GDPR, and over the coming year staff will need to be trained in new responsibilities, systems and processes arising from the GDPR.

**Functional areas should plan for GDPR training, and should consider delivering training at least annually. GLA may benefit from sourcing training centrally to service all functional areas.**

## Sharing Personal Data

The functional areas were asked to provide information about the nature and purpose of personal data sharing within and outside of the GLA (Q8, Q9). The information received represents only a small part of the likely personal data sharing that takes place, but even at this level is indicative of the complexity of personal data sharing within and outside of the GLA.

**Figure: Sharing Personal Data**

Functional areas commented on the complexity of personal data sharing and the need for simpler mechanisms to do so, and suggested the need to improve understanding of data sharing agreements so that they are used properly, and continuing to seek improved means for data sharing between public bodies where there is a clear public interest to do so.<sup>1</sup>

<sup>1</sup> <https://data.blog.gov.uk/category/making-better-use-of-data/>

## Achieving a Standard of Good Practice for Data Protection

There is an indicated desire to examine 'good practice' for data protection management. However, the concept of good practice remains undefined within the profession, and encompasses a number of different possibilities which can be considered as follows:

- **Compliant:** Data protection practices that comply with the applicable legal and regulatory requirements;
- **Mature:** Data protection practices which are efficient, optimised and replicable;
- **'Privacy Positive':** Data protection practices which are structured around the data subject's needs and which prioritise data subject wishes over the organisation's needs.

There are no commonly-recognised international standards for data protection practice, and very few applicable certification schemes available (a notable exception is the US-based Truste scheme, which is largely aimed at US corporates wishing to demonstrate good practice in the handling of personal data on websites). Where standards exist, they are not necessarily of value for GLA functional bodies:

The UK's British Standards Institute has published BS10012 Specification for a Personal Information Management System, which will be revised shortly to reflect the GDPR, but has not received widespread adoption and is largely unknown in the data protection community;

The Canadian Institute of Chartered Accountants' interpretation of the Generally Accepted Privacy Principles to create a Capability Maturity Model provides a generic privacy maturity assessment which is valuable for understanding efficiency of privacy practices, but is not aligned with the GDPR;

The UK Information Commissioner's Office has published a range of codes of practice and guidelines for data protection, but these do not cover all areas of data protection and some need to be updated for the GDPR.

***In general, it would be advisable for GLA to seek out examples of good practice within the functional areas and look to replicate or centralise these examples where possible, perhaps in the first instance through a data protection committee that can facilitate sharing of information between data protection officers.***

## Information Rights

### Conclusions

Data protection laws require that controllers uphold information rights, and the GDPR will introduce new rights and new obligations upon controllers, regardless of the legal basis used for processing, which in many cases for GLA functional areas is a basis other than consent. It should be noted that for MPS in particular, even where methods other than consent are used, information rights principles apply and must be enforced (subject to legislative exemptions relating to prevention and detection and crime).

Where consent is required, the functional areas obtain consent and maintain a record of the consent obtained, as required by the GDPR. Nevertheless, the GLA should seek assurance that all functional areas have checked that where they use consent as a legal basis for processing, they have obtained and maintained a record of consent.

Despite the introduction of new information rights and the abolition of fees for subject access requests, the functional areas do not anticipate a rise in the volume or complexity of subject access requests (the majority of which are linked to employment disputes). The GLA may wish to maintain a watching brief on this situation, since a failure to uphold information rights will have significantly greater adverse consequences under the GDPR.

### Requirement

Article 6 of the General Data Protection Regulation defines Lawfulness of processing as requiring at least one of the following conditions:

*“...a) the data subject has given consent to the processing of his or her personal data for one or more specific purposes;*

*b) processing is necessary for the performance of a contract to which the data subject is party or in order to take steps at the request of the data subject prior to entering into a contract; c) processing is necessary for compliance with a legal obligation to which the controller is subject;*

*c) processing is necessary for compliance with a legal obligation to which the controller is subject;*

*d) processing is necessary in order to protect the vital interests of the data subject or of another natural person;*

*e) processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller;*

*e) processing is necessary for the purposes of the legitimate interests pursued by the controller or by a third party, except where such interests are overridden by the interests or fundamental rights and freedoms of the data subject which require protection of personal data, in particular where the data subject is a child...”*

In many instances consent will not be the legal basis for processing, for example MPS may process for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller; or TFL may process for the performance of a contract to which the data subject is party. It would be reasonable to expect that most processing by functional areas, other than for providing news and information to the public and volunteers, would be under a legal basis other than consent.

### Obtaining and Recording Consent

Article 7 of the GDPR requires that:

*“Where processing is based on consent, the controller shall be able to demonstrate that the data subject has consented to processing of his or her personal data.”*

This is a significant requirement for most data controllers, since it means that they must have a record of consent not only for new personal data, but for existing records which may have been collected long before this requirement. Furthermore, that consent must be obtained through an affirmative action on the part of the data subject: in most cases, this is likely to require fresh evidence of consent before May 2018, otherwise there may not be sufficient evidence of consent to continue processing.

Where consent is the legal basis for processing, the functional areas all ask individuals to opt in at the time of data collection (Q10). TfL acknowledged that the organisation is still moving towards an opt-in only approach to the processing of personal data for promotional or marketing messages. This will need to be complete by May 2018.

***The GLA should seek assurance that all functional areas have checked that where they use consent as a legal basis for processing, they have obtained and maintained a record of consent.***

Four of the functional areas (GLA, LLDC, MOPAC and TfL) confirmed that they have a comprehensive record of consent provided (Q11). LFEPA acknowledged that whilst consents are recorded, these are in separate systems and files, and that evidence of consent is not held in a single database. MPS does not rely on consent for the majority of its processing of personal data.

The functional areas were asked how individuals can access and manage their own personal data, including opting out of processing if they wish (Q12). Methods and channels are generally proportionate and effective, as shown in **Table 4**.

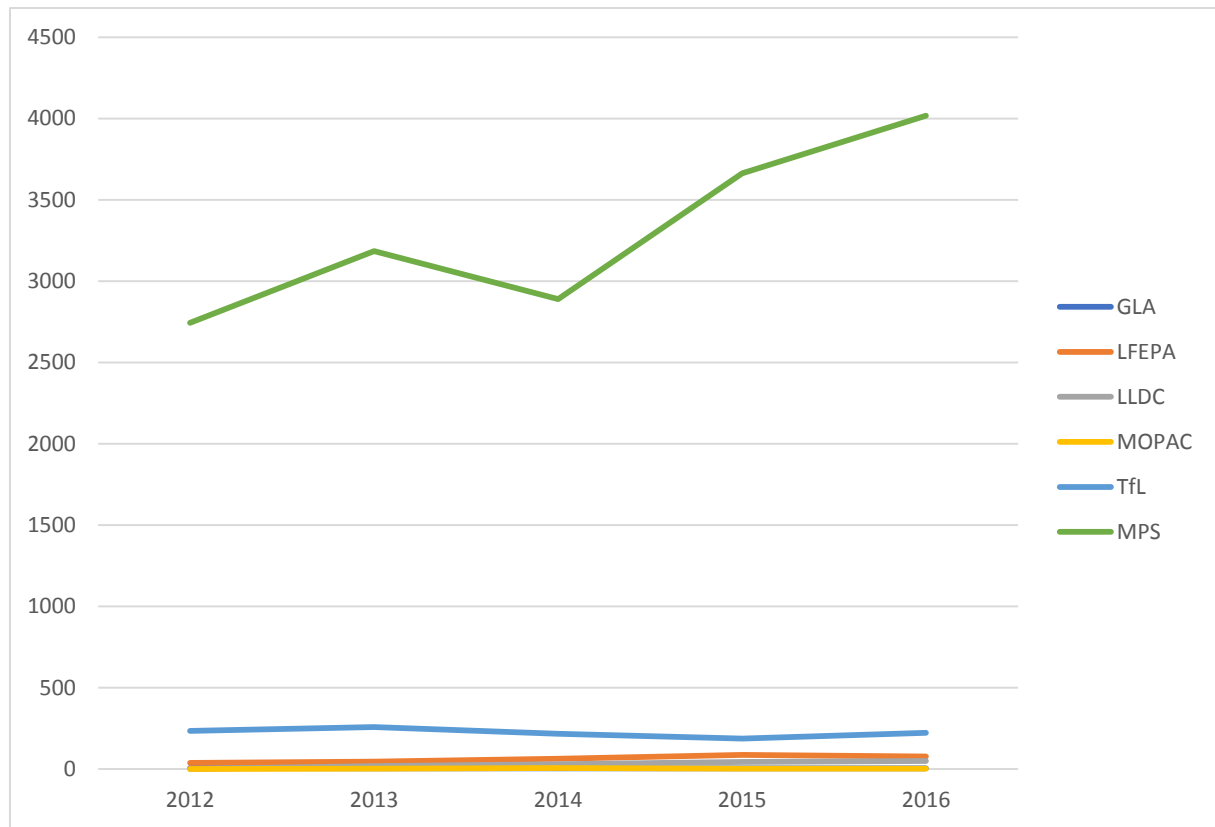
QUESTION	GLA	LFEPA	LLDC	MOPAC	MPS	TfL
At time of collection regardless of channel	✓	✓	✓	✓		✓
Web contact form	✓	✓	✓			✓
Web self-service (i.e. online access to the data)	✓	✓	✓			✓
Post	✓	✓		✓		✓
Phone	✓	✓				✓
Email	✓	✓		✓		✓

***Table 4: How can individuals access and manage their own personal data, including opting out of processing if they wish?***

GLA and TfL confirmed that news emails include an unsubscribe link, and TfL operates a dedicated unsubscribe email address. LLDC already allows volunteers to manage contact preferences using an online account.

## Information Rights Management

Despite a general rise in public awareness of data protection and information rights, there is no evidence from the questionnaire (Q13) to indicate a rise in the number of subject access requests received from members of the public over the past five years.



**Figure: Subject Access Requests**

Both GLA and LFEPA commented that most subject access requests come from current or former members of staff, and are linked to grievances, disciplinary matters or employment disputes (this is a common theme for most large employers in both public and private sectors). MPS' relatively high number of subject access requests will in part arise from their use in the legal process, and as such should not necessarily be interpreted as indicative of an underlying issue – indeed, MPS anticipates that the number of subject access requests will reduce in 2017 since the recent rise was in part due to requests from retired officers.

However, four of the six functional areas anticipate processing more subject access requests in future. This is likely to be influenced by the removal of the ability to charge for a subject access request under the GDPR (current requests are subject to a £10 fee).



## Information Security

### Conclusions

Each of the GLA's functional areas applies government standards or equivalent standards for the security of personal data, and as assigned responsibility for information security. Whilst information security breaches are inevitable, these appear to have been handled appropriately, and there is no evidence to suggest a systemic failure leading to an upward trend in information security incidents.

However the GDPR introduces new requirements for information security, and the GLA should monitor data protection resource requirements across the functional areas and ensure that adequate resources are assigned to ensure compliance with, and maintenance of, the demands of the GDPR. The GLA should also ensure that all functional areas implement mandatory GDPR controls, including the use of data protection impact assessments and the adoption of data protection by design and by default.

Given that the GDPR creates increased reporting requirements the GLA may wish to ensure that common standards are applied for breach reporting across all functional areas.

### Requirement

The GDPR requires that personal data must be:

*“processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.”*

### Responsibility for Information Security

Each of the functional areas has an assigned individual and/or team responsible for information security (Q5). The GLA, LFEPA and MPS confirm that they have a Senior Information Risk Owner, and TfL has a Chief Information Security Officer who leads the Cyber Security and Incident Response Team. In the case of OPDC, information security is a shared service with GLA Governance.

### Data Protection Risks

The functional areas were asked to comment on what they perceive as the main risks arising from the processing of personal data (Q1). Their responses identify potential risk areas that include:

- Collection of excessive/unnecessary personal data (i.e. cannot be justified for a legitimate reason);
- Use of personal data for purposes not originally specified at the time of collection;
- Unauthorised access to, or use of, personal data;
- Loss, disclosure or corruption of personal data;
- Inappropriate or unauthorised sharing of personal data;
- Retention of personal data for longer than necessary for the specified purpose;
- Failure to uphold data protection principles or information rights.

The responses acknowledge that these risks can arise not solely through malicious causes, but from human error, for example emailing personal data to the wrong individual. One functional area cited a very real problem, that of legacy systems that do not support current information management policies and security objectives. This is a common cause of data protection failures in both public authorities and private companies.

Consequences of these risks were identified as

- Regulatory enforcement action by the Information Commissioner's Office (ICO) as a result of non-compliance with data protection legislation;
- Litigation by data subjects as a result of non-compliance with data protection legislation or a common law duty of confidence.

An additional risk not cited in the responses would be that of an enforcement action from a supervisory authority, i.e. forcing a suspension of processing until such a time as a problem can be remedied, which could have a very significant impact on the running of a public authority.

## Security Standards

LFEPA, MOPAC and MPS apply the Government Security Policy Framework<sup>2</sup> as their standard for information security operations (Q5). TfL and GLA (and therefore OPDC) apply their own proportionate security standards to personal data, but TfL applies the Security Policy Framework to information received by partner organisations such as government and law enforcement.

Controls used by the function areas include:

- Data minimisation (only obtaining and processing the minimum amount of personal data necessary for the specified purpose);
- Destruction of personal data once it is no longer required;
- Using personal data sharing and processing agreements;
- Maintaining a corporate risk register;
- Maintaining a personal data asset register;
- Incorporating privacy by design recommendations into system and project developments;
- Using data protection impact assessments to ensure that controls are appropriate to privacy risk.

***These controls are claimed to be in place in the GLA, which may wish to ensure that they are replicated across the functional areas as part of readiness preparations for the GDPR.***

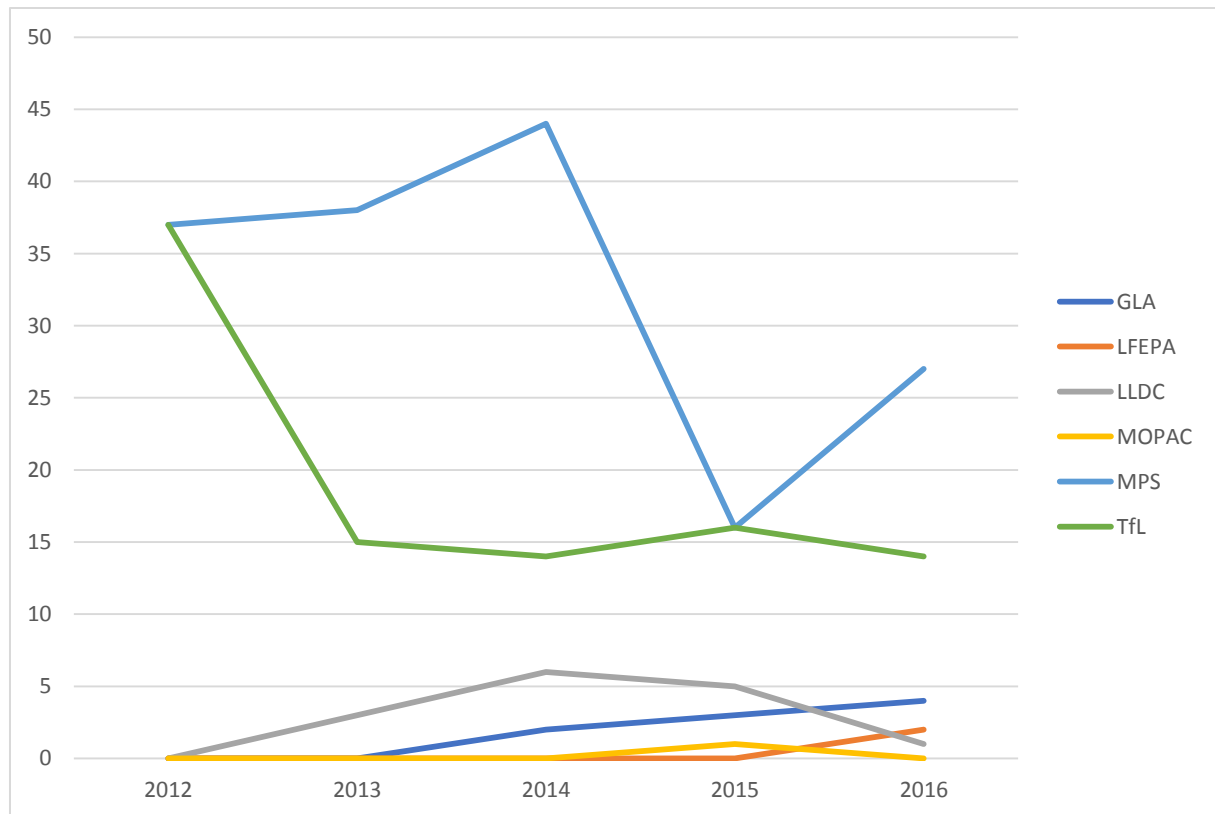
## Monitoring and Reporting Personal Data Incidents

With the exception of LLDC and OPDC, all of the functional areas have reported personal data incidents (Q7) to the Information Commissioner's Office (ICO), in accordance with the ICO's guidance on data security breach management.<sup>3</sup> In none did the ICO take further action regarding the breach.

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<sup>2</sup> <https://www.gov.uk/government/publications/security-policy-framework>

<sup>3</sup> [https://ico.org.uk/media/1562/guidance\\_on\\_data\\_security\\_breach\\_management.pdf](https://ico.org.uk/media/1562/guidance_on_data_security_breach_management.pdf)



**Figure: Personal data incidents by year**

Where further information about the breaches was provided by the functional areas, the processes followed appear to be rigorous and transparent, and reflect good practice for breach management. The majority of breaches related to human error, in particular emailing personal data or copying in lists of individuals and thereby exposing personal details. TfL reported incidents involving criminal misuse of personal data by authorised individuals or former employees.

### Personal Data Incidents

In keeping with legal obligations (notably the requirements of the Privacy & Electronic Communications Regulation (PECR) and the Information Commissioner's guidance on data breach management) the functional areas investigate data protection incidents and notify the Information Commissioner's Office where these are considered to pose a serious risk to the rights and freedoms of individuals.

Over the past five years, the functional areas have identified 285 data protection incidents, resulting in 10 notifications to the Information Commissioner's Office. Functional areas volunteered information about three complaints to the Information Commissioner not related to these incidents. Four of these incidents resulted in criminal investigations, but in no case were any of the functional areas penalised for reporting the incidents.

It should be noted that the incident notification procedures managed by GLA and TfL can be considered robust and effective (other functional areas may have similarly effective procedures but these were not included within the scope of review).

***Given that the GDPR creates increased reporting requirements (although functional areas do not all see these as creating a greater volume of breach reports) the GLA may wish to ensure that common standards are applied for breach reporting across all functional areas.***

## Data Protection Risks

The functional areas were asked to comment on their concerns about personal data processing (Q17). LFEPA raised their concerns that the increased burden on controllers arising from the GDPR may stretch limited data protection governance resources, and that when coupled with the increased regulatory powers and potential administrative fines, their organisations may require additional resources to keep pace with the anticipated changes over the coming years.

***The GLA should monitor data protection resource requirements across the functional areas and ensure that adequate resources are assigned to ensure compliance with, and maintenance of, the demands of the GDPR.***

GLA's team raised a related concern about the risk of projects and changes going ahead without taking into account the implications of handling personal data, and the need for data protection controls mandated by the GDPR, particularly through the requirement for data protection by design and by default, despite the guidance and advice published by the Information Governance team. The LFEPA team is improving engagement with projects to ensure compliance with data protection laws, including the provision of privacy by design recommendations, and the use of privacy impact assessments.

***The GLA should ensure that all functional areas implement mandatory GDPR controls, including the use of data protection impact assessments and the adoption of data protection by design and by default.***

## The Future of Personal Data

### Conclusions

The GLA and its functional areas are subject to a number of data protection laws, but the introduction of the GDPR will be the most significant change in those laws in decades, and it is imperative that preparations are in place. GLA functional areas believe that they will be prepared for the GDPR by the time of its enforcement in May 2018, but the GLA should nevertheless consider a root and branch review of readiness for the GDPR, with central coordination and monitoring of readiness plans, and prepare contingency plans to mitigate areas where the GDPR's requirements might not be implemented by May 2018. It should be noted that the GDPR is not the primary applicable legislation for MPS' processing of personal data, much of which is subject to the EU Law Enforcement Directive in place of the GDPR.

The UK's decision to leave the EU will not affect the applicability of the GDPR, and may introduce additional complexity for data protection management. The GLA has a role to provide central guidance on this for functional areas, and to prepare contingency arrangements should the UK's post-Brexit data protection environment not be considered to be equivalent to that of the GDPR.

Whilst there is agreement that data protection is likely to become more complex over the next five years, there was no sense from the questionnaire responses that the functional areas may need to make fundamental changes to the way that data protection is managed in the GLA.

### The General Data Protection Regulation

The General Data Protection Regulation (2016/679) (GDPR) is the most significant overhaul of data protection legislation since the introduction of the original Data Protection Directive in 1995. It was enacted in 2016 and will be enforceable from 25<sup>th</sup> May 2018, and applies to private sector organisations and public bodies alike. Whilst the GDPR is built upon the data protection principles and information rights established under the Data Protection Directive, it creates significant new rights for individuals, responsibilities for controllers, and rights for individuals, as summarised below:

#### *NEW RIGHTS FOR INDIVIDUALS*

- Extraterritorial protection for EU residents regardless of where or by whom their personal data is processed;
- Rights to access, rectification, erasure, restriction of processing, notification, data portability, object to processing, opt out of profiling or automated decision making;
- Right to complain to a supervisory authority about processing;
- Right to representation by a third party (e.g. a consumer body, class action group or claims company);
- Right to compensation and liability (i.e. right to sue for damage or distress).

#### *NEW RESPONSIBILITIES FOR CONTROLLERS*

- Requirements for data protection by design and by default in the design and delivery of systems;
- Responsible for actions of processors who might process personal data on the controller's behalf;
- Designate a data protection officer to manage data protection and represent individuals' interests;
- Complete data protection impact assessments on projects and changes which might affect the rights or freedoms of individuals;

- Duty to notify supervisory authorities of breaches, and to communicate breach details to affected data subjects.

#### NEW POWERS FOR SUPERVISORY AUTHORITIES

- Ability to enforce restrictions of processing and to impose substantial administrative fines for failure to implement controls or for mishandling of personal data.

GLA functional areas were asked to comment on the anticipated impact of the GDPR and their readiness for its implementation (Q14).

We are undertaking a full review and strategic delivery	4	
We have yet to start work on compliance with the GDPR	0	
We are awaiting guidance on steps to take for the GDPR	2	
We do not believe the GDPR applies to our processing	0	
Our organisation will be prepared for GDPR by May 2018	5	

**Figure: Preparing for the GDPR**

All functional areas anticipate being prepared for the GDPR by May 2018. The GLA has recently started work on preparing for the introduction of the GDPR by conducting a review of the personal data asset register, and will be working on a delivery plan to identify how the new elements of the GDPR will affect existing processes, procedures, data assets, privacy/fair-collection notices and contractual and data process/sharing arrangements. The delivery plan will also look to ensure the GDPR is incorporated into the delivery schedules for existing projects, proposals, schemes and agreements, such as formally incorporating Privacy by Design recommendations and Privacy Impact Assessments into GLA workflows and governance frameworks.

TfL acknowledges that a significant programme of work is required to prepare for the implementation of the GDPR. Some of that work is already underway, for example the review and revision of privacy notices; information sharing agreements; and data processor contract terms and conditions.

Nevertheless, the GLA should not underestimate the work required to prepare for the GDPR, and the potential consequences of failure to prepare.

***The GLA should initiate a root and branch review of readiness for the GDPR, with central coordination and monitoring of readiness plans, and prepare contingency plans to mitigate areas where the GDPR's requirements might not be implemented by May 2018.***

#### Brexit

The UK's decision to leave the European Union, which is anticipated to happen in 2019, will end the applicability of the GDPR for UK processing personal data about UK residents. However, it is generally expected that in practice the requirements of the GDPR will continue to apply to all UK organisations, since:

- The GDPR will be the applicable data protection legislation from 25th May 2018 until such a time as the UK leaves the EU;
- The GDPR will continue to apply to personal data about EU residents processed by UK organisations (an 'extra-territorial' quality of the legislation);

- The government and the Information Commissioner have stated<sup>4</sup> their intention to align subsequent UK data protection legislation with the GDPR so that the UK can obtain an opinion of ‘adequacy’ from the European Data Protection Supervisor, which will allow UK organisations to exchange personal data freely with EU Member States without the need for additional legal safeguards.

The functional areas generally believe that Brexit will not affect the management of personal data in their organisations (Q16), since they are aware of the government’s position on the implementation of the GDPR. TfL raised a note of caution, saying *“it is unclear how [the UK] intends to modify or maintain that legislative framework after the UK leaves the EU. For example, if any changes are made to the GDPR after the UK has left the EU, will the UK choose to amend domestic legislation to maintain consistency with its EU trading partners.”*

**The GLA should continue to monitor the implications of Brexit, and in particular:**

- ***Provide support to the functional areas should there be legislative changes requiring changes in the controls and capabilities across the functional areas;***
- ***Consider the potential implications for the functional areas, their partners and suppliers, should the UK not manage to obtain an opinion of adequacy from the European Data Protection Supervisor, thereby complicating the legal safeguards required to exchange data with EU Member States or to process personal data relating to EU residents.***

In addition to the GDPR, a related Data Protection Directive is intended to align the use of personal data for the prevention and investigation of crime. Whilst this is likely to impact GLA functional areas, and in particular MPS, it is not within the scope of this review and will not apply until such a time as the UK government implements national legislation to deliver the requirements of the Directive.

## Future Developments in Data Protection

The functional areas were asked to comment on anticipated changes in their personal data handling over the next five years (Q15).

QUESTION	MORE	SAME	LESS
The amount of personal data we will process	4	2	
The sensitivity of personal data we will process	2	4	
The amount of personal data we share with or obtain from government bodies	3	3	
The amount of personal data we share with or obtain from private-sector companies	3	3	
The cost of managing data protection	4	2	
The amount of control we give individuals over their personal data	4	2	

***Figure: How might your organisation’s collection and use of personal data change over the next five years?***

The majority of functional areas (including those processing the bulk of personal data) believe that the amount and sensitivity of personal data processed is likely to rise over the next five years, and with it the cost of managing data protection is likely to increase. As the GLA response states:

*“We anticipate an increase is likely given the changing nature of the Authority’s engagement and increased interaction with the public. New schemes and programmes run by the GLA may result in the*

<sup>4</sup> <https://iconewsblog.wordpress.com/2016/10/31/how-the-ico-will-be-supporting-the-implementation-of-the-gdpr/>

*GLA processing more personal data. It is therefore also likely the GLA will engage with an increasing number of delivery partners or data processors to manage, share or process that personal data with, or on behalf of, the GLA.”*

The functional areas are engaged (or expect to engage) in various projects including housing regeneration, telehealth, smart parks and personalised travel that will increase the volume and sensitivity of personal data processed. Personal data sharing needs are anticipated to rise, and there is likely to be a commensurate rise in data protection controls and interfaces to enable individuals to express and manage their wishes for consent and information rights mandated by the GDPR.

### Data Protection Opportunities

The functional areas were asked how they might benefit from changes to personal data processing in the future (Q18). Whilst there were no shared themes for opportunities, suggestions included:

- The improvements to data protection policies and practices required by the GDPR will strengthen organisational awareness of handling personal data and ensure a renewed focus on individuals’ rights, including promoting greater degrees of openness and transparency with the general public in the management and processing of personal data. This in turn might strengthen engagement with the public.
- The use of a Customer Relationship Management (CRM) based system to capture all ‘person centric’ data, including consent and preferences for handling personal data, could both facilitate compliance with the GDPR, and improve customer engagement.

### Data Protection Improvements

Finally, the functional areas were asked what they might change about the way their organisations process personal data (Q19). A theme raised by two functional areas was the management of data sets and information rights, with a proposal that a central register of personal data sets across the GLA group might improve efficiency, and if coupled with a data protection management application, this could allow information governance teams to respond to information rights requests in a timely manner.

It was also suggested that the GLA should pursue a shift in perceptions so that data protection is seen not just as a compliance activity but rather as a vital – and positive – element of protecting individuals’ rights, and an opportunity for the GLA to build trust.



## Observations by Functional Area

### Introduction

Each of the GLA functional areas under review returned a questionnaire response, which has been summarised below.

#### Greater London Authority (GLA)

In its role as a strategic delivery authority, the GLA processes relatively little personal data, but much of this is under consent as a legal basis for processing. The GLA tries to avoid joint-controller or controller-processor arrangements, which simplifies the data protection management process and reduces processing risks. Risk is tracked on the corporate risk register, and robust data protection controls are used to manage and mitigate risks, including appointment of a data protection officer, use of policies and procedures, awareness training, privacy by design requirements and compliance checks. The GLA's processing was audited in 2015/2016, and a follow-up audit is under way.

The GLA has a well-defined and comprehensive data protection management structure, which includes an incident management structure that notifies incidents to the Senior Information Risk Officer. Only nine incidents have been reported in the past three years, and of these only one required notification to the Information Commissioner's Office, but has not resulted in further action.

Personal data sharing is limited to the minimum necessary for specific projects, such as social development and homelessness. Where the GLA collects personal data from data subjects, it is subject to information rights management including privacy notices and consent statements. Data subjects can contact the Information Governance team to manage their data rights through web, post, phone or email channels. The GLA receives approximately three subject access requests each year, mainly related to employment issues.

The GLA is preparing for the GDPR, including reviewing the personal data asset register, implementing privacy by design recommendations and data protection impact assessment processes, and is confident in achieving compliance by May 2018.

#### London Fire and Emergency Planning Authority (LFEPA)

LFEPA makes extensive use of personal data, for purposes including employment, safeguarding, emergency response, enforcement of fire safety regulations, recording casualties and preventing and detecting crime. The organisation runs a dedicated information access team to support data protection requirements, and operates comprehensive security and data protection policies.

LFEPA has identified two personal data breaches over the past five years, and on each occasion has notified the Information Commissioner's Office with no further action taken. The team note that with increased reporting obligations under the GDPR, it is probable that the number of breaches reported will rise significantly.

LFEPA retain a record of consent obtained where that is the legal basis for processing, although consent records are not centralised into a single data store. Information rights management includes the option for data subjects to manage their data through an online interface, which supports the high volume of information rights cases handled by the team, which are mostly related to employment disputes. The LFEPA team anticipate a rise in the number of cases when the GDPR is enforced. LFEPA are reviewing GDPR requirements and anticipate being prepared by May 2018.

## London Legacy Development Corporation (LLDC)

LLDC uses personal data for a range of purposes, including employment, operations, volunteering and provision of public wifi services in the Park. Personal data sharing is limited to payroll services and background checks for customers and suppliers.

LLDC applies information security controls which include data protection controls, covering policies, employee training, audits and employee awareness activities, and training was provided to over 270 employees last year. The organisation maintains a risk register and tracks data protection breaches, but of the 15 breaches in the past five years there has been no requirement to notify the Information Commissioner's Office because they mostly related to leaving personal data on printers, rather than a loss or misuse of personal data. LLDC has been the subject of two complaints to the Information Commissioner, one relating to the use of a cc: field in an email communication that identified 7 other individuals, and the other for an individual being accidentally subscribed to a newsletter without providing consent. No further action was taken by the Commissioner.

The LLDC team anticipate a rise in the amount, sensitivity and cost of personal data handling, linked to the growth of the organisation.

## Mayor's Office for Policing and Crime (MOPAC)

The response from MOPAC makes clear that most of the use of personal data by MOPAC relates to the work of the Professional Standards team and pre-employment vetting of its own staff. The organisation operates a reasonably comprehensive data protection regime, and has suffered a single data protection breach in the past five years, which was notified to the Information Commissioner's Office.

Personal data sharing is confined to exchanges with MPS, and use of shared HR services provided by GLA. Where consent is the legal basis for processing, MOPAC obtains and maintains a record of that consent. MOPAC's management are awaiting guidance on how to prepare for the GDPR, but do not anticipate major changes in the way that the organisation processes personal data.

## Metropolitan Police Service (MPS)

The majority of MPS' processing of personal data does not use consent as a legal basis, and instead relies on other legal bases including public safety, public interest, legal obligation and protecting the vital interests of individuals. Whilst the information rights described in the GDPR will still apply to personal data processing, other requirements come from the EU Law Enforcement Directive, which provides an enabling mechanisms for the sharing of personal data between law enforcement authorities. The Home Office has yet to provide guidance on implementation of the Directive, and in the meantime MPS is applying the Information Commissioner's GDPR guidance since the information rights management issues will remain broadly similar.

MPS processes personal data for the prevention and detection of crime, and operates a comprehensive data protection management structure, with designated risk owners responsible for policies, processes, training and delivery. The MPS tracks personal data breaches, and has notified the Information Commissioner of a breach that lead to no further action.

MPS' team are of the opinion that the amount of personal data processed will rise in future, as will the cost of managing data protection, and are concerned that a 'silo' approach to data management may give rise to data protection risks.

## Oak Park Development Corporation (OPDC)

OPDC makes very little use of personal data beyond the contexts of employment and handling queries from the public. IT services are provided by GLA, and there is no sharing of personal data

with other bodies. The organisation has not been subject to information rights requests or complaints, and is not aware of any personal data breaches having taken place. Data protection management services are provided by GLA, and OPDC anticipates GDPR readiness being provided through those services.

### Transport for London (TfL)

TfL is arguably the largest processor of personal data within the GLA functional areas. Uses of personal data and sharing of that data are extensive, as shown in **Figure 1**. TfL has a professional information governance team responsible for managing data protection and information rights issues, and they deliver a comprehensive suite of controls including policy, procedures, training, testing and audits.

TfL operates a computer security incident response team that monitors and manages incidents, and has reported four incidents to the Information Commissioner's Office over the past five years. All four incidents have been resolved without action against TfL, and criminal action has been taken against the individuals concerned.

TfL's data sharing is extensive and detailed, with numerous public authorities and private companies providing and receiving personal data for different purposes, as shown in **Figure 1**. TfL operates a template information sharing protocol, procedure and non-disclosure agreement to ensure consistent handling of data protection issues, and these are aligned with the Information Commissioner's Office's guidance.

Where consent is the legal basis for processing, TfL is migrating towards the 'opt in' approach mandated by the GDPR. The organisation anticipates significant further work needed to ensure GDPR readiness, including revisions to privacy notices, information sharing agreements and data processor contracts.

This move towards GDPR readiness should support increased personalisation of information services, which TfL recognises represent an opportunity both to improve customer services and operational efficiency.

## Appendix A: Questionnaire

General		
1	Describe the key ways in which the use of personal data help your organisation meet its strategic aims and objectives, and what are the main risks involved?	
	<i>Strategic aims and objectives</i>	
	<i>Risks</i>	
2	How do you make sure your organisation complies with the Data Protection Act 1998? <i>(Mark all that apply and provide copies of your organisation's policies relevant to personal data)</i>	
	Data protection policy	
	Data protection procedures	
	Designated data protection officer or equivalent	
	Data protection training and awareness	
	System specifications / systems testing to confirm privacy compliance	
	Internal or external audit of personal data handling	
	<i>Other</i>	
3	How do you communicate these policies to service users? <i>(mark all that apply)</i>	
	Contracts of employment	
	Intranet or collaboration spaces	
	Training and awareness	
	Data protection 'champions' in departments, buildings or functions	
	Internal emails or documents	
	<i>Comments</i>	
4	What training do your staff undertake to help them comply with the Data Protection Act? <i>(mark all that apply)</i>	
	Face to face training	
	e-Learning	
	Paper-based training	
	Is training compulsory?	
	Is training repeated regularly (e.g. annually)?	
	Do you keep a record of training?	
Security		
5	Which individuals and functions at your organisation are responsible for information security?	
	<i>Please describe</i>	

	Does your organisation have a designated information security officer(s)? (y/n)			
	Does your organisation apply the requirements of the government Security Policy Framework? <sup>5</sup> (y/n)			
	Comments			
6	How do you monitor and report on personal data incidents? <i>Please send us the last relevant report your organisation has produced</i>			
7	How many personal data incidents are you aware your organisation has had in each of the last five years?			
	2016			
	2015			
	2014			
	2013			
	2012			
	Have you reported personal data incidents to the Information Commissioner's office? (y/n)			
	What was the outcome?			
	Comments			
<b>Data use and sharing</b>				
8	Do you obtain personal data from other organisations? Please give examples of sources and purposes			
		Y/N	Source	Purpose
	Other GLA organisations			
	Other public bodies			
	Commercial data (e.g. credit reference)			
	Public domain data			
	Other			
9	Do you share personal data with any other organisations? If so, which organisations and for what purposes? <i>(mark all that apply)</i>			
		Y/N	Destination	Purpose
	Other GLA organisations			
	Other public bodies			
	Commercial (e.g. credit reference)			

<sup>5</sup> <https://www.gov.uk/government/collections/government-security#security-policy-framework>

	Public domain			
	Other			
	How do you ensure partner organisations store and use this data appropriately?			
	Comments			
<b>Individual rights</b>				
<b>10</b>	Where consent is the legal basis for processing, how is consent obtained from individuals for the collection and use of their personal data? <i>(mark all that apply)</i>			
	Individuals are asked to opt in at the time of collection			
	Individuals are given the opportunity to opt out at time of collection			
	Consent is assumed, but individuals may contact the organisation to opt out of processing			
	The organisation has yet to implement a consistent mechanism to manage consent			
	Other			
<b>11</b>	Where consent is the legal basis for processing, does your organisation retain a documented record of the consent provided? <i>(mark one only)</i>			
	Yes, we have a comprehensive record of consent provided			
	Sometimes, but the record of consent provided is incomplete/inaccurate			
	No, but we can infer consent from the source of the data			
	No, we do not record the consent provided			
	Comments			
<b>12</b>	How can individuals access and manage their own personal data, including opting out of processing if they wish? <i>(mark all that apply)</i>			
	At time of collection regardless of channel (online, post, phone)			
	Web contact form			
	Web self-service (i.e. online access to the data)			
	Post			
	Phone			
	Email			
	Comments			
<b>13</b>	Approximately how many subject access requests has your organisation received in each of the last five years?			
	2016			
	2015			
	2014			

	2013			
	2012			
	Do you anticipate processing more or fewer subject access requests in future?	More	Same	Less
Comments				
<b>Future developments</b>				
14	What steps are you taking to prepare for the General Data Protection Regulation (GDPR) (2016/679) expected to come into force in 2018? <i>(mark one only)</i>			
	• We are undertaking a full review and strategic deliver			
	• We have yet to start work on compliance with the GDPR			
	• We are awaiting guidance on what steps to take for the GDPR			
	• We do not believe the GDPR applies to our processing			
	• Do you anticipate your organisation will be prepared for the GDPR by May 2018?		Yes	No
Comments				
15	How might your organisation's collection and use of personal data change over the next five years? <i>(mark all that apply)</i>			
		More	Same	Less
	• The amount of personal data we will process			
	• The sensitivity of personal data we will process			
	• The amount of personal data we share with or obtain from government bodies			
	• The amount of personal data we share with or obtain from private-sector companies			
	• The cost of managing data protection			
	• The amount of control we give individuals over their personal data			
Comments				
<b>Other issues</b>				
16	How do you think that the UK's exit from the European Union will affect the management of personal data for your organisation? <i>(mark one only)</i>			
	• It should simplify data protection (e.g. GDPR might no longer apply)			
	• It will make data protection more complex (e.g. new or changed laws)			
	• It will make no difference to data protection			
	• Don't know			

	<i>Comments</i>
<b>17</b>	What is your greatest concern about the way your organisation processes personal data? <i>(please describe)</i>
	<i>Comments</i>
<b>18</b>	What opportunities do you think your organisation could benefit from through changes to personal data processing in the future? <i>(please describe)</i>
	<i>Comments</i>
<b>19</b>	If you could change one thing about the way your organisation manages personal data, what would it be? <i>(please describe)</i>
	<i>Comments</i>



## Appendix B: Documents Provided

The following documents were provided to support questionnaire responses to the review.

### Greater London Authority (GLA):

- Data Protection Breach Notification Form (December 2016)
- Data Protection Policy
- Details of personal data incident and supporting documents (December 2016)
- FoI Processes Guidance
- FoIA Guidance Note – Datasets & FoI
- Info Gov Induction DPA slides
- Letter from Gareth Bacon AM to Tom Middleton (23rd December 2016)
- Transparency of the GLA Group (June 2013)
- Transparency of the GLA Group and Family (February 2016)

### London Fire and Emergency Planning Authority (LFEPA):

- Law Commission Data Sharing Consultation 2013

### London Legacy Development Corporation (LLDC):

- Acceptable Use of IT v3.2
- Information Compliance Policy v2.2
- Information Governance Report 2015-16 v1.0
- Information Management Policy v2.2
- Contract of Employment- Permanent

### TfL:

- An introduction to the General Data Protection Regulation (May 2016)
- Collection of WiFi tracking data by TfL
- Information and Records Management Policy
- Information Security Policy
- Letter from Mike Brown MVO to Gareth Bacon AM (23rd January 2017)
- Overarching Information Sharing Protocol Agreement
- Privacy and Data Protection Complaints Handling Procedure
- Privacy and Data Protection Compliance Programme (May 2016)
- Privacy and Data Protection Policy
- Privacy and DP Programme Summary (May 2016)
- Template - TfL Agreement for provision and use of confidential info

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Dear Lucy

Gordon has asked me to respond to you directly regarding your query on EE coverage in London.

As we set out in our initial note to the Committee, EE provides universal 4G coverage of London. Our 4G coverage is greater than 99% of the geography of London. 'Availability', the measure used in the OpenSignal report that the Committee references, is not the same as coverage. It reflects the average percentage of time that customers are on 4G rather than where there is 4G signal so, whilst a useful measure, it should not be used as a proxy for coverage.

'Availability' is influenced significantly by things such as the condition and capability of the device that the consumer is using, and the way in which they use their phone. For example, making phone calls on a non-4G Calling device will increase the amount of time spent on 3G and therefore reduce the recorded 4G 'availability'.

We would stress that the OpenSignal data referenced is not broken down by operator (rather it provides an average across all four operators) and is out-of-date. The last time OpenSignal publicly reported EE's 4G 'availability' was in October 2016 (using data recorded over a year ago, between June and August 2016) and found that EE 4G was available then over 79% of the time in London. More recent and robust data from Rootmetrics (from July 2017) reports that EE has 90% 4G availability in London.

I would also reiterate that we are deploying additional spectrum on sites in London to further improve the coverage experience, that we continue to work to optimise our coverage for emergency services end users and that we are on track to deliver coverage at Home Office-specified indoor locations. And we are carrying out comprehensive coverage assurance to ensure end user confidence.

We would welcome this being clarified in any further public statement made on behalf of the Committee.

As background information, whilst OpenSignal data is useful, it cannot be considered as scientifically robust. Despite trying to capture coverage across the entire UK geography for all four operators, OpenSignal gathers data from just 30,000 smartphone users (28,841 users for 2016, and 30,793 for 2017). Participants have to download the OpenSignal app, which then automatically reports signal strength and throughput on a periodic basis. OpenSignal does not disclose the number of users that contribute to any one geographical report or by operator. They no longer report regional breakdowns by operator. RootMetrics adopts a scientific testing approach, using professional testers conducting road, walk and indoor tests, and combines that with crowdsourced data to ensure robustness.

I also want to take the opportunity to clarify one further issue raised in the Committee's letter to the Mayor. It states that: "The move to the ESN therefore requires the service provider, EE, to increase 4G coverage across Great Britain – from the existing level of approximately 70 per cent to 97 per cent in order to match Airwave coverage levels." There are three important points to make here:

- First, the Home Office requirement for ESN coverage is set at the same levels as the requirement for the current Airwave solution, which is based on road coverage not geographic coverage.
- Second, the coverage footprint which will be available to emergency services end users will be greater than that which we report for commercial customers for a number of reasons. These are set out in the NAO's report and include the higher powered, larger antennae devices to be used by the emergency services and differences in the allowable data speeds and call probability measures for ESN and commercial customers.
- And third, our current UK-wide 4G geographic coverage is over 84% and will reach beyond 90% by the end of 2017 as we continue to build new sites and upgrade our entire existing network.

I hope this information is helpful to the Committee. Should you, the Committee chair or Committee members wish to meet, we would welcome the opportunity to discuss in person.

Regards  
Simon Frumkin

## **GLA OVERSIGHT COMMITTEE: EMERGENCY SERVICES NETWORK – FURTHER INFORMATION FROM EE**

During the Committee's session examining the Emergency Services Mobile Communications Programme (ESMCP) on 18 July 2017, the Home Office committed to reverting to members with a written note providing further information on the EE network in London. This note provides additional detail on EE's coverage, network capacity and timelines.

### **Coverage**

- The Greater London area is served by more than 1,500 EE mobile sites, providing resilient, universal outdoor signal strength 4G coverage.
- Ofcom's latest 'Smartphone Cities' report<sup>1</sup> confirmed EE as the best network in London. The fastest average download speed was on EE (35Mbps), followed by Vodafone (26Mbps), Three (11Mbps) and O2 (8Mbps). 96% of EE's download speed tests came in at greater than 2Mbps, compared to 91% of Vodafone's, 82% of Three's and 71% of O2's.
- Independent mobile analytics firm RootMetrics also ranks EE the top operator for 4G coverage in London<sup>2</sup> and EE won the latest 'Rootscore' award<sup>3</sup> for best network in London for the ninth successive half-year period.
- We continue to invest in improving resilience and coverage experience through the upgrading of our sites, deploying more 4G spectrum, including (a) the addition of low frequency (800MHz) spectrum which has the benefit of traveling further and penetrating walls more effectively, and (b) the addition of 2.6GHz spectrum, which provides high capacity.
- We will be carrying out comprehensive coverage assurance testing for the Home Office prior to Emergency Services user transition from Airwave.

### **Capacity**

- The EE network in London is dimensioned for the millions of customers that we serve every day across the capital and their ever-growing demand for fast and reliable mobile connectivity. Each 4G site is equipped with at least 20MHz of 4G spectrum. All sites in London provide overlapping coverage and many, in the most densely populated areas, have as much as 65MHz of spectrum, significantly greater than most other networks.
- There is therefore sufficient capacity to meet the requirements and expectations of both emergency services end users and our commercial customers.
- Should the emergency services require higher than normal capacity during a major incident, the network dynamically prioritises emergency services users to ensure they continue to be served effectively. Commercial customers will still have access to mobile services, and this could be via our 2G or 3G networks enabling us to fully dedicate our 4G network to the emergency services in the most extreme scenario.
- As part of the quality assurance of its design, EE has undertaken a full analysis of network capacity and performance during recent major incidents. This has demonstrated the network's

<sup>1</sup> Ofcom, Smartphone Cities, 16 December 2016

<sup>2</sup> Rootmetrics, 4G coverage in UK metro areas: Which operator offers the most 4G coverage?, 5 April 2017

<sup>3</sup> Rootmetrics, Metro area Rootscore Report H1 2017

ability to support both emergency services users and commercial customers, and has been shared with the Home Office.

### **Timelines**

- EE has delivered its ESN outdoor coverage obligations for London and we continue to work to optimise this coverage for emergency services end users. We are on track to deliver coverage at specified indoor locations and continue to support the Home Office in its work with Transport for London to deliver coverage on the London Underground for ESN.
- We are adding more coverage and capacity resilience in the coming months to further enhance this, as well as undertaking the coverage assurance programme to ensure end user confidence.

**EE**

**31st August 2017**

Len Duvall AM  
Chair of the GLA Oversight Committee

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**Sadiq Khan**  
Mayor of London

(Sent via email)

5 September 2017

Dear Sadiq

### **Emergency Services Network**

On 18 July I chaired a meeting of the GLA Oversight Committee to review the risks connected with the implementation of the new Emergency Services Network (ESN) in London. The ESN will provide a mobile-data based communications network for the emergency services, replacing their existing Airwave solution. The ESN aims to deliver numerous improvements over Airwave, including providing high-speed data to users, greater flexibility to make use of new technologies as they are developed, and cost savings. Switching from Airwave to ESN is expected to deliver over £3.6 billion of quantified benefits over 17 years.<sup>1</sup> As you will be aware, the ESN is being implemented across Great Britain, but poses particular challenges in London because of the need for the emergency services to communicate on the London Underground.

Our meeting was attended by representatives from the Emergency Services Mobile Communications Programme. Guests included the Home Office, Transport for London (TfL), the Mayor's Office for Policing and Crime, the Metropolitan Police Service, the London Fire Brigade, the London Ambulance Service, the Ambulance Radio Programme, and the British Transport Police.

We found the meeting reassuring. Broadly, our guests were confident that the programme would be delivered in a way that posed minimal risks for the emergency services in London and for the safety of our citizens. Many of the issues that had been identified in the National Audit Office's (NAO's) report in 2016 have been addressed in the last few months. Nevertheless, we believe there is a need for you, in your role as Mayor and as Chair of Transport for London, to continue to monitor the situation, and in particular to keep the pressure on the Home Office and TfL to ensure they deliver a solution that works for London. We suggest that the following risks and issues form the basis of your ongoing oversight of the programme, and we include two practical recommendations for doing this at the end of this letter. For our part, the GLA

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<sup>1</sup> National Audit Office, [Upgrading emergency service communications: the Emergency Services Network](#), 15 September 2016.

Oversight Committee will also monitor ongoing progress of the programme with a view to identifying any future risks.

### ***Risks with the technology***

There are no systems similar to the ESN anywhere else in the world, as no other countries currently use 4G technology for their emergency services. Some are planning to do so in the future, but will adopt a lower risk approach, for example developing a dedicated 4G network that is separate from that used by commercial users.<sup>2</sup> In Great Britain, the intention is for the ESN to use the same 4G network as the public to deliver maximum value for money. A further justification for adopting this approach was to provide a government incentive to commercial suppliers to increase their 4G coverage. The Home Office told us that the “core [ESN] programme is complex [...] We will be first country in the world to deliver emergency services over 4G, sharing commercial networks and sharing the commercial spectrum. This is something that has not been done before, which is not necessarily a situation you would choose to be in.”<sup>3</sup>

The Government has promised that the ESN will be ‘at least as good as Airwave’. This is a significant challenge as Airwave provides an exceptionally high quality service.<sup>4</sup> The main issue is that current commercial mobile coverage is much more limited than the service provided by Airwave. The move to the ESN therefore requires the service provider, EE, to increase 4G coverage across Great Britain – from the existing level of approximately 70 per cent to 97 per cent in order to match Airwave coverage levels.

EE faces a particular challenge in increasing 4G coverage in London. London is ranked in the bottom five cities for 4G coverage in the UK. In June 2017, the Assembly’s Regeneration Committee produced a report on [Digital Connectivity in London](#) which found that less than 77 per cent of the capital was covered by a 4G service. This is significantly short of the requirements for the ESN solution. However, in our meeting, the Home Office representatives disagreed with these figures, saying that EE maintained that its coverage was higher than 77 per cent in the capital. To establish a correct position, I have asked the Home Office to provide the committee with details about the current level of 4G coverage provided by EE in London and the predicted capacity of it once its upgrades to support the ESN are complete.<sup>5</sup>

### ***Delays***

The timetable for awarding the main ESN contract, building and testing the system, and transitioning from Airwave to ESN has slipped. The 2015 business case showed a July 2017 target date for building and testing the ESN.<sup>6</sup> The emergency services were to begin

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<sup>2</sup> National Audit Office, [Upgrading emergency service communications: the Emergency Services Network](#), 15 September 2016, page 12.

<sup>3</sup> The Director of Law Enforcement Programmes at the Home Office, Stephen Webb, speaking to the GLA Oversight Committee on 18 July 2017.

<sup>4</sup> National Audit Office, [Upgrading emergency service communications: the Emergency Services Network](#), 15 September 2016, page 9.

<sup>5</sup> The ESN will operate solely on EE’s 4G network. It will not allow users to roam onto other 4G networks, such as O2 or Vodafone.

<sup>6</sup> National Audit Office, [Upgrading emergency service communications: the Emergency Services Network](#), 15 September 2016.



transitioning to the ESN between September 2017 to December 2019. We now believe that the ESN programme is thought to be at least nine months delayed, with transition from Airwave to the ESN now due to begin in July 2018, and be completed by September 2020.<sup>7</sup> An updated transition timetable is yet to be published by the Emergency Services Mobile Communications Programme Board, but we understand that the Home Office will produce a revised timetable this autumn. That timetable should give a more realistic indication about when London will begin transition to the ESN.

It is vital that the new national programme timescales work for London: the British Transport Police told us that “transition should only be comfortable during January to June to avoid transition during the period of Carnival and New Year’s Eve.”<sup>8</sup> And the Metropolitan Police Service said that the “big risk associated with timelines moving is, obviously, we have to maintain a lot of our [TETRA] radios and things. That is of some concern as they approach end-of-life and the project slips out.”<sup>9</sup> I have asked the Home Office to provide the Committee with the revised timetable once it has been published this autumn.

### ***Delivery of the ESN on the London Underground***

Airwave proved to be a very effective system for the emergency services in London. Before that system was implemented, officers had to carry two separate radios for above ground and below.

It is essential that the ESN is not a step backwards in communications technology. In theory, the ESN should allow the emergency services to use their radios above and below ground, but this is contingent on 4G being extended across the London Underground, including the tunnels. Several commentators have looked at this issue. The Public Accounts Committee flagged it as a “significant and imminent risk”.<sup>10</sup> And in our meeting, the committee heard that the ESN is a “very complicated programme, as you would imagine. The reason we have not had 4G in tunnels is a good one. It has always been technically challenging and this project is technically challenging as a result.”<sup>11</sup> Providing further detail, TfL’s Chief Technology officer told us:

*Our aim is to try to get the stations ready by January 2019 and as much of it done as possible by January 2019, with the aim to complete the rest of the tunnels in the months after that. I have to be honest and say that that is a very challenging timescale... If I were to reword your question and say, ‘Are we absolutely confident that all of this can be done for January 2019?’ the answer is no, we are not confident that this can be done for January 2019.*<sup>12</sup>

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<sup>7</sup> House of Commons Committee of Public Accounts, Upgrading Emergency Service communications – recall, [Conclusions and recommendations 1](#), 18 April 2017.

<sup>8</sup> The Deputy Chief Constable Adrian Hanstock, British Transport Police, speaking to the GLA Oversight Committee on 18 July 2017.

<sup>9</sup> The Chief Information Officer of the Metropolitan Police Service, Angus McCallum, speaking to the GLA Oversight Committee on 18 July 2017.

<sup>10</sup> House of Commons Committee of Public Accounts, [Upgrading Emergency Service communications – recall](#), 18 April 2017, page 6.

<sup>11</sup> The Chief Technology Officer and Director of Customer Experience at Transport for London, Shashi Verma, speaking to the GLA Oversight Committee on 18 July 2017.

<sup>12</sup> The Chief Technology Officer and Director of Customer Experience at Transport for London, Shashi Verma, speaking to the GLA Oversight Committee on 18 July 2017.

You will also be aware that the Lord Harris review of London's preparedness to respond to a major terrorist incident raised concerns about the ESN's effectiveness on the tube. The report references the failings of the Airwave system on the underground during the 2005 London bombings. Lord Harris notes that he is "very concerned that this new system may not operate effectively on the underground system" and that "Londoners would find it unforgiveable if the authorities were so quickly to step away from the learning taken from the tragedy that befell London in 2005."<sup>13</sup>

In short, this risk is well documented. The question is whether the programme, and TfL, is managing the risk adequately. At programme level, the Government has contracted with EE to expand its existing 4G network in order to provide the ESN. Separately the Home Office is working with TfL to extend coverage on the London Underground. When we asked if TfL has the sufficient technical skills to deliver the ESN, TfL replied that "this is a very specialised activity. It is very clear that we do not have all the skills that are needed to deliver this."<sup>14</sup> For this reason, TfL is relying on external suppliers to provide various services to support the delivery of the ESN on the London Underground. This approach in itself brings its own risks, as TfL will need to ensure that it contracts with the right suppliers and maintains robust programme and commercial management of them to ensure the successful delivery of the programme.

### ***Recommendations***

#### Monitoring of progress at the national Emergency Services Mobile Communications Programme level

IT projects are inherently risky. The committee recommends that you monitor the progress of the ESN at a national level, to ensure that the current delays do not put the safety of Londoners at risk, and that a suitable solution for London is developed. The financial benefits of the ESN as set out in the original 2015 business case reduce as the programme delays mount up. The NAO reports that a 12-month nationwide delay in the time taken to transition from Airwave to the ESN will cost £475 million. For context, this means that every day of delay to transition will cost approximately £1.3 million. It is inevitable that delays at the national programme level will have implications for local services, including financial implications for services such as the Metropolitan Police Service, which are already experiencing their own funding pressures, and operational implications for London's wider emergency services and TfL.

#### Oversight of TfL's skills and progress

We also recommend that as Chair of Transport for London, you monitor progress of the ESN in London, with particular regards to the performance of TfL. The ESN programme and the rollout of it on the London Underground is a crucial element in the ability of the emergency services to respond to emergencies across London. Ultimately, TfL – a transport authority – is responsible for delivering a major IT programme on the London Underground. Previous London Assembly Budget and Performance Committee reports into TfL's tube signalling upgrades and new bus

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<sup>13</sup> Lord Toby Harris, [Independent review of London's preparedness to respond to a major terrorist incident](#), October 2016, page 25.

<sup>14</sup> The Chief Technology Officer and Director of Customer Experience at Transport for London, Shashi Verma, speaking to the GLA Oversight Committee on 18 July 2017.

procurement have highlighted weaknesses in procurement processes.<sup>15</sup> The committee recommends that you should consider whether the GLA Group has sufficiently strengthened its procurement processes in order to support the delivery of ongoing and future projects.

We suggest this is an area that you, both as the Mayor and as the Chair of Transport for London, may wish to oversee. It is vital that strong leadership is in place at TfL to drive forward the ESN programme, and the committee would encourage you to seek assurances that TfL has the right IT, technical and procurement skills to manage the delivery of the ESN across London's transport network.

We would welcome a reply to this letter by 6 October 2017.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Len Duvall', written in a cursive style.

**Len Duvall AM,  
Chair of the GLA Oversight Committee**

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<sup>15</sup> For example, see the Budget and Performance Committee's report, [Transport for London's Signal Failure](#), March 2016.

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## MAYOR OF LONDON

**Len Duvall AM**  
 City Hall  
 The Queen's Walk  
 More London  
 London SE1 2AA

**Our ref:** MGLA050917-6311

**Date:** 19 OCT 2017

*Dear Len,*

**Re: Emergency Services Network**

Thank you for your letter of 5 September setting out the findings and recommendations from you're the GLA Oversight Committee's recent review of the Home Office's plans for a new Emergency Services Network (ESN) in London.

I share your view that this is a challenging project and that all parties need to work together to ensure that London gets a system that is up to the challenges of keeping this city safe. I agree that it is important that progress is closely monitored and will be doing so; I welcome the contribution of your committee to this.

The breadth of the representation at your meeting, especially from users of the planned ESN service, is encouraging. I am pleased that, overall, you found the meeting reassuring, especially with respect to the resolution of the significant issues that were previously identified by the National Audit Office's (NAO's) report in 2016.

**Programme Challenges**

I note your concern regarding the gap between EE's current 4G coverage in London and that provided by the existing Airwave service; coverage which ESN is intended to match. I will be interested to read the Home Office's response to your request for greater clarity as to how this gap will be addressed before transition starts.

Similarly, I share your concern about the current uncertainty regarding the overall timetable for implementing ESN and, especially, what this might mean for the timing of ESN transition in London. I believe we urgently need greater clarity in this area so that all impacted parties can better assess the implications of any delay on their operations and budgets. It is vital that the Home Office sets out a revised timetable for the programme as soon as possible so that we can establish greater certainty regarding the preparations for transition in London.

**ESN on the Underground**

Airwave is a critical service for allowing our emergency services to operate effectively on the Underground and ensure that Londoners feel safe as they travel within our city. Any replacement for Airwave must enable our emergency services to operate as well as, if not better than, they do today. However, as you note, the Underground is a uniquely challenging environment and establishing the necessary 4G infrastructure to support ESN is difficult. This is especially so – as Transport for London's (TfL) Chief Technology Officer noted during your meeting – within the demanding timescales of the Emergency Services Mobile Communications Programme (ESMCP).

## MAYOR OF LONDON

However, I am clear that working with the Home Office to establish ESN on the Underground is a priority for both my team and for TfL. I understand that TfL and the Home Office were able to jointly agree on the delivery option for achieving ESN on the Underground in July and that work is underway in line with this decision. It is vitally important that TfL and the Home Office continue to work closely together, and with the Home Office's coverage supplier, EE, if the project is to deliver a successful outcome for our emergency service users.

At the TfL Board meeting that I chaired on 19 September, we discussed this project and agreed to delegate the necessary authorities to our Programme & Investment Committee (PIC) to enable this work to proceed, subject to funding being made available by the Home Office. You highlight the need for TfL to ensure that it has access to all the necessary expertise to ensure the successful delivery of the project, both in terms of the underlying technology and the challenges of infrastructure delivery on the Underground. I fully expect PIC will monitor this risk going forward.

### Recommendations

With regards to your specific recommendations, I fully support both. I will continue to monitor progress of the programme with interest. I would also welcome further updates from your Committee as you receive the information you have requested as part of your recent review.

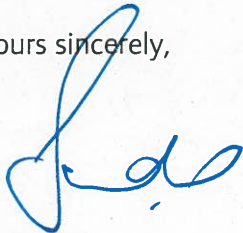
About the specific efforts to implement ESN on the Underground, my team receives copies of the fortnightly joint project reports that are provided to the TfL Commissioner and Permanent Under-Secretary of the Home Office. This project will also be regularly reviewed at our PIC Board meeting and, as a result, I expect that regular updates will be provided by the PIC Chair to the TfL Board.

Regarding your specific concerns about TfL's delivery capability and the importance of ensuring TfL's procurement processes are sufficiently robust to contribute to a successful outcome, the Commissioner recently moved Director responsibility for the project to our Chief Technology Officer to provide the necessary level of delivery focus. I will also be asking the Commissioner for a briefing on the steps being taken to ensure that we can be confident that the planned procurement activity for this project will support a successful delivery and avoid some of the previous issues that you highlight in your letter.

I would like to thank you and your Committee for its efforts in reviewing what is a vital programme for London.

Thank you again for taking the time to write to me.

Yours sincerely,



**Sadiq Khan**  
Mayor of London





Police and Crime  
Commissioner  
North Yorkshire



South  
Yorkshire  
Police and Crime  
Commissioner



Office of the  
Police & Crime  
Commissioner  
West Yorkshire

The Hon Nick Hurd MP  
Minister of State for Policing and Fire Services  
2 Marsham Street  
London  
SW1P 4DF

(Via email to [nick.hurd.mp@parliament.uk](mailto:nick.hurd.mp@parliament.uk))

29 June 2017

Dear Minister

**RE: ESMCP**

We are writing to register further concerns we all have about the rollout of the Emergency Services Mobile Communications Programme (ESMCP). This follows the letter recently sent from Vera Baird QC DBE to your predecessor, and the response from Becca Jones, Transition Director for the ESMCP, dated 7 June 2017.

We are receiving regular briefings and updates through our Regional Collaboration Board meetings and fully understand the benefits of the ESN and the extensive coverage, high resilience, appropriate security and public safety functionality that it will deliver.

We believe, however, there are conflicting timescales between what the Programme and the Service believe to be achievable. The timescale that the Programme continues to work to is June 2018, but a review of the transition plan is due in July this year.

The National Transition Plan commenced from an effective date of 9 December 2016, but there has been a six-month slippage in the national programme in relation to when forces will be service ready, as opposed to transition ready. It is anticipated that the first region to transition will be the North West in September of 2018. Transition should be completed in all regions by April 2020.

It is not yet clear how the existing force developed applications will be migrated to ESN devices. It is thought that there will be an accreditation and testing process which will no doubt take time when combined with all other force application migrations. This indicates that the 'go live' and migration to ESN will initially be a swap of device from Airwave to ESN. Officers may therefore still be required to carry two devices until such time as all force applications can be migrated.

It is clear there are a number of issues associated with the now very tight deadlines; the comparison of potential costs for the use of ESN against those of Airwave cannot be fully assessed until the scope of the application migration can be established. Issues that we believe require further consideration and clarification are:

- Force transition and time lines are currently not yet known, but expected to be mid-2018 to mid-2019
- A single device is set to replace Airwave, but the process for transition of force used applications is not yet clear
- The expectation to retain mobile data devices alongside ESN devices in the short to medium term
- Benefits realisation and associated timescales not clear (who pays for any delay in rollout?)
- Data usage per device when including CCTV/BWV, and a range of applications not yet known
- Rationalisation of devices through ESN and mobile data will need to follow alignment to a device replacement strategy

Further, whilst it is subject to separate negotiation, we are aware that the National Police Air Service will require all aircraft to be fitted with a new system. NPAS, whilst operated by West Yorkshire as a lead force, is funded by the 43 Home Office forces of England and Wales. It is essential that there is an efficient and effective transition plan that is fully funded and in place. At this time there is no specification for the solution, procurement process or transition agreed. The cost of this replacement programme is again unclear at this time.

The current Airwave contract is due to end in September 2020. However, given the issues outlined above, it appears increasingly unlikely that a professional rollout can take place before that date. We recognise that the cost of retaining Airwave beyond 2020 is estimated to be over half a billion pounds per year.

Following transition to ESN, the ambition would be for all forces to decommission their current Airwave communications. Motorola now owns Airwave Services Ltd, and will allow an extension. However, it is estimated that this would cost the country £1 million per day. The key question is how an extension to Airwave will be funded. Our understanding is that the current view is that there is no new money and it will come from within the Home Office 'funding envelope'.

Clearly, the concern operationally is that there will be pressure for the service to agree to start transition before everything is ready, in order to save money. This may put officers and the public at risk. We seek reassurance that any increased costs as a result of delays will not fall locally to police and crime commissioners.

We believe there is an urgent need for constructive dialogue with all stakeholders about a way forward, with clarification at the earliest opportunity on the cost implications involved.



If response to this letter could please be sent centrally to Laura Hodgson, Office of the Police and Crime Commissioner for Humberside, The Lawns, Harland Way, Cottingham, HU16 5SN, [laura.hodgson@humberside.pnn.police.uk](mailto:laura.hodgson@humberside.pnn.police.uk).

We look forward to hearing from you,

Yours faithfully,



Police and Crime  
Commissioner for  
Humberside

Police and Crime  
Commissioner for  
North Yorkshire

Police and Crime  
Commissioner for  
South Yorkshire

Police and Crime  
Commissioner for  
West Yorkshire

Cc

Vera Baird QC DBE  
Katy Bourne, APCC Lead  
Paul Dutton, APCC Senior Policy Manager, Digital and ICT

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Home Office

## Appendix 18

Nick Hurd MP  
Minister of State for Policing  
and the Fire Service

2 Marsham Street,  
London SW1P 4DF

[www.gov.uk/home-office](http://www.gov.uk/home-office)



Ms Laura Hodgson  
Office of the Police and Crime Commissioner for Humberside  
The Lawns  
Harland Way  
Cottingham  
HU16 5SN

CTS Reference: M6390/17

26 SEP 2017

*L A Hodgson*

Thank you for your joint letter of 29 June on the Emergency Services Mobile Communications Programme (ESMCP). I was reassured to read that you are all aware of the benefits the Emergency Services Network (ESN) will bring to the dedicated teams who work so hard protecting the public and saving lives by providing them with the most advanced communications system of its kind anywhere in the world. As requested, this response will be sent to Ms Laura Hodgson at the Office of the Police and Crime Commissioner for Humberside. I am sorry for the delay in replying.

I am keen to assure you that no risks will be taken with public safety and there will be no gap in service when it comes to a communications network for the emergency services. They themselves will decide when the new ESN service meets the requirements they have set and the Airwave network will continue until the transition to ESN is completed. We have a contract in place with Airwave Solutions Ltd which allows us to extend the service and we are working with them to ensure that the technical upgrades necessary to deliver that commitment are in place.

In respect of the migration of existing applications, we are aware that each user organisation has a set of applications which they currently deploy to users through consumer voice and data devices, which are unrelated to the existing TETRA radios. Several options are available to move these applications to the ESN, if this is required.

These options have been recently presented to user organisations around the UK in five dedicated regional ESN Applications road shows.

The options are:

1. Applications can continue to be used, as now, via commercial SIM cards and existing devices, regardless of the operating system – iOS, Android, Windows Mobile etc;
2. Existing devices, along with their applications, can be tethered using Bluetooth or WiFi to the ESN device; making use of the ESN prioritised bearer and the more competitive and flexible ESN data usage pricing as well as saving the cost of an additional subscription;
3. Existing Android applications can be tested in the ESN Network Approval Testing Service (NATS) and then, once approved, deployed to ESN devices via the ESN device management capability;
4. Existing iOS or Windows applications could undergo re-development and are migrated to Android. These can then be tested and deployed in accordance with option 3 above.

User organisations can and must themselves make the choice regarding which action to take for different applications. Different organisations will have different requirements for their migration strategies. Some users will want to access services such as their email or workflow solution (e.g. Pronto) on their ESN device, and others have expressed the view that their users will use a separate device for applications (perhaps a tablet as it has larger screen size). ESMCP will not mandate the migration strategies of user organisations, but will provide assistance to users addressing this strategic issue, and we have started that process with our recent road shows. To be clear, ESMCP has no expectations regarding which migration strategy is chosen. It is perfectly possible that policing may choose to pursue a coordinated approach, but that is not a matter for the Home Office programme to determine.

Many different solutions are already in use by user organisations for local storage or live streaming of CCTV and Body Worn Video content. There is no reason that an ESN device could not be used to live stream video and the cost of this data streaming would be subject to the ESN data charges (£1/GB).

The cost of establishing and operating the new Air-to-Ground ESN service will be a central cost and this is to be shared amongst the Government bodies who sponsor air service users including the National Police Air Service (NPAS), Air Ambulance, HM Coastguard and others. Additionally, we intend to reallocate grant funding directly to NPAS (via the lead Police and Crime Commissioner (PCC)), as we already have in the case of local programme management costs, to cover the initial purchase and installation of the new aircraft 4G devices, to help support the transition of the service from Airwave to ESN.

As part of the Change of Control (CoC) of Airwave Solutions Ltd, to Motorola Solutions International (MSI), at the beginning of 2016, the Government secured an agreement with MSI to access the Airwave service for as long as it is required to support the final transition period to ESN. The current Airwave Core and Menu services cost the police in England and Wales an estimated £250 million per annum, but as part of the CoC agreement, the Government and PCCs now have greater flexibility in how they extend and terminate this service. For example, the Government can now extend, in monthly increments, only the three emergency service regional transition groups that need continuing Airwave service, at a fixed price for each region. The Core cost of the Airwave service for police in England and Wales will continue to be met from the police funding settlement.

I am pleased to confirm that a new ESMCP Police Finance Reference Group met on 18 July, and will meet regularly thereafter, supported by finance representatives drawn from the Home Office's Crime Policing and Fire Group's finance department and the ESMCP finance team. The Group had representatives drawn from PCC treasurers and force finance directors, coordinated by the embedded police team, Operational Communications in Policing (OCiP), and considered finance and funding issues arising from ESMCP. It is also worth noting that Stephen Webb, the Senior Responsible Owner, addressed all PCCs at the Association of Police and Crime Commissioners (APCC) general meeting on 19 July.

I hope this response sets out the Government's position clearly and reassures you all that I am taking seriously the issues raised in your letter. ESMCP will continue to work closely with all PCCs as we move into the transition phase of ESN.

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

**Nick Hurd MP**

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**Len Duvall AM**

Chair of the GLA Oversight Committee  
The Queen's Walk  
More London  
London  
SE1 2AA

Date: 10 November 2017

Dear Chair,

Thank you for your letter following my attendance at the GLA Oversight Committee on 29 June 2017. I do apologise for the delay in my response. We received the letter on Friday 3rd November due to what appears to be an administrative error.

As requested, I have provided more information on each of the points outlined in your letter. Where these points have since been discussed with the Assembly, I have summarised the GLA latest position.

I have also provided a short update on Team London and the Sports Team in relation to their work and funding.

The Questions

***Provide further information and have a follow up discussion with Assembly Members on the work being done by the GLA on race equality and respect for faith groups and those without faith.***

During the summer, the Mayor's 'Diversity and Inclusion Vision' was open for consultation. As you know the responses to that consultation will inform the publication of the Mayor's detailed 'Diversity and Inclusion Strategy' early in 2018. Although the strategy will cover a range of issues, it will be of critical importance in shaping the work relating to BAME communities, faith groups and those without faith.

We specifically commissioned Race on The Agenda, to obtain the opinions of BAME stakeholders on the Mayor's vision, because of the importance we place on that feedback. Additionally, my team received submissions from key BAME and faith organisations including the Race Equality Foundation, The Runnymede Trust, Black Training & Enterprise Group, Faiths Forum for London, Three Faiths Forum and Nisa-Nashim – London Jewish Muslim Women's Network.

We received a large number of responses to the consultation from a wide variety of Londoners. The final 'Diversity and Inclusion Strategy' is currently being completed. As part of that work,

researchers have been asked to provide a strong evidence base which highlights the inequalities faced by BAME Londoners and those from different faith groups. The team is currently considering the governance arrangements for the Strategy, and how to incorporate the voices of key stakeholders from different sectors and communities, including race and faith groups.

When it is published, the Mayor's '*Diversity and Inclusion Strategy*' will set out the inequalities in London and will outline how the Mayor will tackle them. It will address the inequalities faced by BAME Londoners and those from different faith groups, in addition to those with other protected characteristics.

It is important not only to work to reduce inequality and discrimination but also to promote the achievements of all Londoners. With that in mind, the Mayor recently supported Black History Month in commemoration of its 30<sup>th</sup> anniversary in the UK. The GLA hosted and supported a number of events across London, attended by a diverse range of Londoners. The Mayor also pledged his support for the teaching of our shared British history in schools in a way that properly acknowledges the achievements of black Britons, by partnering with the Black Cultural Archives to establish a CPD course.

The Mayor also met with Sir Lenny Henry to discuss the underrepresentation of BAME people within the broadcasting industries – both behind as well as in front of the camera. Following that meeting the Mayor wrote to Ofcom seeking its views on the failure of some British broadcasters to ensure diversity amongst their staff and in their commissioning processes. The head of Ofcom, Ms Sharon White, has responded by offering a meeting with the Mayor and that work is still progressing.

I have continued to pursue my goal of ensuring that all Londoners are properly represented in the work of City Hall, as expressed before the Committee in June. I have hosted roundtables with representatives from a variety of communities and different faith and faith groups. These have included Jewish, Somali, Sikh, Muslim and Gypsy Roma and Traveller communities. Importantly, I also took the step of leaving City Hall to visit groups within their own communities across London. This included a number of organisations doing excellent work in challenging conditions for those most in need, including members of the BAME community and within the framework of faith based organisations.

To improve the Mayor's connections to communities that do not have a voice in City Hall, the Mayor's [Citizen-Led Engagement Programme](#) was recently launched. This programme will fund community led engagement, and is likely to include a range of activities including events, participatory arts and cultural activities and workshops. In particular we want to encourage bids for funding from the following communities: young black men, BAME older people, Gypsy, Roma and Traveller groups, Eastern European communities and the Somali community.

I should add that our work in relation to BAME communities and those of faith – and no faith – runs throughout our approach to all our work. I visited a number of organisations during Ramadan to share in Iftar; my team worked alongside faith groups in the community engagement we carried out in connection with the Grenfell fire; and we have liaised closely with MOPAC to ensure meaningful community engagement on various projects from knife-crime initiatives to a successful and peaceful Notting Hill Carnival.

If any Assembly Members want to discuss any of this work further please do not hesitate to contact my office and we can arrange.



***Provide information on the Gender Pay Gap Action Plan and the current data in relation to this held by the GLA.***

The 2017 Gender Pay Gap Report and Gender Pay Action Plans for the GLA Group will be published shortly and the relevant data are currently being assessed prior to that publication. In the circumstances, it seems appropriate for me to allow the Assembly to consider that updated information when it is published rather than seek to provide an incomplete picture now. I should point out that the GLA was an early adopter of the gender pay reporting framework, publishing our first reports based on 2016 data in November 2016, ahead of the legal requirement to do so. We aim to remain at the forefront of the important work in trying to reduce the gender pay gap.

***Provide information on the feasibility of establishing an ethnic pay gap report in the GLA.***

The Mayor is determined to close the ethnic pay gap in London. The GLA is currently investigating how best to collect and report on this data.

***Provide information on the work of functional bodies and larger contractors to the GLA on publishing a gender pay audit, including a definition of what criteria has been used to determine larger contractors.***

The latest data on the GLA workforce can be found in the Workforce Report for the period 1 April 2016 to 31 March 2017, and this report was discussed at Oversight Committee on 11th October 2017.

Gender pay data published last November showed a range of gender pay gaps across the GLA group, ranging from no gender pay gap at the London Fire Brigade, to a 35% pay gap for the London Legacy Development Corporation.

The *Diversity and Inclusion Strategy* will include objectives on how the GLA can use procurement, commissioning and investment to support the Mayor's vision for a truly inclusive London.

***Provide information on the outcomes of round table events on tackling child poverty and what role the London Assembly could play in helping to tackle this issue.***

The Communities and Social Policy Team hosted two stakeholder roundtables to inform the GLA's thinking on poverty. The first, on measuring and building an evidence base, was attended by academics, think-tanks, civil society funders and charities. The second was attended by a similar audience and focused on potential interventions to address the causes of poverty – including low and insecure incomes and London's high living costs – as well as some of the consequences of poverty and its effects on low income Londoners. Reducing child poverty is obviously a particularly important concern in the overall reduction of poverty for Londoners.

The roundtables informed the thinking about specific options that are now being developed for approval and clearance in the usual manner. These are likely to focus on actions the Mayor can take to raise awareness and improve take-up of the various forms of support available to low-

income families and to work with boroughs to understand the impact of welfare reforms such as the roll-out of Universal Credit in London.

The Mayor is also addressing child poverty by focusing on some of the root causes of poverty – namely low-paid and insecure employment and the high cost of living – as well as specific initiatives to support families and improve the lives of children in low-income families. His work on this includes:

- Promoting the London Living Wage and flexible working to London's employers – including through the Good Work Standard. This is done through the GLA work on economic fairness, which is developed by both the Community and Social Policy Team and the Economic and Business Policy Unit working together.
- Working with partners to increase the availability and affordability of housing and childcare. Both the housing team and the Education and Youth team are working on policies in those areas. Community and Social Policy team are also developing programmes to complement that work.
- Improving the affordability of transport through initiatives such as the Hopper fare and the TfL fare freeze.
- Tackling hunger and food poverty through the London Food Strategy.

***Provide responses to questions that the Committee may have following the conclusion of the meeting.***

I am not aware of any further requests being received from the Committee since June.

***Update on Team London:***

**(1) Social Integration**

**(a) Team London Ambassadors & Major Event Volunteers**

Every summer, 325 Team London Ambassadors welcome tourists at destinations around the city. Known as London's 'friendly face', they show the world the best the capital has to offer. In March 2017, the programme won the Tourism Society Award which recognises those who have made an outstanding contribution to the development and success of the tourism industry in the UK.

Major Event Volunteers - this group of 5,500 volunteers support major events in London. These include sports events like the London Marathon, Ride London, and cultural events like Lumiere London and Great Fire 350.

As a result of the success of the Major Events programme, Team London worked in partnership with London 2017 Organising Committee to deliver the volunteering programme for the World Para Athletics Championships and IAAF World Championships this summer.

*2016/17 achievements:*

- 550 Team London Ambassadors
- 5,500 major events volunteers
- 4,500 volunteer 'Runners' supporting World Para Athletics Championships and IAAF World Championships

(b) Team London Young Ambassadors

This is the Mayor's volunteering programme for primary and secondary schools. It helps young people run local projects on issues they care about. Since the programme launched in 2013, the team has worked with 2,100 primary and secondary schools, including sixth forms. This includes special educational needs and disability schools and pupil referral units. Phase two of the programme will begin in January 2018. Funding for the programme is from #IWill funding and the Big Lottery Fund.

*2016/17 achievements:*

- 134,400 young people reached
- £165,900 raised for local causes
- 420 schools joining up

## **(2) Social Mobility**

(a) Enterprise Advisers

This programme helps to get young people ready for the world of work by connecting businesses with London schools. Enterprise Advisers are business volunteers in senior roles. They work with careers leads in schools to develop strategies to boost careers education and engage businesses. They also help schools to access local careers resources, and help businesses link up with schools. The aim is to ensure that young people are aware of all the pathways available to them, that they understand all their career options, and that they are equipped with the skills needed to fulfil their potential.

*2016/17 achievements:*

- 180 Enterprise Advisers
- 128 schools across 18 boroughs

(b) 2Work

2Work is an ESF/GLA co-funded employment support programme for young Londoners aged 18-24 who are not currently in education, employment or training. Through a combination of high quality volunteering opportunities, bespoke support and accredited training opportunities, 2Work equips young Londoners with the skills, confidence and experience they need to enter employment, education or training. In return, businesses are seeing potential employees who are well prepared for entry-level opportunities. Peabody and HAYN (the Housing Association Youth Network) have been appointed to deliver this programme, which will start shortly.

(c) Forces for London

In parallel with the development of 2Work, Team London is developing an ESF/GLA co-funded programme for veterans and early service leavers within London and the surrounding areas. Although many ex-service personnel successfully transition into employment, the cohort has disproportionately high levels of unemployment. The latest research suggests that 37% of veterans of working age are out of work compared to 27% of their civilian counterparts. This programme will use the same successful principles of using volunteering as a route to employment as in 2work, and combining this with mentoring support both from future delivery partner(s) and from employers around London.

(d) HeadStart London

This programme for 16-18 year olds in education helps to bridge the gap between schools and work. It was created by Team London and The Challenge and brings together industry leaders, charities and young people. Since launching, it has supported 5,000 young people to do over 100,000 hours of volunteering. Those on the programme are rewarded for their volunteering with employability workshops. They are also guaranteed interviews for paid work with partner businesses. The team is currently working with Lendlease to develop the first geographically focused HeadStart London cohort, which will be working in Peckham during in 2018.

*2016/17 achievements:*

- 36,000 hours given to the community
- 2,150 young people have volunteered
- 70% of young people assessed as work ready

**(e) Community Engagement by Team London**

(a) Trustee Training

Team London works closely with Greater London Volunteering (GLV) to provide free workshops for both new, potential and existing trustees. This training helps trustees be properly prepared for this pivotal role.

*2016/17 achievements:*

- 275 attendees
- 96% felt that training had a positive impact on knowledge

(b) Skill-UP

Skills gaps can be a big problem for small charities - which make up 96% of the sector. With small teams, staff often must multitask between roles, but it's impossible to be an expert in all these different roles. Charities need external support, advice and training to support their staff. Team London's programme matches skilled business volunteers with staff from small charities. This helps them to become more effective in their roles.

*2016/17 achievements:*

- 210 charities participated
- 180 volunteer mentors
- 2,300 volunteering hours

(c) Team London Small Grants

The Mayor recognises that small charities and local groups play a crucial role for all communities in London. In 2016/2017, Team London invested a further £100,000 in the sector. These grants focused on increasing volunteering amongst 59-69-year olds who are about to leave work or have just retired. The aim is to encourage them to use their skills to help the community, and support older people to access the services they need.

*2016/17 achievements:*

- 12 charities supported
- £100,000 in grants
- 500 new volunteers

The Team London grants programme will be expanded in 2017/18 thanks to funding from #iWill and The Big Lottery Fund. The focus on the grants will be on volunteering projects which combat mental health issues and isolation. The target groups will be young Londoners from disadvantaged communities such as young carers, those in the criminal justice system and asylum seekers and refugees.

(d) Team London Website

In 2012, Team London launched their website to make it easier for Londoners to volunteer. At any one time, there are over 35,000 opportunities to take part in.

*2016/17 achievements:*

- 550 charities advertising roles
- 13,5000 applications to volunteer
- 35,000 opportunities on offer to volunteers

	2016/17		2017/18	
	GLA	External	GLA	External
Social Integration	£242,000	£710,000	£168,933	£1,575,000
Social Mobility	£375,000	£286,000	£259,598	£504,360
Community Engagement	£290,000	£50,000	£362,469	£25,000

***Update on Sports:***

**(1) Major Sports Events**

In recent years, London has cemented its position as a world-leading host of major sporting events. The Mayor has made clear his ambition for London to be the undisputed sporting capital

of the world by luring even more global sports events to the capital. The GLA's 'London: Home of World Class Sport' is the strategic lead for major sporting events in the city and the first point of contact for anyone looking to bring their event to London.

The GLA Sports Team is responsible for managing the GLA's stake in major sports events, and building and maintaining relationships with events, national governing bodies of sport (NGBs), international sports federations (IFs), venue owners and key government stakeholders. Key roles of the team include:

- Overseeing the GLA's major sports events framework, 'London: Home of World Class Sport'.
- Managing the GLA's Major Sports Events programme budget.
- Assessing bids from events, NGBs and IFs for support from the GLA and its partners, and securing that support via the GLA's decision-making processes.
- Working with events, NGBs and IFs to bid for London to host events.
- Undertaking feasibility work to determine the viability of event hosting opportunities.
- Securing and coordinating hosting support from London agencies (including LLDC, L&P, MPS and TfL).
- Sharing best practice, providing guidance and overseeing implementation of event planning, risk management and governance arrangements.
- Representing the GLA/Mayor's Office on event governance boards/steering groups.
- Scrutinising event planning, risk management and delivery to safeguard GLA investment and London's reputation.
- Managing delivery of GLA obligations to events.
- Developing and overseeing community engagement projects associated with major sports events.
- Coordinating community and school event ticketing programmes.

London plays host to an annual calendar of world-class sporting events that the team is involved in supporting, including:

- NBA Global Games
- RideLondon
- NFL International Series Games
- ATP Tennis World Tour Finals

London has already secured notable future major international championships, including:

- 2018 Women's Hockey World Cup
- 2018 Table Tennis Team World Cup
- 2019 ICC Cricket World Cup
- 2020 UEFA European Championships

The team continues to work with a variety of events, NGBs and IFs to explore further potential hosting opportunities for future years.

## Budget

	2016/17	2017/18	2018/19
Major Sports Events (Staging) Budget	£445,000	£350,000	£650,000
Indicative Future Years (Staging) Budget			£270,000
Major Events Community Engagement Fund Budget	£120,000	£300,000	£230,000
Indicative Major Events Fund Budget to support additional Community Engagement around key events. (Separate to core community sports programme)			£155,000
	£565,000	£650,000	£1,305,000

## **(2) Community Sports**

Since 2009, the GLA Sports Team has delivered the Mayor's Sports Legacy Programme (MSLP), which saw £25.5m invested in hundreds of projects and organisations across all boroughs. The objective of the MSLP were to increase participation in sport and reduce inactivity across London.

To date, the MSLP has:

- engaged a total of circa. 500,000 Londoners
- funded the development of over 100 community sport facilities (at least one in every borough)
- taught more than 30,000 Londoners to swim via the 'Make a Splash' mobile pools programme
- trained up more than 13,000 Londoners as community sport coaches or officials
- provided focussed capacity building support to hundreds of local sports clubs and community organisations.

The Mayor wants Londoners of all age groups and backgrounds to have opportunities to take part in physical activity – not only for the health benefits, but also because it brings people from different communities together. As such, the MSLP will be replaced by a ground-breaking investment programme called 'Sport Unites' (working title).

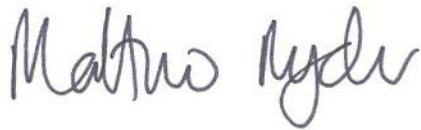
The development of Sport Unites was informed by:

- Lessons from the MSLP.
- Extensive research by ThinkBeyond exploring social integration sporting initiatives across the world.

Ongoing consultation with GLA policy teams and the community sport sector in London. The budget for the programme is being finalised. Once agreed, we would aim to commence the programme in Spring 2018.

If you do require any additional information then please get in touch. I will ensure the team shares this with you promptly.

Yours Sincerely,

A handwritten signature in dark ink, reading "Matthew Ryder". The signature is written in a cursive, flowing style.

**Matthew Ryder**

Deputy Mayor for Social Integration, Social Mobility and Community Engagement



Len Duvall AM, Chair of the GLA Oversight Committee

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

8 November 2017

Mike Brown MVO  
TfL Commissioner  
Transport for London  
Windsor House  
42-50 Victoria Street  
London SW1H 0TL

Dear Mike,

I am writing on behalf of the GLA Oversight Committee to submit views to your consultation on TfL's Transparency Strategy.

We welcome TfL's commitment to improving the transparency of the organisation. As you will be aware, our report of February 2016, *Transparency of the GLA Group and Family*, concluded that while TfL had made some good progress, it must provide a consistent level of transparency across all parts of its organisation.<sup>1</sup> The current position is broadly unchanged. TfL continues to make progress, but areas of weakness remain. For example, TfL's searchable log of requests and responses under the Freedom of Information Act is a helpful development, and one we specifically asked for in our 2016 report. However, TfL is still not publishing its contracts, and the transparency of information related to Crossrail and Crossrail 2 remains a weakness; this is particularly disappointing since this committee raised these issues with your predecessor in both its 2013 and 2016 reports.

Our submission will cover the following aspects of transparency:

- Publication of datasets
- Monitoring investment programmes
- Monitoring service performance
- Publication of contracts
- TfL audit and procurement processes
- Submissions to Assembly scrutiny

### Datasets

We note that TfL has made a large a number of datasets available since the Transparency Strategy was published in October 2015, such as those on tube crowding and taxi rank locations. This is welcome, as are plans for further releases such as tube temperature. This will help Londoners monitor the performance of TfL services and allow innovative data use to enhance services.

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<sup>1</sup> <https://www.london.gov.uk/about-us/london-assembly/london-assembly-publications/transparency-gla-group-and-family>

We believe that transparency should extend to those developers using publicly-owned TfL data for their own purposes. For instance, journey planning apps depend on the exploitation of real-time data provided freely by TfL; we believe you should consider reciprocal arrangements so TfL has access to app data and can use it to improve services.

We would also like to see more transparency in transport models, and the data and assumptions that underpin them. We realise that transport modelling is complex, but when new software is being developed, making openness and non-proprietary standards part of the specification would mean much greater levels of transparency could be achieved by TfL in this area.

### **Monitoring investment programmes**

The information we receive from TfL is sometimes inconsistent, particularly when it comes to capital projects. For instance:

- TfL's 2017-18 Q1 [Investment Programme Report](#) gave the Four Lines Modernisation Programme an amber RAG rating, with some of the key milestones running around 6 months late. TfL's Director of Major Projects, however, told us at a meeting on 28 September that the project was running up to 18 months ahead of schedule.
- TfL's 2017-18 Q1 [Investment Programme Report](#) gave the Northern and Jubilee line upgrades a green RAG rating, suggesting that the project was on track. Around the same time this report was published, information was revealed by ASLEF, and then confirmed by TfL, to say that these projects had in fact been put on hold.<sup>2</sup>

It is difficult to hold TfL to account when the information keeps changing. We are concerned that some of the reports that TfL publishes do not reflect the reality of what is happening in the business. This is a concern in terms of transparency to the public, but also transparency to the TfL Board.

### **Monitoring service performance**

TfL publishes a large amount of service performance information on your website. We believe steps could be taken to make this more accessible and more consistent across modes.

For instance, the [tube performance webpage](#) has one large 'almanac' spreadsheet with data going back to 2004/05 and a series of four-weekly PDFs for the past year, while the [bus performance webpage](#) has no almanac, an annual report and the latest quarterly report in PDF, and spreadsheets for bus speeds covering four years. Similarly, it is not clear why the [Congestion Charge webpage](#) has a section for 'monitoring and research' with no reports later than 2008, and a separate 'finance, operations and performance' section with quarterly fact sheets going back four years.

It is not clear when monitoring reports are going to be published, as the timings for these change. We believe it would be good practice for TfL to publish a calendar of upcoming reports and data releases, where appropriate noting which TfL committee is considering a particular report. You will be aware that as much notice as possible is always given to TfL about the release of Assembly scrutiny reports, including estimated timings earlier in the process and subsequently confirmed launch dates.

In the consultation survey, you have asked how long TfL should keep data on its website. We believe all service performance data should be kept on for a much longer period than two years. In some cases, this does already happen. We would recommend a more consistent approach across modes so that, for instance, you keep data available for ten years.

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<sup>2</sup> The Transport Committee will be exploring this issue at its meeting on 8 November 2017.

## **Publishing contracts**

Our February 2016 report recommended that the Mayor should ensure that all organisations in the GLA Group start to publish all their contracts in full, and set up search facilities on their websites to make them easy to find.

We are not convinced that TfL has implemented this recommendation in full. Using the Santander Cycles contract as an example, we put 'Santander' into TfL's search engine. None of the initial search results was for the cycle hire contract. TfL's [contracts webpage](#) also does not appear to include the Santander contract. And TfL's contract webpage provides a link to the [Data.gov website](#), which includes a disclaimer that it was archived in February 2015. The Transport Committee also found during its recent investigation into bus safety that contracts with bus operators were not available.

TfL must improve its contracts website, and ensure that all contracts can be easily located. At present, the only way to successfully locate the Santander cycle hire contract seems to be by searching online, rather than through TfL's website. TfL has not implemented the 2016 recommendations in full, and is at risk of going back on the commitment to improving transparency that it made to the Committee in its [25 July 2016 letter](#).

## **TfL audit and procurement processes**

As you know, the GLA Oversight Committee has undertaken extensive work in relation to the, now failed, Garden Bridge project. We are pleased that significant changes have been made to the way TfL procures projects and the capacity, skills and evaluation software it draws on when doing so. In our latest meeting on the subject on 11 October, you gave us assurances that you were implementing the recommendations which Dame Margaret Hodge made in her independent review of the project. And we were encouraged about your reformed governance arrangements, which you are hoping will lead to "much greater oversight and scrutiny, including, very helpfully, decisions that are devolved to the role of the Commissioner that have to be reported properly and in full to the Programmes and Investment Committee".<sup>3</sup>

Based on recent discussions at the GLA Oversight Committee, however, we do have ongoing concerns about whether all the right policies are in place to stop the same mistakes happening again. Specifically, there are issues about what redress is available for smaller contractors when bidding for TfL contracts if they become concerned about the operation of the procurement process. There is a risk that with the increasing use of framework contracts, such firms would feel unable, for commercial reasons, to raise issues or challenge TfL's approach. Currently only companies who are bidding for a project are able to do so. We ask you to look at whether there might be a role for a 'Public Interest Challenge' when poor procurement practices become apparent. This would allow bodies other than those bidding for a contract (as is now the case) to highlight possible problems.

We would also ask you to return to the recommendation we made in our 2016 report on the Garden Bridge which asked the TfL Audit & Assurance Committee to "publish audit reports in full, not just the summary and conclusions as is now the case".<sup>4</sup> This would allow the public to have access to more than just the edited version where only the key points which the organisation determines should be in the public domain are released.

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<sup>3</sup> Draft transcript, GLA Oversight Committee, 11 October 2017

<sup>4</sup> <https://www.london.gov.uk/about-us/london-assembly/london-assembly-publications/garden-bridge-design-procurement>

## **Submissions to Assembly scrutiny**

Finally, we would like to address some concerns with TfL's submissions to Assembly scrutiny investigations and Mayor's Questions. Overall, we consider that TfL usually provides comprehensive and timely information to enable Assembly Members to do our job of holding you to account on behalf of Londoners.

However, there are occasions when requested information is delayed without explanation. We accept that sometimes information is not available or you require more time to check it; in these instances, we would expect TfL to be upfront with the Assembly, providing explanations and estimated delivery dates.

There are many instances of good practice from TfL in submitting information, such as the submission to the Transport Committee's recent investigation into bus network planning, which answered the Committee's key questions and provided relevant data. In contrast, after requesting data as part of the Committee's outer London junctions investigation, officers had to chase TfL multiple times after a reasonable deadline was missed with no explanation; the eventual submission did not contain the requested data, but instead an overly long narrative description of TfL policy.

It is also vitally important that all submissions from TfL are provided in accessible document formats. Data attachments to answers to Mayor's Questions should always be in spreadsheets rather than PDFs. Furthermore, submissions to investigations should be in searchable formats, whether Word or PDF, and not scanned documents.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Len Duvall', is positioned above the printed name and title.

**Len Duvall AM**  
**Chair, GLA Oversight Committee**

# Subject: The Response of London Resilience to the Grenfell Tower Fire

**Report to: GLA Oversight Committee**

**Report of: Executive Director of Secretariat**

**Date: 23 November 2017**

**This report will be considered in public**

## 1. Summary

- 1.1 This report provides background for the Committee's second meeting on the way the London Resilience arrangements worked in response to the Grenfell Tower Fire.

## 2. Recommendation

- 2.1 **That the Committee notes the report, puts questions to invited guests, and notes the discussion.**

## 3. Background

- 3.1 At the Committee's September 2017 meeting, Steve Hamm (Head of Programmes, London Resilience) answered questions on the role of London Resilience during the response and recovery stages following the first calls to the emergency services to report the fire at Grenfell Tower.
- 3.2 The London Resilience Team (LRT) supports the work of the London Resilience Partnership and delivers the Mayor of London's responsibilities for resilience. The LRT moved from the GLA to sit under the oversight of the London Fire Brigade in 2015 and works alongside the boroughs' resilience team based in London Fire Brigade (LFB) and also the LFB's own resilience team. The LRT works through a Strategic Coordination Protocol which details the "escalating strategic coordination arrangements for London's response to a disruptive incident".
- 3.3 One of the key partners in the London Resilience group are the local authorities and, in particular, London Local Authority Gold (LLAG). The LLAG arrangements are designed to ensure that all 33 London Local Authorities are able to respond to emergencies with regional implications in a coordinated, collective and consistent manner.
- 3.4 The Mayor also has a lead role to play in these arrangements both through the Mayor's Advisory Group (MAG) which may be convened when there is a disruptive incident and the Mayor of London's Gold Cell.

- 3.5 At the meeting on 14 June 2017, the Committee delegated authority to the Chair of the Committee, in consultation with party Group Lead Members, to finalise a cross-Assembly approach to its scrutiny work in relation to the Grenfell Tower fire. This investigation was agreed under that delegation.

## **4. Issues for Consideration**

- 4.1 The meeting will consider issues such as:
- The role of London Resilience in the immediate aftermath of the Grenfell Tower Fire;
  - The role of the LLAG;
  - The role of the Mayor; and
  - Lessons learned and proposals for change.
- 4.2 The following guests have been invited to participate in the discussion:
- Dr Barry Quirk CBE, Chief Executive, Royal Borough of Kensington and Chelsea;
  - Doug Patterson, Chief Executive, London Borough of Bromley;
  - Eleanor Kelly, Chief Executive, London Borough of Southwark; and
  - David Bellamy, Chief of Staff, Mayor's Office.

## **5. Legal Implications**

- 5.1 The Assembly has the power to do what is recommended in this report.

## **6. Financial Implications**

- 6.1 There are no financial implications to the GLA arising from this report.

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**List of appendices to this report:** None

<b>Local Government (Access to Information) Act 1985</b>
List of Background Papers: MDA 858 (Grenfell Tower)
Contact Officer: Richard Derecki, Senior Team Manager
Telephone: 020 7983 4899
E-mail: <a href="mailto:richard.derecki@london.gov.uk">richard.derecki@london.gov.uk</a>

# Subject: IT Shared Service for the LLDC

**Report to: GLA Oversight Committee**

**Report of: Executive Director of Resources**

**Date: 23 November 2017**

**This report will be considered in public**

## 1. Summary

- 1.1 This report represents consultation by the Mayor with the London Assembly, (as required by the Greater London Authority Act 1999, as amended), concerning the proposed entry into a shared services arrangement between the Greater London Authority (GLA) and the London Legacy Development Corporation (LLDC) under which the GLA will provide information technology services for an indefinite period to the LLDC.
- 1.2 This report further represents consultation by the Head of Paid Service with the Mayor and London Assembly on the proposals to increase the GLA Technology Group establishment by three positions.

## 2. Recommendation

- 2.1 **That the Committee responds to the proposed creation of three posts in the GLA Technology Group, resulting from the proposed creation of a shared service for information technology services.**

## 3. Background

- 3.1 The GLA and the LLDC have been examining the feasibility of the GLA Technology Group (TG), taking on the management and provision of all LLDC IT services from June 2018.
- 3.2 The LLDC currently uses a private company to provide these services. The LLDC's contract will expire in June 2018. Following market testing by the LLDC it was assessed that savings would be made by the GLA Technology Group providing a full range of IT Services to the LLDC instead of them retendering their information technology services contract. These services will include: support and maintenance of all equipment and systems used by the LLDC along with ancillary services such as business analysis, project management, asset management, capacity management and consultancy services.
- 3.3 The GLA TG is a well-established IT services provider across the GLA Group. As well as providing services to the GLA it also provides information technology services to other functional bodies such as MOPAC and the OPDC.

- 3.4 It is anticipated that the expertise that the GLA will offer will strengthen the management of the LLDC's systems and infrastructure as part of a larger team that brings with it economies of scale and a wider breadth of experience.
- 3.5 The LLDC will benefit from a range of services that the GLA is currently putting in place to support cloud based services – allowing the LLDC to accelerate their move towards enhanced flexible working for their staff. They will be able to access resilient cloud based services over a new, resilient wide area network that is being commissioned by the GLA.
- 3.6 A detailed assessment of the costs of providing the service to the LLDC has been produced. It includes the provision of three new posts required to assist in the delivery of the service. These posts will spend most of their time at the LLDC Offices in Stratford.
- 3.7 The Posts to be created are: Senior Support Officer (Grade 7), Support Officer (Grade 6) and Business Partner (Grade 7). The total cost of this is approximately £135K per year and will be included within the annual charge that LLDC will make to the GLA to meet the cost of the service.
- 3.8 The cost of the IT Service to the LLDC will be £600K per year (this is the cost of delivering the service – there is no “mark-up”), as a result the shared service will deliver an annual saving in the region of £200K and will ensure that spending is kept within the GLA Group.
- 3.9 The GLA and the LLDC have similar IT estates and similar IT strategies enhancing the opportunities for continued collaboration.
- 3.10 In accordance with normal practice, the GLA and the LLDC will enter into Working Arrangements and Arrangement for Delegation documents to cover the services to be provided.

#### **4. Issues for Consideration**

- 4.1 This works supports the work of the GLA by delivering budget savings for the GLA Group and contributes towards the drive towards the greater sharing of services.
- 4.2 The LLDC have looked at the potential staffing liability implications of the GLA's provision of the services and are satisfied that no existing employees of its current IT services supplier are affected.
- 4.3 The creation of the shared service will require the creation of three new GLA posts to support the delivery of the new service. The positions to be created are follows:

<b>Position Title</b>	<b>Grade</b>
1 x Senior Support Officer	7
1 x Support Officer	6
1 x Business Partner	7



## **5. Legal Implications**

- 5.1 Under section 401A of the Greater London Authority Act 1999 (GLA Act) the GLA can enter into arrangements with the LLDC for the provision of administrative, professional or technical services by the GLA to the LLDC, whether for consideration or otherwise. The professional services of the type described fall within the power. The Mayor must consult with the London Assembly before entering into any such arrangement involving the GLA. This role has been delegated to the GLA Oversight Committee, as permitted under section 54(1)(a) of the GLA Act.
- 5.2 In the event that it is determined that the GLA provide the services proposed to the LLDC the parties will need to enter into shared services (Working Arrangements and Arrangements for Delegation) documentation which cover issues such as payments for the services to be provided, and review and termination arrangements and liabilities.
- 5.3 The proposed arrangement would appear consistent with LLDC's public procurement law obligations. Public procurement regulations allow public bodies such as the GLA and LLDC to enter into co-operative arrangements in the public interest where one provides services to the other on a not for profit basis. It is considered that the proposed arrangement is consistent with the LLDC's procurement law duties.
- 5.4 To the extent that the GLA's provision of the services relies upon the procurement of works, supplies or services from third parties, that procurement must be undertaken expressly on the basis that the LLDC's requirements fall within scope of the same.
- 5.5 It is noted that the LLDC has indicated (at paragraph 4.2 above) that its current contracted IT service arrangements are such that no current LLDC staff or supplier staff are engaged in manner which would trigger the transfer of employer liabilities to the GLA. GLA officers should however, undertake thorough due diligence in this regard. In addition, careful consideration should be given to any liabilities of this nature (and any associated pensions liabilities) arising on any termination/expiry of the proposed shared service arrangements.

## **6. Financial Implications**

- 6.1 This report sets out a proposal to enter into a shared services arrangement between the Greater London Authority (GLA) and the London Legacy Development Corporation (LLDC), whereupon the GLA will provide information technology services to LLDC. As a result of entering into a shared services arrangement with LLDC, there will be creation of three permanent posts in the GLA Technology Group.
- 6.2 The costs of these posts are £136,000 (including on-costs and corporate vacancy factor) per annum and will be contained from the annual charge of £600,000 received from LLDC. A summary is provided below:

Position Title	Position FTE	Grade	Net Budget (£)
Senior Support Officer	1	7	51,000
Support Officer	1	6	42,000
Business Partner	1	7	51,000
		Vacancy Factor	(8,000)
<b>Staff Cost</b>	<b>3</b>		<b>136,000</b>
Other support			464,000
<b>Total Cost</b>			<b>600,000</b>

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**List of appendices to this report:** None

### **Local Government (Access to Information) Act 1985**

List of Background Papers: None

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# Subject: Proposed Changes to the GLA Establishment

**Report to: GLA Oversight Committee**

**Report of: Head of Paid Service**

**Date: 23 November 2017**

**This report will be considered in public**

## 1. Summary

- 1.1 This report sets out an initial set of proposed staffing changes to the Housing & Land Directorate to respond to the Mayor's aspiration for City Hall to take a much more proactive role in helping to bring housing sites forward to tackle London's Housing crisis.

## 2. Recommendation

- 2.1 **That the Committee responds to the proposed changes to the establishment in Housing & Land Directorate.**

## 3. Background

- 3.1 On 6 September 2017 the Mayor announced his intention to earmark £250 million for City Hall to use for buying and preparing land for new and affordable housing. It is intended that the funding will recycle over time to continue unlocking opportunities across the capital. The Mayor has also made it clear that he is prepared to use City Hall's statutory powers, including compulsory purchase where necessary, to secure land for new and affordable homes.
- 3.2 Alongside earmarking money to secure land for affordable housing, the Mayor announced his intention to expand the deal-making capacity of his Homes for Londoners team, to push forward with the identification and preparation of new sites and to work more proactively with delivery partners on wider land assembly and infrastructure to get homes built at pace.
- 3.3 The draft London Housing Strategy, currently out to consultation until 7 December 2017, sets a clear focus (policy 3.1) on increasing the supply of land for new homes through a more proactive intervention by the Mayor's Homes for Londoners team. The key section is set out below, and the proposals set out in this paper will enable the GLA to start addressing all three points contained within it:

*The Mayor will support proactive intervention in London's land market to ensure land identified for housing comes forward more quickly. This will include:*

- i. *refocusing City Hall resources toward actively identifying opportunities for, and intervening to enable, the release of more land for housing, supported by an expansion in the skills, capacity, and resources of City Hall's Homes for Londoners team;*
- ii. *supporting councils and housing associations to acquire land, promote projects and invest in infrastructure; and*
- iii. *where necessary, directly intervening to co-ordinate key projects and assemble land.*

- 3.4 The GLA's Housing & Land (H&L) directorate was created in April 2012 following the devolution of housing powers and investment to the Mayor. This included the wind up of the London Development Agency and the London Thames Gateway Development Corporation, together with the transfer of their land and development assets, along with those of the Homes & Communities Agency's London directorate.
- 3.5 The basic structure and staffing resources of the H&L directorate has remained largely unchanged since 2012, except for the transfer of the team's compulsory purchase and estate management functions to Transport for London on a shared services arrangement; and the establishment of a dedicated Royal Docks project office earlier this year. The structure includes three Investment and Operations Area Teams (north west, north east and south) with responsibility for local relationships with boroughs, housing associations and delivery partners, a specialist Strategic Projects and Property Unit which has responsibility for the GLA's land holdings and major development projects and a Housing Unit which is responsible for programme management support for investment programmes, housing policy and commissioning the GLA's housing services.
- 3.6 This paper sets out a first stage of proposed changes that will enable a speedy start to the new business approach, building on the existing structure of the directorate with some minor restructuring, a redirection of existing staff resources and some expansion of the directorate's policy, programme and area operations teams.
- 3.7 A second stage is anticipated to be presented early in the new year. The extent of this will need to be assessed when there is greater clarity about the scale of additional housing budgets and targets that are forthcoming as a result of the GLA's bids for the government's £2.3bn Housing Infrastructure Fund (submitted in September 2017) and additional Government affordable housing funding which could amount to a considerable increase in both the scale and complexity of the activities of Homes for Londoners.
- 3.8 In the first instance, the new business approach will be taken forward by reassigning some capacity within the directorate's Strategic Projects and Property Unit. This is possible as most of the GLA's development sites have moved through procurement to the implementation and project management stage. In addition, resources within the three Area Teams of the Investment and Operations Unit will be expanded by moving the responsibility for some areas of work from area teams into the Housing Unit and the creation of a number of new posts in both the area and policy teams. This capacity will enable a rapid start to be made on expanding the new business strategy, laying the foundations for a second stage of additional capacity, anticipated in early 2018/19.

- 3.9 These proposals are being progressed ahead of the GLA budget setting process for 2018/19 due to the desire by the Mayor to push forward as fast as possible with the identification and preparation of new sites and to work more proactively with delivery partners on wider land assembly and infrastructure to get homes built at pace. This is possible as all additional resources required to fund these posts will be met by GLA Land and Property Ltd (GLAP). As this work involves the exploitation of land on a commercial basis with a view to the realisation of a profit in connection with the GLA's housing and regeneration functions under section 34A of the GLA Act and the Greater London Authority (Specified Activities) Order 2013, it is only permitted to be carried out through a taxable body, which is GLAP.
- 3.10 In addition to the changes outlined in this paper the capacity of the Homes for Londoners team will be increased through the creation of an initially temporary London Estates Delivery Unit (LEDU) to support the transition to the London health and care devolution programme. The LEDU will provide a regional resource to support local/NHS trust estate expertise, planning and delivery capability. The LEDU supports the activities of the London Estates Board (LEB) and local and sub-regional estates boards. The LEB provides a single forum for NHS estate discussions in London, and when fully operational will become the decision-making body for strategic estate proposals. Both the LEB and LEDU have been established under the London health and care devolution programme. It is proposed that there will be up to seven fixed-term posts created within the LEDU for up to two years. These posts will be established temporarily through the short term assignment process.
- 3.11 The current and proposed structure for the Housing & Land directorate is attached as appendix one.

## 4. Issues for Consideration

- 4.1 The proposals set out in this paper increase the establishment of the Housing & Land Directorate by nine posts, from 113 posts to 122 posts. This is achieved through the creation of 11 additional posts and the deletion of two. The detailed changes and justifications by unit are set out below.

### *Investment and Operations*

- 4.2 Three additional posts are proposed at Senior Area Manager (SAM) level (G12) to support work in the Investment and Operations Unit. This will enable the area teams to take a more proactive approach to identifying opportunities to bring land forward, working closely with their boroughs, registered partners and land owners.
- 4.3 The area teams have a well-established track record of collaborative working with local stakeholders, leading on the delivery of the Mayor's affordable housing programme and managing the 30 Housing Zones. The additional SAM posts are necessary to take this work forward more proactively with the necessary knowledge, experience, judgement and 'deal-making' skills needed to identify, prioritise and manage opportunities through to delivery.
- 4.4 To augment this capacity, existing resources within the Strategic Projects and Property Unit will be deployed on a collaborative basis to work alongside Area Team members.

4.5 To further enhance the capacity for area teams to take a more proactive approach to identifying opportunities to bring land forward, an estimated equivalent of four posts (at a mixture of G9 and G12) of capacity will be freed-up within the Area Teams by moving lead responsibility for a number of areas of work and creating a stronger corporate policy capability in H&L's Housing Unit. These will be:

- Promotion of community-led housing
- Shared ownership policy
- Reforms of social housing regulation following the Grenfell Tower fire
- Promotion of precision-manufactured homes
- Overseeing the affordable housing capital funding guide and Grant Recovery Determinations.

4.6 Programme, project and budget management of this area of work will be managed through the GLA's new Open Project System (OPS). The development phase of OPS has been supported by temporary staff and a capital budget but as the project moves into a steady-state (from April 2018) there is a need for a permanent staffing resource to act as Product Owner (G11) and oversee its operation and ongoing improvement.

4.7 The total additional posts proposed in the Investment and Operations Unit are set out below.

Post change	Job title	Grade
Creation of three new posts	Senior Area Manager	12
Creation of one new post	Product Owner	11
<i>Net change</i>	<i>Four additional posts</i>	

### ***Housing Unit***

4.8 As set out in the section above, it is proposed that the responsibility for some areas of work that are currently located in the area teams transfer into the Housing Unit. This unit includes the directorate's programme office and the housing policy and strategy team. The latter has, during the last year, successfully managed the transition to a new housing policy agenda under new Mayor, negotiated a record new affordable housing settlement with central Government, designed a new affordable housing programme, produced a draft London Housing Strategy and made a major contribution to the development of the new draft London Plan.

4.9 The team has worked under very considerable and unsustainable pressure and to continue to take on these additional responsibilities, as well as the wide and ongoing work to support the Mayor's ambitious housing plans as set out in the draft London Housing Strategy. This presents a need for additional resource and a revised structure.

- 4.10 When the Housing & Land Directorate was restructured in 2013, some of the work previously carried out by the Policy Team was transferred to other parts of the Directorate. This revised way of working effectively transfers these responsibilities back, creating capacity to focus on a more proactive approach to the land market to be undertaken in the Investment and Operations Unit as described above.
- 4.11 This reassignment of work will place additional pressure on the Policy Team which, along with the responsibility for the draft London Housing Strategy which includes more than 250 individual Mayoral proposals. Additional priorities include developing a London-wide local construction labour and apprenticeship scheme; establishing a compulsory purchase centre of expertise; and working with councils, housing associations and others to develop detailed proposals for reform and devolution across a range of areas.
- 4.12 To address these pressures it is proposed that two new permanent posts of Housing Policy Officer (G7) be created to support and free up capacity of the Senior Housing Policy Officers (G9) and to carry out a range of functions on behalf of the team. This would include preparation of briefings, presentations and answers to Mayoral Questions; project management of policy and project work led by Senior Housing Policy Officers; and responsibility for less complex policy areas. The creation of these two posts will also create additional capacity at Senior Housing Policy Officer level.
- 4.13 It is proposed that two new permanent posts of Housing Policy Manager (G11) be created to enable the reorganisation of workloads within the Policy Team so that the team can be divided between 'bricks and mortar' policy (e.g. increasing supply; affordable housing delivery; design and standards; industry capacity), 'strategic' housing policy (e.g. social housing reform; homelessness; welfare reform; private rented sector) and 'market intelligence and analysis'. Along with the existing Housing Policy Manager, the new post holders would also be responsible for major cross-directorate projects, such as negotiating funding settlements with central Government, and designing new housing delivery programmes.
- 4.14 A fixed term Research and Statistical Analyst (G7) post was created to address specific capacity issues relating to the development of the London Housing Strategy, the London Plan, and the Strategic Housing Market Assessment. This post is now proposed to be made permanent to manage the ongoing need for maintaining the evidence base for the London Housing Strategy (including the annual *Housing in London* publication), providing housing and land market intelligence and analysis, and providing ad hoc research and analysis to support ongoing policy development and delivery. This also helps to create additional capacity within the G9 roles.
- 4.15 The Programme Team has been operating with a temporary structure involving additional posts at G11 for over a year and it is proposed that this is now made permanent, alongside a reorganisation of responsibilities to assume responsibility for Operational Policy of the affordable housing programmes and oversight of the new proactive engagement in the land market. This will involve the deletion of two, vacant, Programme Manager (G9) roles and 0.5 FTE of a Programme Support Officer (G7), also vacant, within the team and making the two currently fixed term Senior Programme Co-ordinator (G11) roles permanent. When combined with the existing roles of Senior Analyst Single Programme Office and Senior Single Programme Office Manager (both G11) there will be two roles focused on the programme and budget management of affordable housing delivery and two focused on the programme and budget management of

development of GLA group land and other interventions in the land market. The G11 posts will line manage the remaining G9 and G7 roles in the Programme Team, with the four G11 posts reporting to the Senior Manager Programme Management.

Post change	Job title	Grade
Creation of two new posts	Housing Policy Manager	11
Creation of two new posts	Housing Policy Officer	7
Make a fixed term post permanent	Research and Statistical Analyst	7
Make two fixed-term posts permanent	Senior Programme Co-ordinator	11
Deletion of two posts	Programme Manager	9
Deletion of 0.5FTE	Programme Support Officer	7
<i>Net change</i>	<i>Five additional posts</i>	

## 5. Consultation

- 5.1 Where structural changes are occurring or changes are impacting on current staff Unison and staff are being consulted.
- 5.2 In accordance with the GLA Staffing Protocol, formal consultation with the Mayor and the Assembly is required for this proposal as it affects more than five posts in a unit.
- 5.3 This paper seeks to consult the Assembly particularly, in the light of the additional recruitment likely to be required in 2018/19, once a number of uncertainties are resolved. The Assembly have delegated its powers of consultation to the GLA Oversight Committee and therefore the HOPS is consulting at this committee meeting. The Mayor has been consulted and agrees to the creation of the posts. The Head of Paid Service will take views into consideration when making this decision.

## 6. Legal Implications

- 6.1 Under section 67(2) of the GLA Act 1999 (as amended) the Head of Paid Service has the power, after consulting the Mayor and the Assembly, to appoint such staff as he considers necessary for the proper discharge of the functions of the Authority, having regard to the resources available and the priorities of the Authority.
- 6.2 Under section 70(2), the Head of Paid Service has the power to employ staff appointed under section 67(2) on such terms as he thinks fit, after consultation with the Mayor and the Assembly.



- 6.3 Under section 54 of the GLA Act 1999 (as amended) the Assembly has delegated its powers of consultation on staffing matters to the GLA Oversight Committee.
- 6.4 The Head of Paid Service staffing protocol, agreed by the Mayor and Assembly in November 2009, sets out the Authority's agreed approach as to how the Head of Paid Service will discharge his staff powers contained in sections 67(2) and 70(2) above.
- 6.5 Paragraph 5.1 of that Protocol states that there is a requirement to consult with the GLA Oversight Committee and the Mayor on any "major restructure", namely the creation or deletion of more than five posts within any one unit. This paper seeks to consult the Assembly in line with these requirements.
- 6.6 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard (set out in the GLA Code of Ethics and Standards for staff) are followed when recruiting to the vacant posts.

## 7. Financial Comments

- 7.1 This report sets out a proposal to establish additional permanent posts, both in the GLA & GLA Land & Property (GLAP), to deliver Mayor's aspiration for City Hall to take a much more proactive role in helping to bring housing sites forward to tackle London's Housing crisis. The total increase to the Housing & Land's (H&L) establishment, associated with this proposal, is £590,000 (GLA = £276,000 + GLAP = £314,000). Tables below list costs associated with this proposal, calculated at mid-point including on costs and vacancy factor.
- 7.2 Housing Unit calculations, impacting the GLA establishment budget:

<b>Job Title</b>	<b>Post Grade</b>	<b>Post FTE</b>	<b>Costs (£)</b>
Housing Policy Manager	11	1	69,000
Housing Policy Manager	11	1	69,000
Housing Policy Officer	7	1	46,000
Housing Policy Officer	7	1	46,000
Research and Statistical Analyst	7	1	46,000
Senior Programme Co-ordinator	11	1	69,000
Senior Programme Co-ordinator	11	1	69,000
<b>Net cost to the GLA (prior to deletions)</b>		<b>7</b>	<b>413,000</b>
Programme Manager	9	(1)	(57,000)

Programme Manager	9	(1)	(57,000)
Programme Support Officer	7	(0.5)	(23,000)
<b>Net cost to the GLA (following the deletions)</b>		<b>4.5</b>	<b>276,000</b>

- 7.3 As presented in the table above, the total net cost of £413,000 is being partially offset by the deletion of two and half posts (2 full Grade 9 + half of Grade 7), which brings the net total down to £276,000
- 7.4 Four posts (Grade 11 \* 2 + Grade 7 \* 2), out of the additional seven, will be contributing to the work of the Policy Unit, within H&L and two further posts (Grade 11 \* 2) supporting the work of the H&L's Programme Team.
- 7.5 Proposed deletion of two and half posts and subsequent creation of two full time posts will have a net neutral effect in funding terms for the Programme Team establishment budget.
- 7.6 Investment & Operations calculations, impacting GLAP establishment budget:

<b>Job Title</b>	<b>Post Grade</b>	<b>Post FTE</b>	<b>Costs (£)</b>
Senior Area Manager	12	1	82,000
Senior Area Manager	12	1	82,000
Senior Area Manager	12	1	82,000
Product Owner (OPS)	11	1	69,000
<b>Net cost to the GLA</b>		<b>4</b>	<b>314,000</b>

- 7.7 Three of the additional four posts are proposed at Senior Area Manager level (Grade 12), to support work in the Investment and Operations Unit and one further post is proposed as a Product Owner for Open Project System (Grade 11), to oversee its operation and ongoing improvement.
- 7.8 GLAP is a commercial operating arm of the Greater London Authority and as such any profits generated by this company should support its future projects as well as contribute to its running costs. GLAP's company status makes the transfer of funds between GLA & GLAP commercially unfavourable for both entities.

- 7.9 Due to the increased focus on proactive interventions in the land market it is anticipated that the proportion of the existing Area Team staffing time, which is spent on GLAP related work, will increase by an average of 10 per cent. Hence, it is proposed using this increase as a means of recharging to GLAP the additional GLA staffing cost (£276,000), thus containing the growth within the Housing & Land budget as a whole.

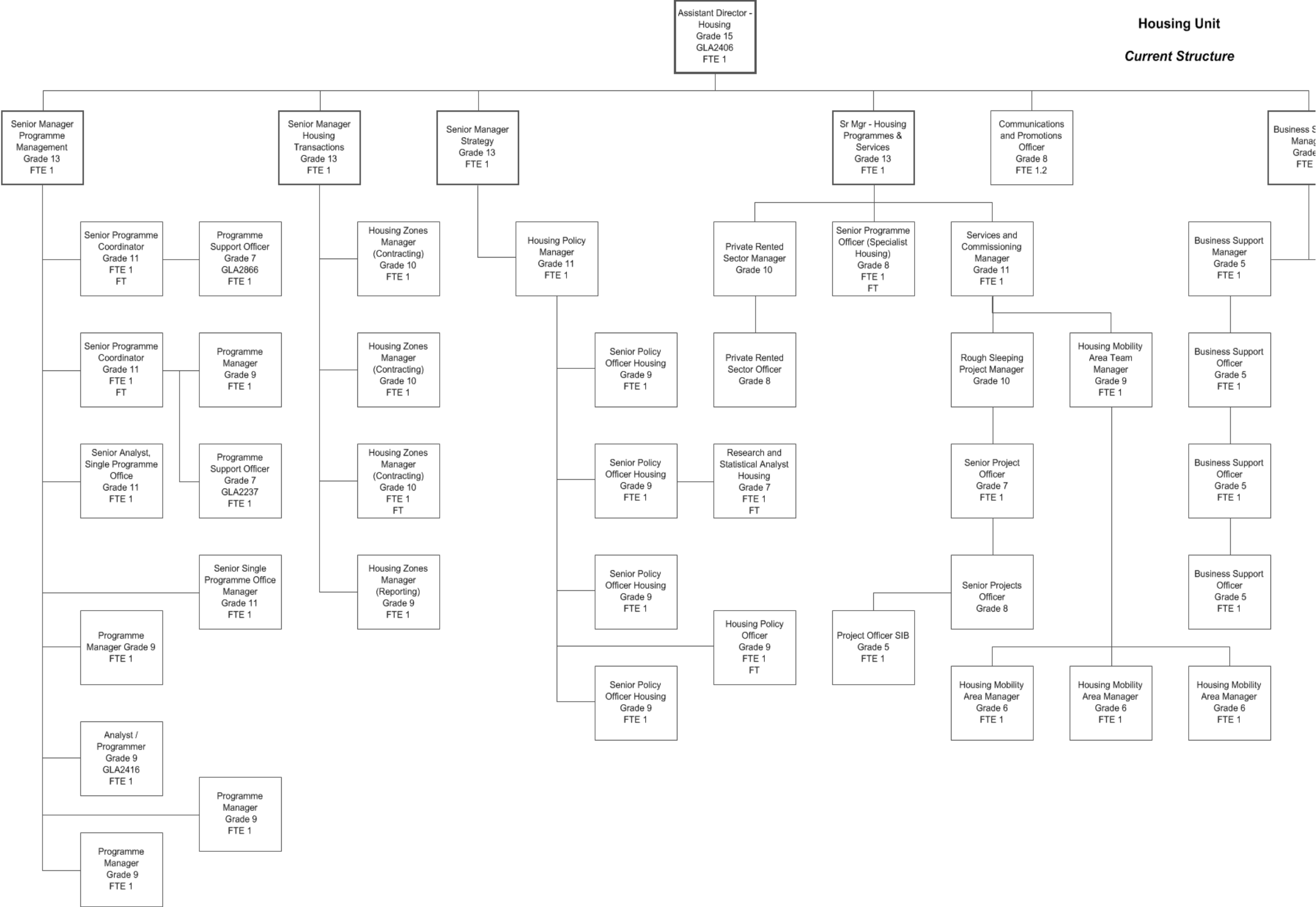
**List of Appendices to this report:**

Appendix 1	Existing and proposed structure of Housing & Land Directorate
Appendix 2	Senior Area Manager job description
Appendix 3	Product Owner job description
Appendix 4	Housing Policy Manager job description
Appendix 5	Housing Policy Officer job description
Appendix 6	Research and Statistical Analyst job description
Appendix 7	Senior Programme Co-ordinator job description
Appendix 8	Programme Manager job description
Appendix 9	Programme Support Officer job description

**Local Government (Access to Information) Act 1985**

## List of Background Papers:

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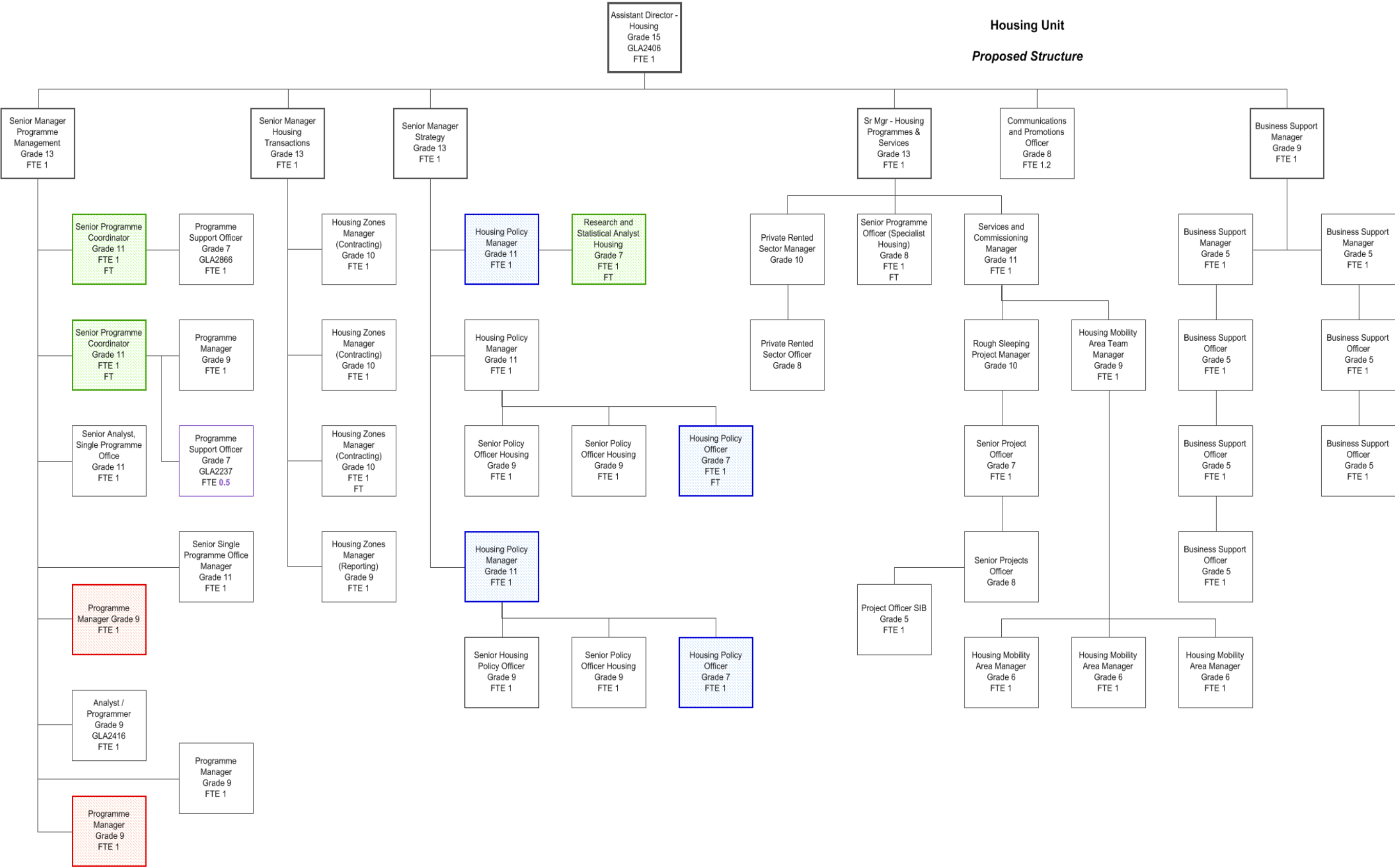
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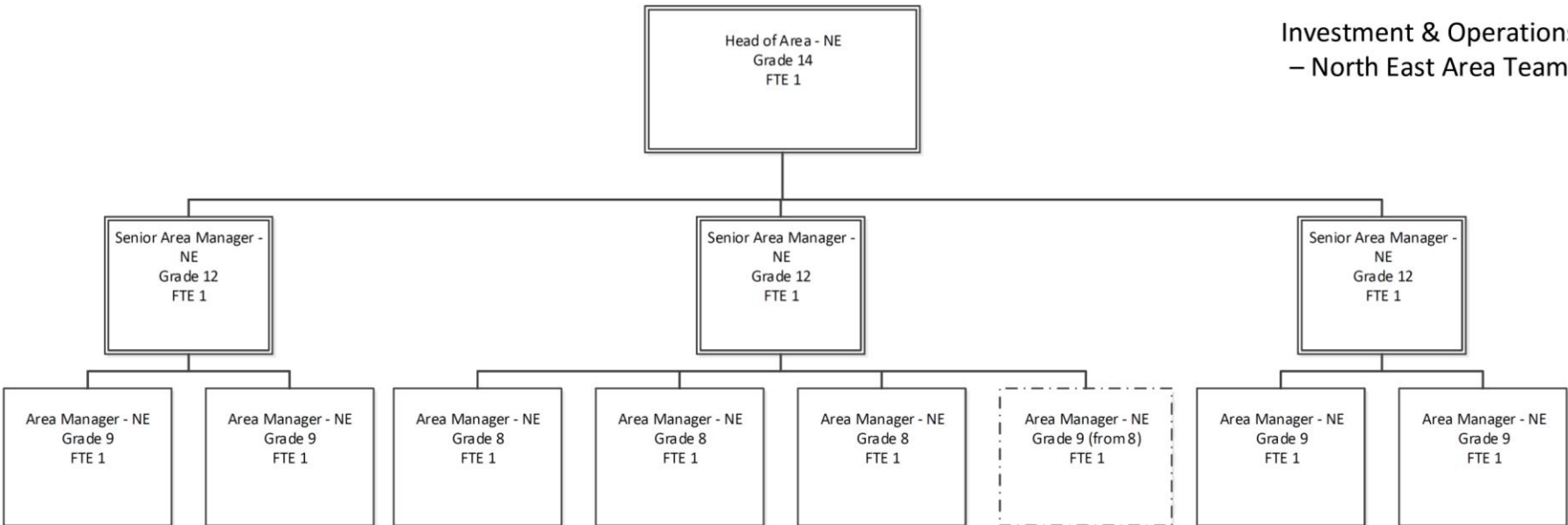
Housing Unit

Proposed Structure

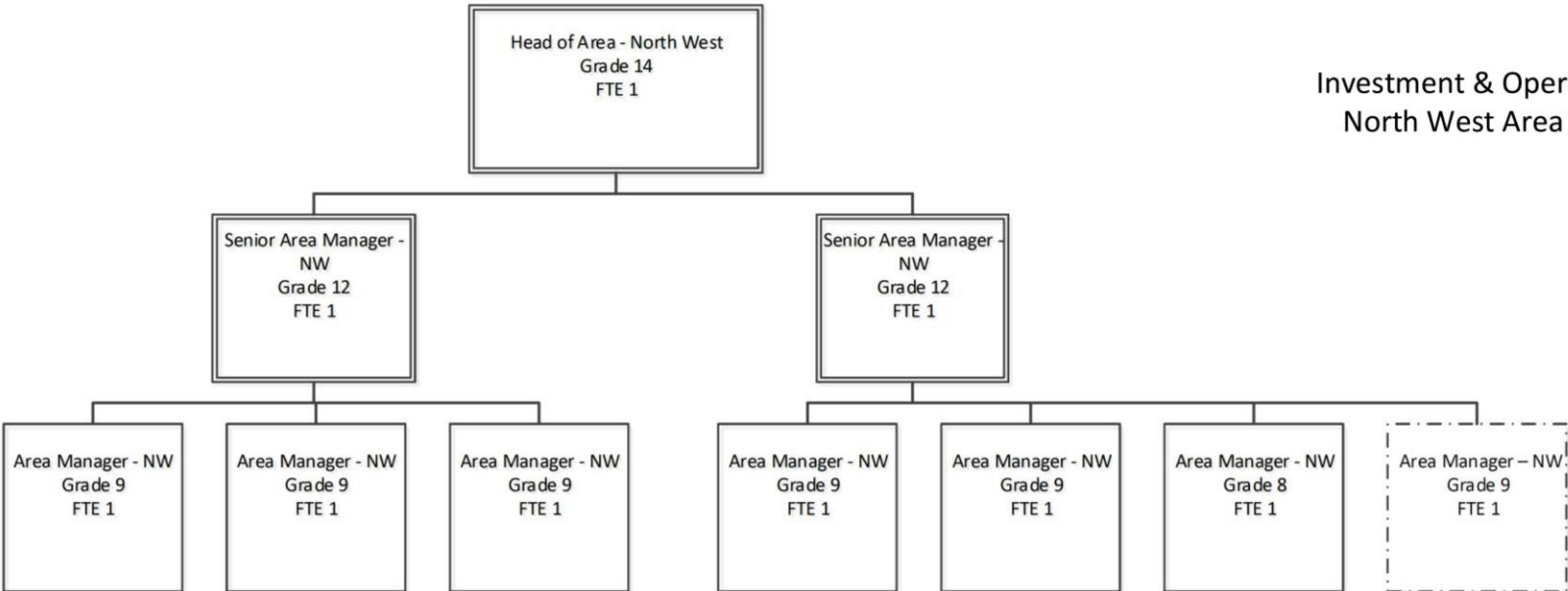


Current Structures

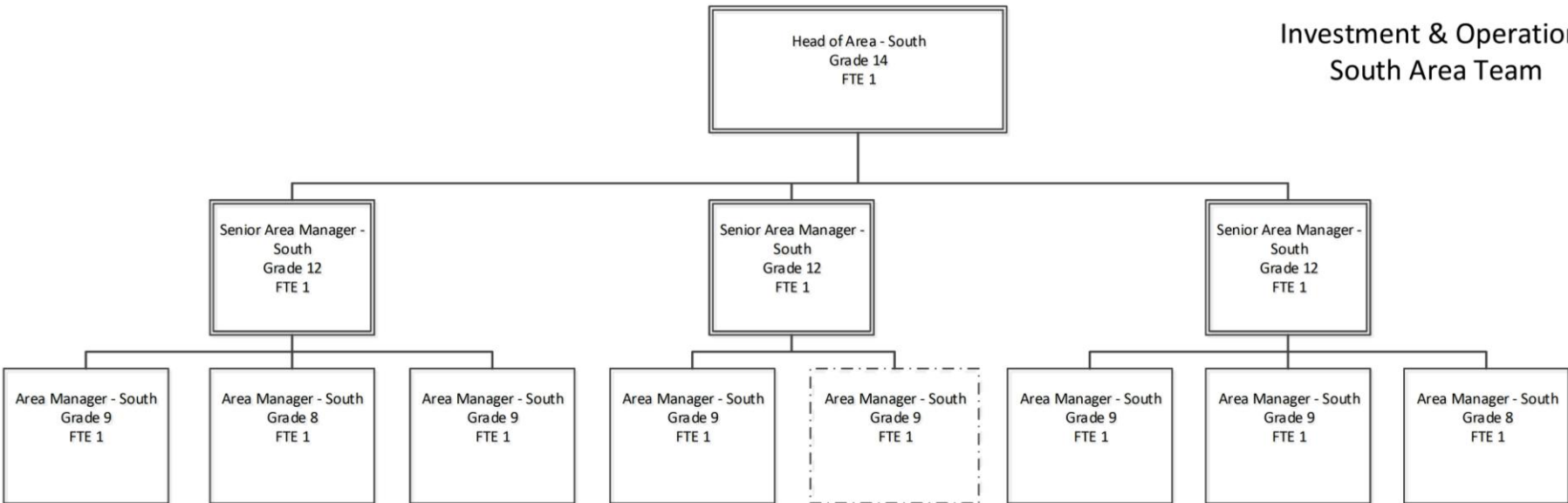
Investment & Operations  
– North East Area Team



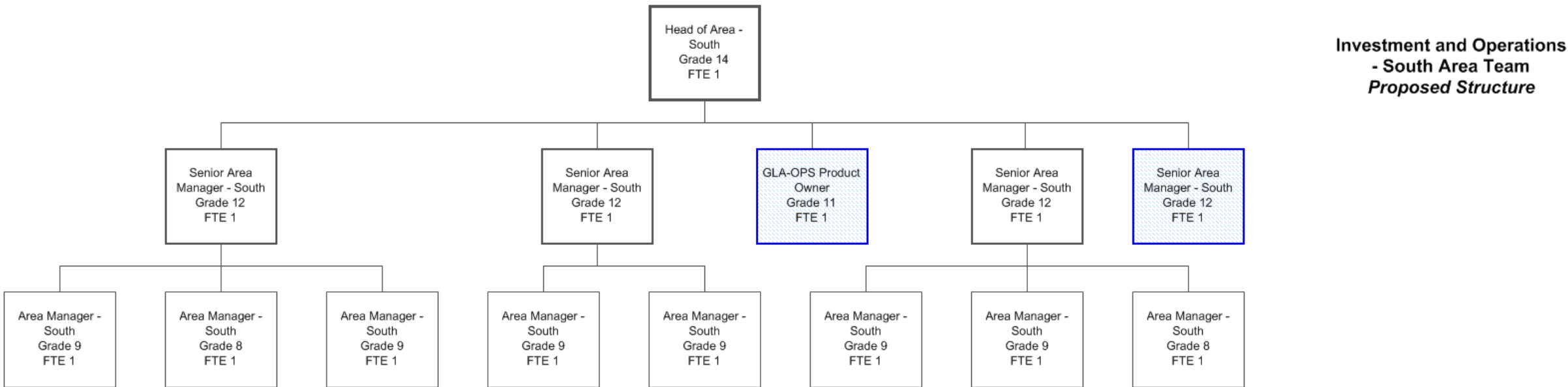
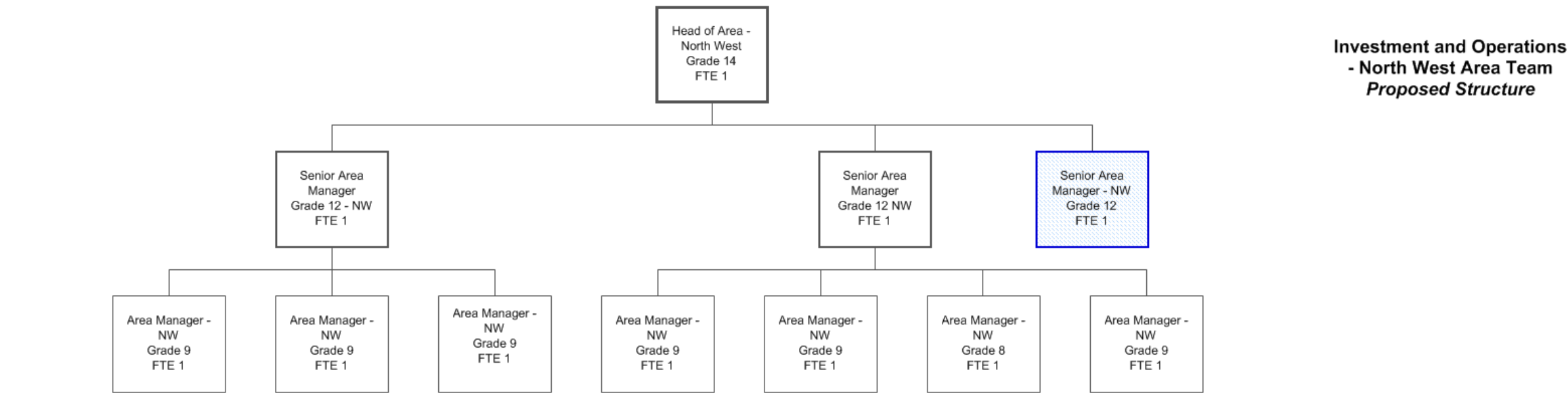
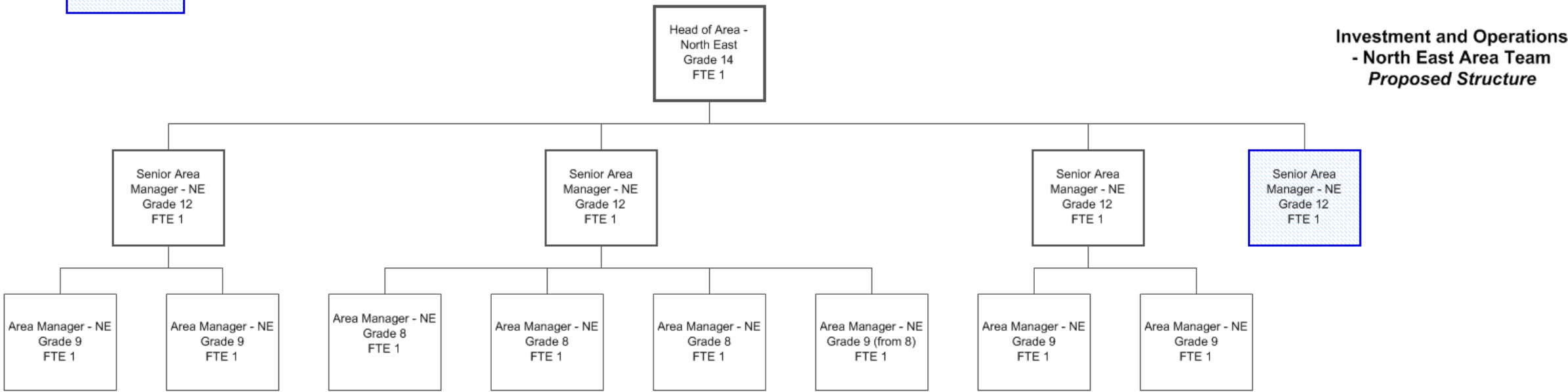
Investment & Operations –  
North West Area Team



Investment & Operations  
South Area Team

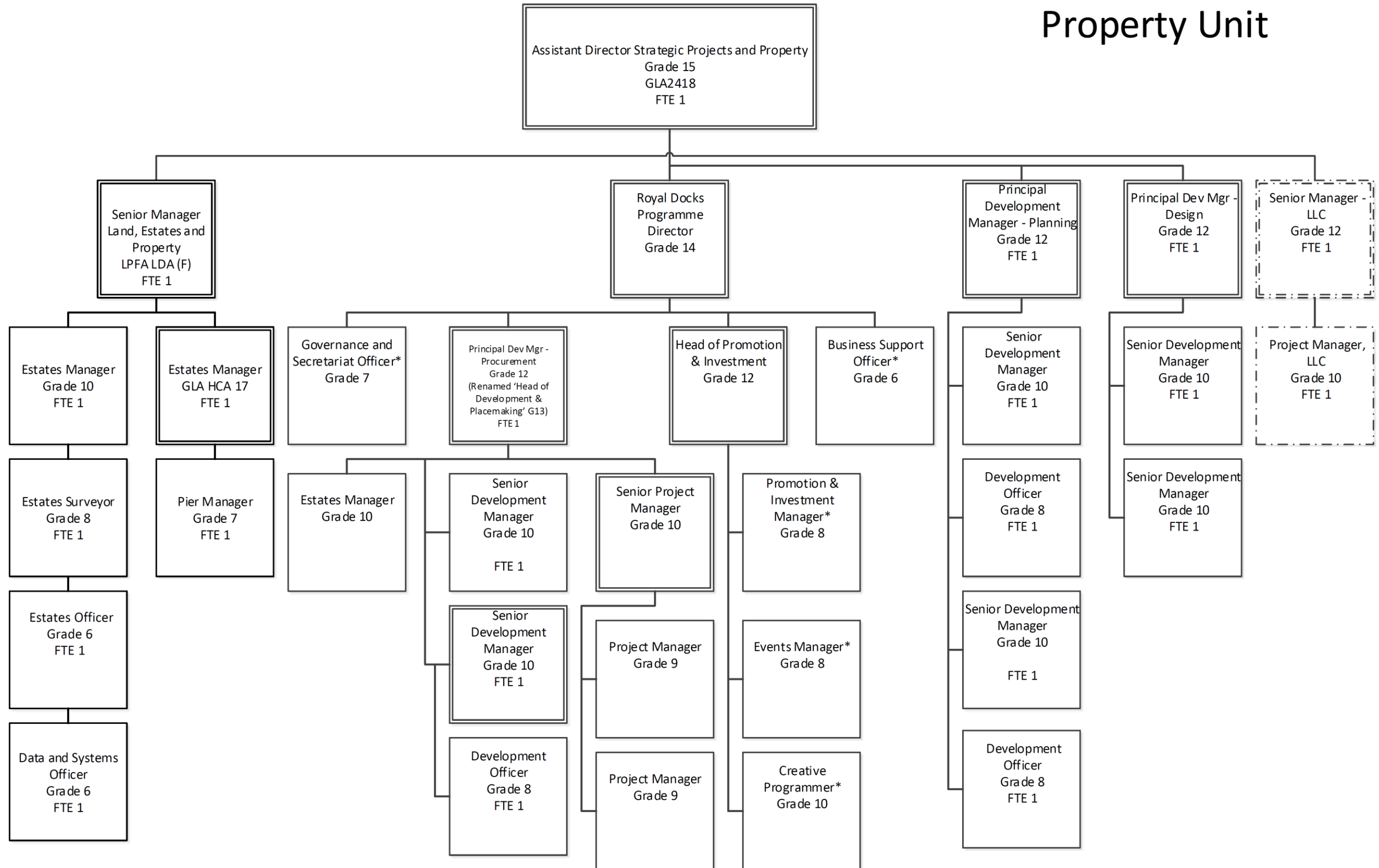


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# Strategic Projects & Property Unit



**Job description**

<b>Job title:</b>	<b>Senior Area Manager</b>
<b>Grade:</b>	<b>12</b>
<b>Directorate:</b>	<b>Housing and Land</b>
<b>Unit:</b>	<b>Investment &amp; Operations</b>

**Job purpose**

Provides a professional lead on relationships with partners and provides impartial, solution focused advice to achieve agreed priorities of the Mayor's Housing Strategy, the H&L business plan and the London Plan.

The primary focus will be to ensure that agreed Mayoral housing objectives and targets are delivered; understand the strategies of local partners (especially boroughs), the business plans of development partners and use such knowledge to support relevant projects and programmes, adding maximum value to the housing and land directorate.

Responsible for the management and development of a portfolio of relevant projects and programmes.

Provide leadership to the wider team and support to the Head of Area in joint areas of work across the directorate. This will concern corporate and directorate wide thematic projects including policy, programmes and specific initiatives as required.

**Principal accountabilities**

1. Lead on relationship management - establishing and maintaining close working relationships within the GLA and in each London Borough at Director and Portfolio Holder level.
2. Grow and maintain a thorough understanding of current and potential site and neighbourhood-wide regeneration and development opportunities to deliver more genuinely affordable homes. Working with colleagues within Housing and Land, Planning and Regeneration and Local Authorities to support the development of a business case to support investment and delivery by the Mayor or investment partners.
3. Identify and promote new initiatives, projects and programmes and lead on the project initiation and management for significant schemes or projects of a complex nature.
4. Manage external partnerships - managing relationships with major external partners including Government Agencies, Registered Providers, house builders and developers, funding bodies and financial institutions.
5. Use professional experience of the regeneration, development or investment sectors to support the effective use and management of public land assets both GLA owned and other public stakeholders for the maximum benefit of local communities. Agree project scope and delivery responsibilities and

manage the procurement of services required for the programme or project in line with the GLA's procurement procedures.

6. Lead on the negotiation of complex commercial agreements including development and funding agreements.
7. Support the Head of Area in providing financial and option appraisals, using commercial skills, business acumen and innovation to deliver cost effective development solutions.
8. Champion design and sustainability issues in respect of the Authority's own sites and with external partners. Coordinate and manage compliance and quality audits and ensure knowledge transfer of design and sustainability issues within the Team.
9. Professional leadership – management, development, mentoring and coaching of team members including knowledge and skills transfer across the range of professional competencies
10. Ensure that all managed assets and resources are appropriately safeguarded and utilised and risk management is embedded in all aspects of delivery and reporting.
11. Support local authorities to build capabilities and capacity in the delivery of high quality sustainable developments through robust project management, master planning and collaborative design. This will include resolving issues that are slowing or preventing the achievement of partners' ambitions.
12. Support the effective use and management of public land assets both GLA owned and other public stakeholders for the maximum benefit of local communities.

### **Key contacts**

**Accountable to:** Head of Area

**Accountable for:** Resources allocated to the role

### **Person specification**

#### **Technical requirements/experience/qualifications**

1. Appropriate degree level qualification or equivalent
2. Appropriate professional qualifications/membership or equivalent
3. Appropriate experience of managing staff in a performance oriented culture
4. Appropriate experience of managing large investment programme and detailed project management
5. Experience of effective relationship management and negotiating skills

### **Behavioural competencies**

#### **Building and Managing Relationships**

... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

#### Level 3 indicators of effective performance

- Actively engages partners and encourages others to build relationships that support GLA objectives
- Understands and recognises the contributions that staff at all levels make to delivering priorities
- Proactively manages partner relationships, preventing or resolving any conflict
- Adapts style to work effectively with partners, building consensus, trust and respect
- Delivers objectives by bringing together diverse stakeholders to work effectively in partnership

### **Stakeholder Focus**

... is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations.

#### Level 3 indicators of effective performance

- Understands diverse stakeholder needs and tailors team deliverables accordingly
- Is a role model to others, encouraging them to think of Londoners first
- Manages stakeholder expectations, so they are high but realistic
- Removes barriers to understanding the needs of diverse stakeholders, including hard to reach groups
- Focuses own and team's efforts on delivering a quality and committed service

### **Problem Solving**

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

#### Level 3 indicators of effective performance

- Clarifies ambiguous problems, questioning assumptions to reach a fuller understanding
- Actively challenges the status quo to find new ways of doing things, looking for good practice
- Seeks and incorporates diverse perspectives to help produce workable strategies to address complex issues
- Initiates consultation on opportunities to improve work processes
- Supports the organisation to implement innovative suggestions

### **Strategic Thinking**

... is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

#### Level 3 indicators of effective performance

- Translates GLA vision and strategy into practical and tangible plans for own team or delivery partners
- Consistently takes account of the wider implications of team's actions for the GLA
- Encourages self and others to think about organisation's long term potential
- Informs strategy development by identifying gaps in current delivery or evidence

- Takes account of a wide range of public and partner needs to inform team's work

**Organisational Awareness**

... is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly.

Level 3 indicators of effective performance

- Uses understanding of differences between the GLA and its partners to improve working relationships
- Helps others understand the GLA and the compel environment in which it operates
- Translates changing political agendas into tangible actions
- Considers the diverse needs of Londoners in formulating GLA objectives
- Helps others understand how the media and external perceptions of the GLA influence work

**Managing and Developing Performance**

... is setting high standards for oneself and others, guiding, motivating and developing them, to achieve high performance and meet the GLA's objectives and statutory obligations.

Level 3 indicators of effective performance

- Motivates and inspires others to perform to their best, recognising and valuing their work and encouraging them to learn and reflect
- Sets clear direction and expectations and enables others to interpret competing priorities
- Agrees and monitors challenging, achievable performance objectives in line with GLA priorities
- Manages performance issues effectively to avoid adverse impact on team morale and performance

**Planning and Organising**

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

Level 3 indicators of effective performance

- Monitors allocation of resources, anticipating changing requirements that may impact work delivery
- Ensures evaluation processes are in place to measure project benefits
- Gains buy-in and commitment to project delivery from diverse stakeholders
- Implements quality measures to ensure directorate output is of a high standard
- Translates political vision into action plans and deliverables

**Responsible Use of Resources**Level 3 indicators of effective performance

- Allocates financial and people resources efficiently to maximise value for team and wider organisation
- Thinks in terms of maximum efficiency when planning resource allocation
- Implements good practice on efficient use of resources

- Monitors financial performance and efficiency of own team, ensuring delivery of work within budget
- Negotiates and manages contracts responsibly across a diverse supplier base

**Reasonable adjustment**

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.

**Job title:** GLA-OPS Product Owner

**Grade:** 11

**Post number:**

**Directorate:** Housing & Land

**Unit:** Housing Unit

### **Job Purpose**

The Product Owner is responsible for the day to day running of GLA's Open Project System (OPS) and ensuring it delivers business value for users across Housing and Land and the rest of the GLA. The post holder will manage any new developments, and matrix-manage the project managers from other departments who are responsible for implementing developments for their teams. The Product Owner is accountable for the discovery process and prioritising work to ensure maximum benefits are delivered across the GLA.

The Product Owner also manages relationships with complex stakeholders: the GLA, suppliers, external partners, TfL, HCA and other public bodies. The post holder provides impartial, solution focused advice to achieve agreed priorities of OPS vision in-line with Mayoral priorities.

### **Principal Accountabilities**

1. Lead on relationship management – establishing and maintaining close working relationships within the GLA and wider external stakeholders (users of the OPS) at Director and Portfolio Holder level.
2. Lead on the development of new initiatives, projects and programmes on OPS, including liaising with other public bodies interested in the use of OPS.
3. Responsible for creating and maintaining a corporate, strategic roadmap for development of OPS, liaising with the senior management team to agree and action prioritisation for the GLA.
4. Manages any supplier contracts for OPS, including the regular managed service provision and any new development contracts – from procurement through to completion.
5. Lead on template configuration – configuring the system for H&L, Regen & Culture using Postman which includes:
  - Drafting and testing templates – including configuring milestones, questions and outputs
  - Adding blocks, adding questions, cloning templates, moving projects, toggling features on and off
  - Keeping the project wiki updated – ensuring unique template IDs are not replicated
  - Posting and testing into the different environments i.e. PRD, QAS, PPD
  - Creating and managing new programmes.
  - Posting actuals into PRD
6. Manage the procurement of OPS services required by the programme or project in line with the GLA's procurement procedures.

7. Acts as budget holder for the OPS maintenance budget and any new development budget and maintains this budget accordingly flexing resourcing to obtain maximum value.
8. Leads on scoping and delivering reporting requirements for business users, and manages critical reports to ensure integrity and responsiveness of business data. Ensures that supported reports are managed appropriately.
9. Accountable for all OPS Guidance and Training:
  - Ensuring OPS guidance is up to date and accurate
  - Liaising with other departments to ensure guidance is drafted appropriately
  - Training internally and externally
  - Training staff on JIRA/Wiki and Agile
10. Identifying and managing bugs, reporting them in JIRA and supporting the resolution of defects on time.
11. Leading on all OPS communication including monitoring OPS emails and leading on registration of all new and current users.
12. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams
13. Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities.

**Accountable to:** Head of Area – South Team

### **Technical requirements/experience/qualifications**

1. Appropriate degree level qualification or equivalent
2. Appropriate experience of managing staff in a performance oriented culture and in a matrix management structure
3. Experience of managing complex stakeholders and advanced negotiating skills
4. Experience with the PostgreSQL dialect of SQL.
5. Outstanding data structuring skills and proficiency in relational database management, maintenance and design.
6. Advanced data analytical and problem-solving skills with a focused attention to detail, accuracy, and quality of end-results. Analytical consulting skills/business analysis skills a plus.
7. Knowledge of the GLA-OPS data model, or similar hierarchical data models.

### **Behavioural Competencies**

#### **Building and managing relationships**



... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

#### Level 3

- Actively engages partners and encourages others to build relationships that support GLA
- Understands and recognises the contributions that staff at all levels make to delivering priorities
- Proactively manages partner relationships, preventing or resolving any conflict
- Adapts style to work effectively with partners, building consensus, trust and respect
- Delivers objectives by bringing together diverse stakeholders to work effectively in partnership

### **Communicating and influencing**

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

#### Level 3

- Encourages and supports teams in engaging in transparent and inclusive communication
- Influences others and gains buy-in using compelling, well thought through arguments
- Negotiates effectively to deliver business priorities
- Synthesises the complex viewpoints of others, recognises where compromise is necessary and brokers agreement
- Advocates positively for the GLA both within and outside the organisation

### **Strategic thinking**

... is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

#### Level 3

- Translates GLA vision and strategy into practical and tangible plans for own team or delivery partners
- Consistently takes account of the wider implications of team's actions
- Encourages self and others to think about organisation's long term potential
- Informs strategy development by identifying gaps in current delivery or evidence
- Takes account of a wide range of public and partner needs to inform team's work

### **Planning and organising**

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

#### Level 3

- Monitors allocation of resources, anticipating changing requirements that may impact work delivery
- Ensures evaluation processes are in place to measure project benefits
- Gains buy-in and commitment to project delivery from diverse stakeholders
- Implements quality measures to ensure directorate output is of a high standard
- Translates political vision into action plans and deliverables

### **Decision Making**

...is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

### Level 3

- Makes sound decisions quickly on behalf of the GLA when a situation requires intervention
- Takes responsibility for team decisions, providing rationale when those decisions are questioned
- Involves senior stakeholders early in decisions that impact them
- Analyses organisational risks associated with decisions, including those with long term impacts, before committing to action
- Encourages others in the team to make decisions in their own area of expertise, take appropriate risks and learn from experience

### **Research and analysis**

... is gathering intelligence (information, opinion and data) from varied sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.

### Level 3

- Expands networks to gain new information sources for research and policy development
- Identifies and implements methods to ensure intelligence is of a high quality
- Encourages others to analyse data from different angles, using multiple perspectives to identify connections and new insights
- Tailors research investment in line with likely impact for Londoners and policy priorities
- Retains a bigger picture view, ensuring research recommendations are appropriate and practical for the GLA and its stakeholders

### **Organisational awareness**

... is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly.

### Level 3

- Uses understanding of differences between the GLA and its partners to improve working relationships
- Helps others understand the GLA and the complex environment in which it operates
- Translates changing political agendas into tangible actions
- Considers the diverse needs of Londoners in formulating GLA objectives
- Helps others understand how the media and external perceptions of the GLA influence work

### **Working Patterns**

No unusual work patterns have been identified. This post is open to flexible working.

### **Reasonable adjustment**

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.

**Job description****Job title:** Housing Policy Manager**Grade:** 11**Directorate:** Housing & Lane**Unit:** Housing Unit**Post number:** insert post number**Job purpose**

To contribute to the leadership and management of the staff and resources available to the Housing Unit, setting high performance standards for yourself and your team. To oversee and lead on the provision of appropriate expert advice and guidance to the Mayor and his advisors on London's housing issues and the impact of national policies on London's housing market and housing needs. To oversee and lead on the development of the Mayor's housing policies and plans and partnerships to ensure the delivery of those policies, and to lead on supporting the Mayor in directing the use of London's public housing investment.

**Principal accountabilities**

1. Contribute to the overall leadership of the Housing Unit, and take responsibility for managing and motivating a team to deliver their principal accountabilities, as set out in their job descriptions to the required performance level and in accordance with the Authority's policies and Code of Ethics and Standards.
2. Take responsibility for the use of resources and the quality of work produced by your team, and any consultants, and ensure that tasks are completed on time and to the appropriate standard.
3. Maintain a broad overview of London's housing issues, seek to anticipate and identify emerging housing issues, new developments and innovations that may impact on the Mayor's housing strategy and policies, and provide written and oral briefings, high level advice and specialist reports for the Mayor and advisers on these issues.
4. Ensure that the Mayor's housing policies are integrated across all the GLA's strategic and its functional bodies' operational areas, in particular developing cross-cutting policies which link the Mayor's housing policies with his London Plan, Economic Development Strategy and Transport Strategy.
5. Establish and maintain lines of communication on policy matters with London and national stakeholders and organisations both in the public and private sectors, and identify opportunities to disseminate the Mayor's housing policies and views and understood by London's stakeholders and national policy makers.

6. Work in a flexible and creative way in partnership with London's stakeholders to explore and promote creative solutions to London's endemic housing issues, and use your communication skills to present possible solutions in a convincing way.
7. Realise and promote the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities.
8. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams.
9. Deputise for the Senior Manager – Housing Strategy as required.

**Key contacts**

Accountable to: Senior Manager – Housing Strategy  
Accountable for: Team of Senior Policy Officers and Policy Officers and project budgets  
Principal contacts: Mayoral Advisors, Assembly members and their staff, senior managers, central government officers, London representative bodies and other statutory and voluntary agencies, and functional bodies.

**Person specification****Technical requirements and experience**

- 1 Broad and extensive professional experience, expertise and knowledge of current housing issues and policy, in particular as they affect London, and experience and understanding of policy development.
- 2 Excellent knowledge of the stakeholders and relationships that are key to the development and delivery of strategic housing policies in London.
- 3 A track record of successfully managing and leading a team.
- 4 An understanding of the GLA's commitment to equality and diversity.

**Behavioural competencies****1 Strategic thinking**

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

Level 3 indicators of effective performance

- Translates GLA vision and strategy into practical and tangible plans for own team or delivery partners
- Consistently takes account of the wider implications of team's actions for the GLA
- Encourages self and others to think about organisation's long term potential

- Informs strategy development by identifying gaps in current delivery or evidence
- Takes account of a wide range of public and partner needs to inform team's work

## 2 Managing and developing performance

... is setting high standards for oneself and others, guiding, motivating and developing them, to achieve high performance and meet the GLA's objectives and statutory obligations.

### Level 3 indicators of effective performance

- Motivates and inspires others to perform to their best, recognising and valuing their work and encouraging them to learn and reflect
- Sets clear direction and expectations and enables others to interpret competing priorities
- Agrees and monitors challenging, achievable performance objectives in line with GLA priorities
- Manages performance issues effectively to avoid adverse impact on team morale and performance
- Promotes a positive team culture that respects diversity and deals with barriers to inclusion

## 3 Decision making

... is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

### Level 3 indicators of effective performance

- Makes sound decisions quickly on behalf of the GLA when a situation requires intervention
- Takes responsibility for team decisions, providing rationale when those decisions are questioned
- Involves senior stakeholders early in decisions that impact them
- Analyses organisational risks associated with decisions, including those with long term impacts, before committing to action
- Encourages others in the team to make decisions in their own area of expertise, take appropriate risks and learn from experience

## 4 Organisational awareness

... is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly.

### Level 3 indicators of effective performance

- Uses understanding of differences between the GLA and its partners to improve working relationships
- Helps others understand the GLA and the complex environment in which it operates
- Translates changing political agendas into tangible actions
- Considers the diverse needs of Londoners in formulating GLA objectives
- Helps others understand how the media and external perceptions of the GLA influence work

## 5 Responding to pressure and change

... is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.

### Level 3 indicators of effective performance

- Clarifies direction and adapts to changing priorities and uncertain times
- Minimises the pressure of change for the directorate, lessening the impact for the team
- Uses change as an opportunity to improve ways of working, encouraging others' buy-in

- Keeps staff motivated and engaged during times of change, promoting the benefits
- Takes ownership for communicating change initiatives clearly, ensuring smooth implementation

## **6 Problem solving**

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

### Level 3 indicators of effective performance

- Clarifies ambiguous problems, questioning assumptions to reach a fuller understanding
- Actively challenges the status quo to find new ways of doing things, looking for good practice
- Seeks and incorporates diverse perspectives to help produce workable strategies to address complex issues
- Initiates consultation on opportunities to improve work processes
- Supports the organisation to implement innovative suggestions

## **7 Communicating and influencing**

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

### Level 3 indicators of effective performance

- Encourages and supports teams in engaging in transparent and inclusive communication
- Influences others and gains buy-in using compelling, well thought through arguments
- Negotiates effectively to deliver GLA priorities
- Synthesises the complex viewpoints of others, recognises where compromise is necessary and brokers agreement
- Advocates positively for the GLA both within and outside the organisation

## **8 Building and managing relationships**

... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

### Level 3 indicators of effective performance

- Actively engages partners and encourages others to build relationships that support GLA objectives
- Understands and recognises the contributions that staff at all levels make to delivering priorities
- Proactively manages partner relationships, preventing or resolving any conflict
- Adapts style to work effectively with partners, building consensus, trust and respect
- Delivers objectives by bringing together diverse stakeholders to work effectively in partnership

## **Reasonable adjustment**

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.

**Job description**

**Job title:** Housing Policy Officer

**Grade:** 7

**Directorate:** Housing & Land

**Unit:** Housing Unit

**Job purpose**

To contribute to the development of the Mayor's housing policies, to participate in putting in place plans and partnerships to ensure the delivery of those policies, and to play a role in supporting the Mayor in directing the use of London's public housing investment.

**Principal accountabilities**

- 1 Contribute to the development, review and evaluation of housing policies, and participate in implementing the Mayor's policies and monitoring their impact on London's housing market and housing needs.
- 2 Keep abreast of national and local housing issues, legislation, research and good practice, and contribute to identifying those most likely to impact upon the Mayor's housing policies and his investment priorities.
- 3 Research housing issues through the analysis and interpretation of data, policy information, research and legislation.
- 4 Manage research and policy projects, and contribute to more complex projects.
- 5 Draft briefings, presentations and reports on housing issues for the Mayor, Deputy Mayors and senior managers, and respond to enquiries about the Mayor's housing policies from Assembly members, MPs, other stakeholders and agencies, and Londoners.
- 6 Establish and maintain effective lines of communication and positive working relationships with key internal GLA family and external stakeholders: to ensure consistency across the Mayor's policies and strategies; to disseminate the Mayor's policies; and to promote cross-departmental and cross-organisational working.
- 7 Manage staff and resources allocated in accordance with the Authority's policies and Code of Ethics and Standards.
- 8 Realise and promote the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities.
- 9 Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participate in multi-disciplinary, cross-department and cross-organisational groups and project teams.

**Key contacts**

Accountable to: Policy Manager  
Accountable for: Resources allocated to the job  
Principal contacts: Deputy Mayors, Assembly Members and their staff, senior managers, central government officers, London representative bodies, London boroughs and other statutory and voluntary agencies and functional bodies.

**Person specification****Technical requirements and experience**

1. Some understanding of issues and policy relating to housing or an equivalent social policy area.
2. Experience of using IT software, including word processing, spreadsheets and statistical analysis of datasets.
3. An understanding of the GLA's commitment to equality and diversity.

**Behavioural competencies****1 Working with others - building and managing relationships**

... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

Level 1 indicators of effective performance

- Builds rapport quickly with people at all levels and from different backgrounds
- Actively listens to others and is open to their ideas
- Identifies and resolves conflict between self and others
- Makes others feel comfortable and respected by being positive and friendly
- Shares information openly with colleagues within and outside own team

**2 Working with others - communicating and influencing**

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

Level 2 indicators of effective performance

- Communicates openly and inclusively with internal and external stakeholders
- Clearly articulates the key points of an argument, both in verbal and written communication
- Persuades others, using evidence based knowledge, modifying approach to deliver message effectively
- Challenges the views of others in an open and constructive way
- Presents a credible and positive image both internally and externally

**3 Delivering results - planning and organising**

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.



Level 1 indicators of effective performance

- Plans and prioritises own workload to meet agreed deadlines
- Advises colleagues or manager early of obstacles to work delivery
- Perseveres and follows work through to completion
- Checks for errors to ensure work is delivered to a high standard first time
- Effectively juggles priorities

**4 Delivering results - problem solving**

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

Level 1 indicators of effective performance

- Breaks down work issues, seeking further information if necessary
- Provides workable solutions to solve immediate work problems
- Makes suggestions and implements improvements to personal work processes
- Actively supports new initiatives and tries different ways of doing things
- Learns from others' experiences

**5 Delivering results - research and analysis**

... is gathering intelligence (information, opinion and data) from varied sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.

Level 1 indicators of effective performance

- Uses a variety of methods and sources to gather relevant data and information
- Checks accuracy of data and information before using it
- Assesses trends in data and spots connections to draw meaningful conclusions
- Summarises research outcomes in a clear and concise way
- Focuses on the research goal, working in a systematic way

**Reasonable adjustment**

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.

## Job Description

**Job title:** Research and Statistical Analyst

**Grade:** 7

**Post number:**

**Directorate:** Housing & Land

**Unit:** Programme, Policy & Services

## Job purpose

To carry out research and quantitative data analysis to inform the development of the Mayor's housing policies, in particular his London Housing Strategy and 'Housing in London' report. To provide high-quality written and graphical summaries of key housing data for publication, for briefings to the Mayor and senior officers, and in answer to questions from the London Assembly and the wider public. To flexibly contribute to the work of the housing policy team and wider Housing and Land department as required.

## Principal accountabilities

1. Participate in and regularly lead research and data analysis projects, ensuring that they are delivered in line with time, budget and quality requirements, and contribute to the internal and external dissemination of results via reports, presentations, websites, meetings and seminars.
2. Explore new research and data analysis methods, identify new data sources relevant to the Mayor's housing policies, and develop specialist skills in the analysis of existing data sources.
3. Keep abreast of developments and innovations relevant to the GLA's policies, strategies and data requirements, via liaison with a range of professional and other bodies dealing with housing and related topics. Proactively develop external links and comparative analysis, initiate new contacts, and represent the GLA at external meetings.
4. Develop work programmes and respond to user requirements both at the corporate level and via specialist sub-groups with appropriate staff from the GLA, London boroughs and major stakeholders.
5. Gain and maintain a good understanding of the wider policy context in which projects are delivered, and contribute to the wider work of the Housing & Land directorate as required.
6. Prepare responses on behalf of the Housing & Land directorate and the GLA as a whole to issues raised by the London Assembly, other official bodies and the wider public.
7. Manage resources allocated in accordance with the Authority's policies and Code of Ethics and Standards.
8. Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities

9. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams.

### Key contacts

**Accountable to:** Senior Policy Officer (Data and Information)

**Accountable for:** Resources allocated to the job.

**Key Contacts:** London Boroughs, City Hall colleagues, sources of official and private sector statistics.

### Person specification

#### Technical requirements/experience/qualifications

1. A high level of numeracy, evidenced by a good degree in a subject with a high statistical content, or equivalent experience.
2. Skills in the analysis and interpretation of large or complex data sets, including economic data and household surveys.
3. Familiarity with sources of official statistics and survey data relevant to housing in London.
4. Knowledge of key trends relevant to the Mayor's housing policies, and evidence of commitment to keep abreast of new developments.
5. Evidence of success in preparing analytical papers with both methodological and narrative commentary for a wide range of audiences.
6. Evidence of use of at least one of the following at an advanced level
7. Statistical software such as SPSS, SAS or STATA
8. Mapping software such as QGIS, ArcGIS or MapInfo
9. A high-level programming language such as R or Python
10. An understanding of the GLA's commitment to equality of opportunity and valuing diversity, and the ability to translate this into action.

### Behavioural competencies

#### 1. Research and analysis

...is gathering intelligence (information, opinion and data) from varied sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.

#### Level 2 indicators of effective performance

- Proactively seeks new information sources to progress research agendas and address gaps in knowledge
- Grasps limitations of or assumptions behind data sources, disregarding those that lack quality
- Analyses and integrates qualitative and quantitative data to find new insights

- Translates research outcomes into concise, meaningful reports
- Identifies relevant and practical research questions for the future

## **2 Planning and Organising**

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

### Level 2 indicators of effective performance

- Prioritises work in line with key team or project deliverables
- Makes contingency plans to account for changing work priorities, deadlines and milestones
- Identifies and consults with sponsors or stakeholders in planning work
- Pays close attention to detail, ensuring team's work is delivered to a high standard
- Negotiates realistic timescales for work delivery, ensuring team deliverables can be met

## **3 Communicating and Influencing**

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

### Level 2 Indicators of Effective Performance

- Presents a credible and positive image both internally and externally
- Challenges the views of others in an open and constructive way
- Communicates openly and inclusively with internal and external stakeholders
- Clearly articulates the key points of an argument, both in verbal and written communication
- Persuades others, using evidence based knowledge, modifying approach to deliver message effectively

## **4 Building and Managing Relationships**

... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

### Level 2 indicators of effective performance

- Develops new professional relationships
- Understands the needs of others, the constraints they face and the levers to their engagement
- Understands differences, anticipates areas of conflict and takes action
- Fosters an environment where others feel respected
- Identifies opportunities for joint working to minimise duplication and deliver shared goals

## **5 Strategic Thinking**

... is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

### Level 2 indicators of effective performance

- Works with a view to the future, prioritising own and others' work in line with GLA objectives
- Briefs and prepares team to accomplish goals and objectives
- Communicates the GLA's strategic priorities in a compelling and convincing manner, encouraging buy-in
- Balances own team's needs with wider organisational needs
- Identifies synergies between team priorities and other relevant agendas

## **6 Responding to Pressure and Change**

... is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.

### Level 2 indicators of effective performance

- Maintains a focus on key priorities and deliverables, staying resilient in the face of pressure
- Anticipates and adapts flexibly to changing requirements
- Uses challenges as an opportunity to learn and improve
- Participates fully and encourages others to engage in change initiatives
- Manages team's well-being, supporting them to cope with pressure and change

**Job title:** Senior Programme Co-ordinator

**Grade:** 11

**Directorate:** Housing and Land

**Unit:** Housing

### **Job purpose**

Lead on developing new approaches to implement the Mayor's Housing and Land priorities alongside embedding changes to existing mechanisms to support the Mayor's aims. Produce clear, accurate and timely senior level reports, options appraisals and recommendations to the senior management arising from negotiations with senior staff internally and externally to implement the Mayor's housing and land priorities.

### **Principal accountabilities**

1. Provide strategic senior level leadership on all aspects of programme management of the Mayor's housing and land priorities in line with current and future policy direction and targets.
2. Provide clear and effective options appraisals, risk analysis and recommendations to the senior management team to monitor programme delivery against the Mayor's housing and land targets.
3. Oversee the production of management reports for internal and external boards, working groups or stakeholders to manage and monitor programme budgets, forecasts and risk analysis against delivery.
4. Lead on projects and working groups to negotiate with senior staff internally and externally to agree and develop new strategies to deliver the Mayor's housing and land targets.
5. Lead on the development of policy, programmes, bespoke analysis reports and processing tools to support the Mayor's targets, through the advanced use of data analysis tools such as Business Objects, Excel, other data management systems and internal business systems related to housing and land.
6. Lead on the development of operational policy and guidance to provide clear and accurate information to the wider directorate and externally on new programme and policy implementation.
7. Carry out in-depth analysis of the housing and land data and information to enable effective management of current and new programmes in line with the housing and land priorities and to provide timely responses to queries received via Freedom of Information Act requests, Mayoral Questions, Write-ons and general enquiries.
8. Manage the preparation of all financial documents, including annual budget returns, year end accounts, invoicing and day to day financial payments in line with corporate procedures ensuring accuracy and timely responses to corporate teams.

9. Ensure compliance with GLA performance approval processes and support area teams in obtaining all necessary investment approvals and provide leadership and direction to line managed staff.
10. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities
11. Realise the benefits of the GLA's staff policies in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams

## Key Contacts

**Accountable to:** Senior Manager Programme Management

**Accountable for:** Resources allocated to the role including line management of Programme Team officers for day to day operations or via matrix management on specific projects.

## Person specification

### Technical requirements/experience/qualifications

1. Management level experience of leading on developing new approaches, procedures and policies, including the implementation of bespoke data management functions, to ensure delivery of targets for large investment programmes.
2. Advanced level, demonstrable experience in the use of data management tools such as Business Objects, Excel or other equivalent analysis systems to develop accurate tailored reports for senior management and operational staff to achieve corporate targets.

## Behavioural competencies

### Strategic Thinking

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

#### Level 3 indicators of effective performance

- Translates GLA vision and strategy into practical and tangible plans for own
- team or delivery partners
- Consistently takes account of the wider implications of team's actions for
- the GLA
- Encourages self and others to think about organisation's long term potential
- Informs strategy development by identifying gaps in current delivery or
- evidence
- Takes account of a wide range of public and partner needs to inform

- team's work

**Problem Solving**

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

Level 3 indicators of effective performance

- Clarifies ambiguous problems, questioning assumptions to reach a fuller understanding
- Actively challenges the status quo to find new ways of doing things, looking for good practice
- Seeks and incorporates diverse perspectives to help produce workable strategies to address complex issues
- Initiates consultation on opportunities to improve work processes
- Supports the organisation to implement innovative suggestions

**Research and Analysis**

... is gathering intelligence (information, opinion and data) from varied sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.

Level 3 indicators of effective performance

- Expands networks to gain new information sources for research and policy development
- Identifies and implements methods to ensure intelligence is of a high quality
- Encourages others to analyse data from different angles, using multiple perspectives to identify connections and new insights
- Tailors research investment in line with likely impact for Londoners and policy priorities
- Retains a bigger picture view, ensuring research recommendations are appropriate and practical for the GLA and its stakeholders

**Planning and Organising**

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

Level 2 indicators of effective performance

- Prioritises work in line with key team or project deliverables
- Makes contingency plans to account for changing work priorities, deadlines and milestones
- Identifies and consults with sponsors or stakeholders in planning work
- Pays close attention to detail, ensuring team's work is delivered to a high standard
- Negotiates realistic timescales for work delivery, ensuring team deliverables can be met.

**Communicating and Influencing**

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

Level 3 indicators of effective performance

- Encourages and supports teams in engaging in transparent and inclusive



communication

- Influences others and gains buy-in using compelling, well thought through arguments
- Negotiates effectively to deliver GLA priorities
- Synthesises the complex viewpoints of others, recognises where compromise is necessary and brokers agreement
- Advocates positively for the GLA both within and outside the organisation

### **Managing and Developing Performance**

... is setting high standards for oneself and others, guiding, motivating and developing them, to achieve high performance and meet the GLA's objectives and statutory obligations.

#### Level 2 indicators of effective performance

- Seeks opportunities to develop professional skills and knowledge and encourages team to do so.
- Ensures own and others' workloads are realistic and achievable
- Provides staff with clear direction and objectives, ensuring they understand expectations
- Recognises achievements and provides constructive feedback and guidance
- Gives staff autonomy and confidence to perform well and to their potential

### **Organisational Awareness**

... is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly.

#### Level 3 indicators of effective performance

- Uses understanding of differences between the GLA and its partners to improve working relationships
- Helps others understand the GLA and the complex environment in which it operates
- Translates changing political agendas into tangible actions
- Considers the diverse needs of Londoners in formulating GLA objectives
- Helps others understand how the media and external perceptions of the GLA influence work

### **Reasonable adjustment**

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.

**Job title:** Programme Manager

**Grade:** 9

**Directorate:** Housing and Land

**Unit:** Housing

### **Job purpose**

Manage, support, monitor and report on delivery of Housing and Land programmes in line with the Mayor's and the Authority's overall policies and targets. Manage all aspects of reporting on the programmes' expenditure performance against budgets and delivery outputs through on going programme management and review.

### **Principal accountabilities**

12. Lead on all aspects of monitoring, reporting and programme management of the directorate's housing and land programmes.
13. Contribute to the delivery of the directorate business plan through its monitoring, review and development.
14. Manage and monitor expenditure against programme, area team, partner and project budgets ensuring that the directorate expenditure forecasts remain in line with centrally agreed budgets for the current year and programme period.
15. Assist in modelling and creating investment programmes in line with the Mayor's Housing Strategy and future policy direction.
16. Lead on developing processes to manage monitoring and delivery of recycled grant programmes ensuring that accurate and timely information is made available internally and to external partners.
17. Manage the preparation of all financial documents to support the area, including annual budget returns, year end accounts, invoicing and day to day financial payments in line with corporate procedures ensuring accuracy and timely responses to corporate teams.
18. Co-ordinate information and analysis to enable effective contract management on existing and new programmes with investment partners.
19. Manage the monitoring and reporting of spend, receipts, outputs, outcomes and impact achievements of the directorate's programmes to SMT and other corporate teams.
20. Lead on the development of policy, programmes, bespoke reports and tools to support delivery and advanced use of data analysis tools (such as Business Objects, MS Access, GIS, Excel etc) to an advanced level to produce reports and systems that will assist staff to meet targets.
21. Lead on projects and working groups, representing the directorate both internally and externally.

22. Produce management reports for internal and external boards, working groups or stakeholders that reflect the financial, programme or operational progress and highlight actions to mitigate the impact of risks and issues on delivery performance.
23. Ensure compliance with GLA performance approval processes and support area teams in obtaining all necessary investment approvals.
24. Produce accurate, consistent and timely responses to programme queries received within the directorate such as Freedom of Information Act requests, Mayoral Questions, Write-ons and general enquiries ensuring that responses are in line with Mayoral and directorate policies.
25. Ensure records of land and property assets are maintained and annual valuation operations are carried out in line with guidance and to time.
26. Responsible for the processing and preparation of programme related financial documents to support the directorate, including annual budget returns and year end accounts in line with corporate procedures.
27. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities
28. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams

## **Key Contacts**

**Accountable to:** Senior Manager Programme Co-ordinator

**Accountable for:** Resources allocated to the role.

## **Person specification**

### **Technical requirements/experience/qualifications**

3. Proficient in the use of IT systems including advanced experience of using Excel and Business Object or other equivalent data analysis tools.
4. Appropriate higher education qualification (e.g. BTEC, HNC, Degrees etc) or equivalent work based experience.
5. Experience of working with large investment programmes or similar.

## **Behavioural competencies**

### **Strategic Thinking**

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

#### Level 2 indicators of effective performance

- Works with a view to the future, prioritising own and others' work in line with GLA objectives
- Briefs and prepares team to accomplish goals and objectives
- Communicates the GLA's strategic priorities in a compelling and convincing manner, encouraging buy-in
- Balances own team's needs with wider organisational needs
- Identifies synergies between team priorities and other relevant agendas

### **Problem Solving**

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

#### Level 3 indicators of effective performance

- Clarifies ambiguous problems, questioning assumptions to reach a fuller understanding
- Actively challenges the status quo to find new ways of doing things, looking for good practice
- Seeks and incorporates diverse perspectives to help produce workable strategies to address complex issues
- Initiates consultation on opportunities to improve work processes
- Supports the organisation to implement innovative suggestions

### **Research and Analysis**

... is gathering intelligence (information, opinion and data) from varied sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.

#### Level 2 indicators of effective performance

- Proactively seeks new information sources to progress research agendas and address gaps in knowledge
- Grasps limitations of or assumptions behind data sources, disregarding those that lack quality
- Analyses and integrates qualitative and quantitative data to find new insights
- Translates research outcomes into concise, meaningful reports
- Identifies relevant and practical research questions for the future

### **Planning and Organising**

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

#### Level 3 indicators of effective performance

- Monitors allocation of resources, anticipating changing requirements that may impact work delivery
- Ensures evaluation processes are in place to measure project benefits
- Gains buy-in and commitment to project delivery from diverse stakeholders
- Implements quality measures to ensure directorate output is of a high standard
- Translates political vision into action plans and deliverables

### **Communicating and Influencing**

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

#### Level 2 indicators of effective performance

- Communicates openly and inclusively with internal and external stakeholders
- Clearly articulates the key points of an argument, both in verbal and written communication
- Persuades others, using evidence based knowledge, modifying approach to deliver message effectively
- Challenges the views of others in an open and constructive way
- Presents a credible and positive image both internally and externally

### **Managing and Developing Performance**

... is setting high standards for oneself and others, guiding, motivating and developing them, to achieve high performance and meet the GLA's objectives and statutory obligations.

#### Level 2 indicators of effective performance

- Seeks opportunities to develop professional skills and knowledge and encourages team to do so.
- Ensures own and others' workloads are realistic and achievable
- Provides staff with clear direction and objectives, ensuring they understand expectations
- Recognises achievements and provides constructive feedback and guidance
- Gives staff autonomy and confidence to perform well and to their potential

### **Reasonable adjustment**

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.

**Job Description****Job title: Programme Support Officer****Grade: 7**                      **Post Number: GLA2239****Directorate: Housing and Land****Unit: Programme, Policy & Services (Programme Team)****Job purpose**

Support the delivery of programmes and projects, liaising with area teams to maintain and strengthen effective partnerships with delivery partners, Local Authorities and other public and private sector agencies.

Support the Programme Manager and area teams by providing accurate programme, project and financial information in line with local and corporate requirements and through liaison with corporate and area team colleagues and through the use of corporate programme management systems.

**Principal accountabilities**

1. Monitor, control and report using software and data analysis tools on programme, project and financial information relating to spend, receipts, milestones, outputs and targets in line with corporate systems and procedures, checking appropriate approvals are in place and taking action to resolve any inaccuracies.
2. Ensure internal reporting safeguards are in place for financial and project control to ensure that the Financial Regulations and delegated authorities are adhered to. Ensure issues are reconciled promptly and errors reported and corrected on a regular basis.
3. Liaise with the GLA finance team to ensure that necessary financial data and processes are up to date and meet business requirements.

4. Responsible for the processing and preparation of all financial documents to support the area, including annual budget returns, year end accounts, invoicing and day to day financial payments in line with corporate procedures.
5. Support the delivery of programmes and projects with Local Authority and other public and private sector partners in the directorate through regular performance reporting and monitoring of delivery.
6. Provide expert analysis and reports for the planning of future programmes and projects to meet Mayor's priorities.
7. Participate or lead on relevant working groups internally and externally to contribute to the development of policy, processes and programmes, ensuring that knowledge and learning is shared within the area teams.
8. Assist with the co-ordination of information and analysis to ensure up to date assessments of registered social landlord performance and develop capacity are taken into account when allocation decisions are confirmed, and more generally as appropriate.
9. Produce reports that enable the directorate to meet targets, including reporting on any overspend against approvals and budgets and ensuring area teams maintain the integrity of data within IMS, PCS and other bespoke applications.
10. Use data analysis tools (such as Business Object, Access, Excel, GIS etc) to an advanced level in order to produce reports and local systems that will assist staff to meet directorate targets.
11. Support staff to manage the general day to day finance functions for the Directorate including banking operations and manage petty cash, raising purchase orders ensuring that they are authorised in accordance with the financial delegations, checking supplier statements and resolving supplier queries.
12. Ensure that a contract register for all Directorate contracts is maintained and kept up to date.
13. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.
14. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams

**Accountable to:** Programme Manager

**Accountable for:** Resources allocated to the role.

### **Person specification**

### **Technical requirements/experience/qualifications**

1. Proficient in the use of appropriate IT systems and .advanced experience of using Excel.  
Appropriate higher education qualification (e.g. BTEC, HNC, Degrees etc) or equivalent work based experience.

### **Behavioural competencies**

### **Stakeholder Focus**

... is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations.

### Level 2 indicators of effective performance

- Seeks to understand requirements, gathering extra information when needs are not clear
- Presents the GLA positively by interacting effectively with stakeholders
- Delivers a timely and accurate service
- Understands the differing needs of stakeholders and adapts own service accordingly
- Seeks and uses feedback from a variety of sources to improve the GLA's service to Londoners

### **Communicating and Influencing**

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.



Level 2 indicators of effective performance

- Communicates openly and inclusively with internal and external stakeholders
- Clearly articulates the key points of an argument, both in verbal and written communication
- Persuades others, using evidence based knowledge, modifying approach to deliver message effectively
- Challenges the views of others in an open and constructive way
- Presents a credible and positive image both internally and externally

**Planning and Organising**

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

Level 2 indicators of effective performance

- Prioritises work in line with key team or project deliverables
- Makes contingency plans to account for changing work priorities, deadlines and milestones
- Identifies and consults with sponsors or stakeholders in planning work
- Pays close attention to detail, ensuring team's work is delivered to a high standard
- Negotiates realistic timescales for work delivery, ensuring team deliverables can be met

**Problem Solving**

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions

Level 2 indicator of effective performance

- Processes and distils a variety of information to understand a problem fully
- Proposes options for solutions to presented problems
- Builds on the ideas of others to encourage creative problem solving
- Thinks laterally about own work, considering different ways to approach problems
- Seeks the opinions and experiences of others to understand different approaches to problem solving

**Responding to Pressure and Change**

... is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.

#### Level 2 indicators of effective performance

- Maintains a focus on key priorities and deliverables, staying resilient in the face of pressure
- Anticipates and adapts flexibly to changing requirements
- Uses challenges as an opportunity to learn and improve
- Participates fully and encourages others to engage in change initiatives
- Manages team's well-being, supporting them to cope with pressure and change

### **Organisational Awareness**

... is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly

#### Level 2 indicators of effective performance

- Challenges unethical behaviour
- Uses understanding of the GLA's complex partnership arrangements to deliver effectively
- Recognises how political changes and sensitivities impact on own and team's work
- Is aware of the changing needs of Londoners, anticipating resulting changes for work agendas
- Follows the GLA's position in the media and understands how it impacts on work

### **Reasonable adjustment**

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work

# Subject: Work Programme for the GLA Oversight Committee

**Report to: GLA Oversight Committee**

**Report of: Executive Director of Secretariat**

**Date: 23 November 2017**

**This report will be considered in public**

## 1. Summary

- 1.1 This report provides details of the proposed work for the meetings of the Committee in this Assembly Year (2017-18).

## 2. Recommendation

- 2.1 **That the Committee notes its work programme for the remainder of the 2017-18 Assembly Year, as set out in this report, and identifies any additional issues it wishes to consider at future meetings.**

## 3. Background

- 3.1 The GLA Oversight Committee has the following overall functions:
- Management and administration of the budget of the Assembly and Secretariat, and overseeing the Assembly's scrutiny work programme;
  - Having oversight, on behalf of the London Assembly, of the Greater London Authority's (GLA) corporate governance policies and activities;
  - Maintaining a watching brief in respect of the activities of the senior officers appointed by the Mayor; and
  - Responding to consultations from the Head of Paid Service and scrutinising the Head of Paid Service function.
- 3.2 Additionally, it was agreed at the Assembly's Annual Meeting of 11 May 2012 that the GLA Oversight Committee's terms of reference include provision to scrutinise any actions or decisions taken by the Mayor on matters relating to education. The Committee can also scrutinise civil contingency arrangements in London, the provision of services to the public and the performance of utilities in London.

## **4. Issues for Consideration**

- 4.1 The main work areas of the Committee are summarised below.

### *Assembly Budget and Scrutiny Work Programme*

- 4.2 The Committee allocates the Assembly's budget and receives a report in March each year on that subject (following the approval of the overall amount of the budget and in advance of the start of the financial year in question).
- 4.3 The Committee receives quarterly monitoring reports from the Secretariat, scheduled for the Committee meetings in June, September, November and January.
- 4.4 The Committee approves individual proposals for non-routine expenditure from the scrutiny programme budget which are referred to the Committee by the subject-related committees during the year. The timing of these reports depends upon when the subject-related committees approve projects and refer proposals for expenditure.
- 4.5 The Committee approves proposals for rapporteurships referred from subject-related committees during the course of the year.
- 4.6 The Committee also has the power to consider any issue which does not fall into the remit of one of the subject-related committees (for instance, cross-cutting equalities and governance issues).

### *Staffing Consultations and Appointments*

- 4.7 The Committee will be invited to respond to consultations from the Head of Paid Service (HoPS) from time to time during the year. The Committee's role in relation to these consultations is reactive and therefore the work programme does not predict what reports will be presented and when.
- 4.8 The Assembly has a role in appointing the statutory officers to the Authority, and this Committee has delegated authority to fulfil that role as and when the need arises. At its meeting of 22 May 2012, the GLA Oversight Committee agreed that the Head of Paid Service Performance Review Panel be established as a working group, and this meets annually (with the most recent meeting held on 25 January 2016).

### *Other Items for Consideration*

- 4.9 At its meeting on 21 March 2013, the Committee asked that it be consulted formally on the annual staff pay review; as the settlement reached in 2014 covered a two-year period, the annual pay review was not scheduled as an item on the work programme for this Assembly year.
- 4.10 At its meeting on 25 February 2014, the Committee agreed to receive details of the progress made to address GLA workforce equalities issues, dealt with as part of the Committee's regular Workforce Monitoring Report and update.

### *Scrutiny of the Head of Paid Service Function*

4.11 The Committee usually receives reports on the following issues during the course of the year:

- Annual Workforce Monitoring Report, incorporating complaints monitoring (plus a six-monthly update); and
- Governance.

4.12 The Committee also receives a report on the Draft Annual Governance Statement (last dealt with by the Committee at its meeting in July 2017).

### *Meeting Dates*

4.13 The table set out below shows the Committee's remaining meeting dates for the 2017/18 Assembly year and agenda items. This timetable and agenda items are reviewed and updated as appropriate.

<b>Date of meeting</b>	<b>Main Agenda Items (subject to agreement)</b>
December	<ul style="list-style-type: none"><li>• HoPS Consultation Reports (if any)</li><li>• Secretariat Quarterly Monitoring Report Q2</li><li>• People's Question Time</li></ul>
January	<ul style="list-style-type: none"><li>• The Charitable Response to the Grenfell Tower Fire</li><li>• HoPS Consultation Reports (if any)</li><li>• State of London Debate Consultation</li><li>• Annual Staff Pay Review</li><li>• Staff-related paper</li></ul>
February	<ul style="list-style-type: none"><li>• HoPS Consultation Reports (if any)</li><li>• People's Question Time</li></ul>
March	<ul style="list-style-type: none"><li>• HoPS Consultation Reports (if any)</li><li>• The Mayor's Annual Equalities Report 2016/17</li><li>• Assembly Annual Report</li><li>• Secretariat Quarterly Monitoring Report Q3</li><li>• Allocation of Assembly Budget</li><li>• Workforce Report (update)</li></ul>

## **5. Legal Implications**

5.1 The Assembly has the power to establish committees to discharge its functions, and the GLA Oversight Committee is one such committee. The work programme is in accordance with the GLA Oversight Committee's terms of reference.

## 6. Financial Implications

6.1 There are no financial implications for the purposes of this report.

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**List of appendices to this report:** None.

<b>Local Government (Access to Information) Act 1985</b>
List of Background Papers: None
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