LONDONASSEMBLY

Response to the Mayor's draft consultation budget 2017-18

Budget and Performance Committee

January 2017

Holding the Mayor to account and investigating issues that matter to Londoners

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Budget and Performance Committee Members

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The Budget and Performance Committee holds the Mayor to account for his financial decisions and performance across the Greater London Authority. It is responsible for scrutinising the Mayor's budget proposals for the next year, and carrying out investigations across the Mayor's various policy areas, such as transport, police, fire, housing and regeneration.

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Gareth Bacon AM

Chair of the Budget and Performance Committee

The Mayor is now eight months into his term of office. Until now, the GLA Group has been working to the budget set by the previous Mayor. But, from April, this will change. In his draft consultation budget, the Mayor has set out his vision for how the GLA Group should be funded to implement his manifesto commitments. And it is our first opportunity to scrutinise his proposals on behalf of Londoners. Yet I – and others on the committee – have been disappointed by the lack of key information we need to scrutinise the Mayor's budget. Perhaps the most striking example of this is the inability to provide us with details of the changes to TfL's capital investment plan, or TfL's savings and efficiency plans beyond 2017-18. I hope that the Mayor has listened to our concerns about this and addresses them in the next iteration of his budget, and also that he has learned lessons for future years.

> We were surprised to learn that the Mayor will not fund the Met to the level needed to achieve his "strategic target" of 32,000 police officers in 2017-18.

In this report, we present our key findings from our budget scrutiny work this year and our analysis of the Mayor's budget documents. We were surprised to learn that the Mayor will not fund the Met to the level needed to achieve his "strategic target" of 32,000 police officers in 2017-18. We also note the continued pressure on the Met's budget, which may still worsen pending the government's review of the policing funding formula. The Mayor will be raising council tax to cover some of the Met's funding gap, and he is putting pressure on MOPAC to reduce back-office policing costs, largely by delivering its Estates and Digital Policing strategies. We continue to have concerns about the Digital Policing strategy in particular, which is vital to the Met's ability to cut costs and improve performance.

We raise questions about the future of regeneration in West London, as the Mayor plans to cut his funding to the Old Oak and Park Royal Development Corporation by 40 per cent. In East London, the London Legacy Development Corporation continues to require subsidy by the Mayor to break-even. And we are disappointed that – yet again – taxpayers will have to foot the bill for the London Stadium – this time for the retractable seating. In his imminent investigation into all of the issues surrounding the Stadium, the Mayor should ensure the terms of the lease with West Ham United Football club are reviewed.

I will conclude by recognising the positive efforts of LFEPA to present a balanced budget for the next three years, and to present its savings plans in such a comprehensive manner – something that other parts of the GLA Group could learn from in future years. We also give our support to the Mayor in his negotiations with the government to secure funding for LFEPA to implement Lord Harris' recommendations. Keeping London safe from terrorism is sadly one of the Mayor's top priorities – it is vital that the government provides the financial support he needs to do so.

Summary

In this report, we present the findings from our scrutiny of the Mayor's budget proposals for 2017-18. This is the new Mayor's first budget process, and he has presented a budget which aligns with his key priorities, many of which correspond to his manifesto commitments. The findings in this report seek to inform the next draft of the Mayor's budget, due later this month.

We remain frustrated by a lack of transparency in certain elements of the budget process.

To date, we remain frustrated by a lack of transparency in certain elements of the budget process. In particular, the lack of detail and inconsistent presentation of savings and efficiencies has left us with more questions than answers. We are also disappointed by how the OPDC's budget has been presented, possibly to make its budget cut appear less dramatic than it really is. We are still frustrated by the Mayor's refusal to publish the initial budget submissions of the functional bodies. We hope that the next version of the Mayor's budget is more transparent than the first draft.

We note a trend emerging across the GLA Group to draw down reserves and increase borrowing. The Mayor has said his plans are only to draw down earmarked reserves for one-off transformation costs, rather than to support revenue expenditure. We will continue to monitor the levels of reserves and borrowing across the Group over the coming year.

As in recent years, we see that the Met's budget continues to be under pressure. Over the past four years the Met has been required to make over £600 million of savings. It now needs to generate £400 million of further efficiency savings by 2020-21. This situation is exacerbated by the inadequate settlement from Government under the National and International Capital City Grant whereby the Met only receives half of the funding it requires to police London as a capital city. Alongside this the Met expects further cuts following the funding formula review.

The Home Office has announced a £17.4 million reduction in funding for the Met for 2017-18; this is a response to the previous Mayor's failure to raise the policing council tax precept over the last four years.[1] The Mayor has responded with a proposal to raise Council Tax for the first time since 2008 to partially cover this funding gap. The Mayor has yet to set out how he will fund the remainder of the gap.

The Met is trying to bear down on costs, and aims to reduce its spend on non-frontline services to less than 15 per cent of its budget. The Met has to implement its Estates and Digital Policing strategies if it is going to be able to provide an efficient and quality service to London in the future. MOPAC has to improve its oversight of this work.

We discovered in our 5 January 2017 meeting that the Met will not be able to reach the Mayor's "strategic target" of 32,000 police officers in 2017-18 and he is removing £38 million from its budget. The Mayor hopes to provide funding for 32,000 officers in 2018-19, but this is wholly dependent on receiving a favourable settlement from government. We welcome the Mayor's strong commitment to lobbying government for this settlement.

We do not have the information we need on TfL's savings and efficiency plans, or on its capital investment programme. TfL has only provided an indication of savings and efficiencies for 2017-18, but not for future years. This is concerning because TfL has a stretching target of £800 million of annual efficiency savings by 2020-21; only £228 million in 2017-18 has so far been identified. Since the publication of our September 2016 report, the Mayor and TfL have, despite promising, failed to provide details of the changes that have been made to TfL's capital investment plan. Until this information is provided the viability of certain schemes, such as the Metropolitan Line extension, will be under question.

It is not acceptable that TfL has been unable to clearly explain how its investment programme has changed in its new business plan.

It is not acceptable that TfL has been unable to clearly explain how its investment programme has changed in its new business plan. We also have concerns over TfL's ability to generate an 11 per cent increase in bus passenger numbers by 2021-22 as forecast in its latest business plan. Failing to reach this target will have major consequences for TfL's finances, and we expect to see further detail behind this figure in due course.

We are concerned about the financial position of the two Mayoral Development Corporations – the Old Oak and Park Royal Development Corporation (OPDC) and the London Legacy Development Corporation (LLDC). There are a number of different interpretations of the Mayor's changes to the OPDC's budget but the plainest is that he intends to reduce funding by 40 per cent. As a result of this cut, regeneration at Old Oak and Park Royal is at risk. The Mayor has not clearly identified how the OPDC will implement his ambitions; we believe that if this continues the project will be at risk of further delays. We would welcome clarity from the Mayor about his plans to release the £1 million of contingency funding for the OPDC which could be used to establish ongoing revenue streams.

The LLDC's finances are still evolving, and to break-even in the near future, it would need to increase income five-fold. Although we have been assured that there will be no further cost from the transformation work on the London Stadium, we note that the LLDC will now have to find up to £5 million every year to support the running costs of the Stadium. We recommend that the Mayor's imminent investigation into the issues surrounding the London Stadium includes a review of the terms of the lease agreement, negotiated under the previous Mayoralty, with West Ham United Football Club.

We await further detail about the Mayor's proposals for funding his environmental priorities. We recommend he sets out clear funding streams, with milestones for achieving his targets, so we can monitor his progress. We also question what appears to be a reduction in the budget for the GLA's Development, Enterprise and Environment Directorate for delivering some of his environmental priorities.

Our scrutiny has identified more positive findings for LFEPA, which has presented a balanced budget for the next three years. LFEPA is currently working to address the funding gap it is forecasting in 2020-21. We note a key risk for LFEPA's budget in securing funding from the Home Office to implement Lord Harris' recommendations to improve London's preparedness to respond to a major terrorist incident. LFEPA cannot afford to implement these important recommendations without additional Home Office funding.

Finally, we note that the Mayor has been successful in securing a favourable affordable housing settlement for London. We welcome his commitment to setting annual affordable housing targets so we can monitor his progress in delivering 90,000 affordable housing starts by 2020-21. We look forward to receiving an update on his revised plans for making use of the London Housing Bank, and ask that any changes he makes should be reflected in his annual targets for delivering affordable homes.

Recommendations

Recommendation 1

In the Mayor's draft consolidated budget:

- Savings and efficiencies must be presented on a consistent basis across the functional bodies. This should include MOPAC resetting its savings counter to zero.
- If cumulative figures are included, these must be clearly marked. Annual figures must also be included for transparency.

Recommendation 2

In his draft consolidated budget, the Mayor should clearly set out where he has found £6.2 million to meet the difference between the provisional police settlement and the funding he will secure from raising the police precept element of council tax.

Recommendation 3

The draft consolidated budget should include a high-level breakdown of the annual savings and efficiencies contained in the TfL business plan, reaching £800 million a year by 2020-21.

Recommendation 4

TfL should publish a project-by-project list showing changes in capital investment from the previous business plan, with a narrative to explain the reasoning behind them, and the implications of these changes. TfL should commit to publishing this information alongside any future business plans.

Recommendation 5

TfL should justify its forecast and assumptions for bus passengers as set out in its December 2016 business plan and set out the risks if these forecasts are not achieved.

Recommendation 6

The draft consolidated budget should use the OPDC's revised 2016-17 budget of £11.4 million, rather than its forecast outturn of £8.6 million.

Recommendation 7

The OPDC should provide detail on plans for how it would use the Mayor's £1 million of contingency funding.

Recommendation 8

The Mayor should urgently publish plans for the investigation into the London Stadium. This should include the terms of reference for the investigation, which should include a review of the terms of the Stadium lease agreement, and confirm his plans for publishing the outcome of the investigation.

Recommendation 9

In his response to this report, the Mayor should set out:

- the funding he is providing for his environmental commitments
- when key milestones will be published for achieving them
- the proposed budget for the GLA's Development, Enterprise and Environment Directorate, and provide clarity on how much funding will be allocated to environmental programmes.

1. Introduction

Key findings

- The Mayor's consultation budget sets out how he will fund his key priorities, many of which stem from his manifesto commitments.
- Throughout the budget process we have identified many issues with transparency. To our disappointment, the Mayor has failed to publish the GLA Group's initial budget submissions. There appears to be an attempt to conceal a 40 per cent reduction in funding for the OPDC in the draft budget. Plans for savings and efficiencies lack detail and are presented inconsistently.
- We have established a trend across the GLA Group for the functional bodies to draw down reserves and increase borrowing.

New Mayor, new priorities

1.1 London has a new Mayor, elected in May to deliver the policies set out in his manifesto. The Mayor's consultation budget seeks to implement these. In the introduction to his consultation budget, the Mayor states that it "supports London's future growth and success, entrepreneurial spirit, thriving economy, extraordinary diversity and creativity, tolerance and openness to the world. It is built around my vision of a London where nobody feels left behind and where everyone has the opportunities they need to fulfil their potential."[2] It includes funding proposals for a range of issues, many of which stem from key manifesto commitments, including £3.15 billion for the delivery of 90,000 affordable homes and a four-year freeze on TfL's fares. It also includes key deliverables, such as a 'strategic target of 32,000 police officers' and funding to 'tackle London's filthy air'[3]

Transparency

1.2 Throughout this year, we have maintained pressure on the Mayor to increase the transparency of the budget process and improve the quality of the information provided in the key budget documents. Some progress has been made – for example, in response to our concern regarding the absence of any Key Performance Indicators (KPIs) in this year's consultation budget, the Mayor has stated that "work has begun to establish target outcomes, aligned to the GLA's programme areas," and he will "consult with the committee on these before the end of the financial year".[4] We also welcome the Mayor's commitment to maintaining transparency of executive decisions made regarding the London Fire Brigade (LFB), once LFEPA is abolished and LFB's governance arrangements come into City Hall.

1.3 Less positively, after many requests, the Mayor still refuses to publish the initial budget submissions of the GLA and its functional bodies. We initially requested sight of these in July 2016, in our meeting with the Mayor's Chief of Staff. In his response to our Pre-Budget Report 2016, the Mayor stated that "the initial budget submission will remain as private advice to me as to not do so would inhibit future private advice that I need." We were disappointed that the Mayor reiterated this message in our 10 January 2017 meeting.

1.4 Perhaps the most striking example of a lack of transparency is the attempt to hide a reduction of 40 per cent to the OPDC's funding. He has presented his proposals for the OPDC's 2017-18 budget as a comparison against its 2016-17 outturn, rather than its budget (as in previous years and for all the other functional bodies). The consultation budget states that it includes "savings totalling £1.7 million" but they are actually £4.5 million of savings against its 2016-17 budget, or 40 per cent.[5] We raised this issue with the OPDC and the Mayor at our January meetings, and this issue is covered in more detail in Chapter Five.

1.5 The Mayor must address the inconsistent manner in which the GLA Group's plans for savings and efficiencies are presented. This is not only an issue for the OPDC's savings, but also for most parts of the GLA Group, where sufficient details about savings and efficiency plans are lacking. In particular, we are dissatisfied with the confusing manner in which MOPAC's plans are presented. In our 5 January meeting, we learned that MOPAC's savings and efficiencies were presented in the budget on a cumulative basis, despite there being no indication in the consultation budget that this was the case. Only through extensive questioning did we learn that the Mayor is proposing savings of £38 million by reducing the budget for front-line policing in 2017-18. This is covered in more detail in Chapter Two.

1.6 In his draft consolidated budget, the Mayor should set out annual savings and efficiency figures for MOPAC and the other parts of the GLA Group. In our Pre-Budget Report 2015, we noted that the presentation of TfL's savings on a cumulative basis was confusing.[6] We recommended that TfL's savings counter should be reset to zero in 2016, so that we could identify TfL's savings on an annual rather than an ongoing cumulative basis. The previous Mayor agreed, and TfL implemented this change in 2016. The Mayor should now do the same with MOPAC's figures.

1.7 Despite an overall improvement in the way TfL presents its financial information over the last year, we are disappointed with TfL's – and the Mayor's – inability to provide any detail about TfL's ongoing savings plans. This is covered in more detail in Chapter Three. In contrast, we praise LFEPA for the clarity and detail of its savings and efficiency plans. LFEPA's budget submission contains a comprehensive package of savings proposals, including 54 proposals for 2017-18.[7] We do not accept TfL's reasoning that LFEPA is such a different organisation to make our comparison invalid, or that TfL's savings and efficiencies are uniquely commercially sensitive. The Mayor must force TfL to publish more detail about its savings and efficiencies beyond 2017-18 in his draft consolidated budget.

1.8 As the pressure intensifies on MOPAC, and the rest of the GLA Group, to make savings and efficiencies, it will be particularly important to understand, and thus be able to monitor, how and when they will be realised. In his final budget, the Mayor must take a consistent approach to presenting the savings and efficiencies of the GLA Group.

Recommendation 1

In the Mayor's draft consolidated budget:

- Savings and efficiencies must be presented on a consistent basis across the functional bodies. This should include MOPAC resetting its savings counter to zero.
- If cumulative figures are included, these must be clearly marked. Annual figures must also be included for transparency.

Financial sustainability of GLA Group

1.9 There is a trend emerging across the GLA Group for drawing down reserves and increasing borrowing. Total reserves across the GLA family drop by £530 million in 2017-18 and will be £741 million lower in 2020-21 than they are today.[8] The GLA also plans to increase borrowing by £941 million in 2017-18 and will have borrowed over £4 billion more by 2020-21.[9] The majority of the borrowing - £2.5 billion, or 58 per cent of the total – is by TfL. TfL has traditionally had by far the largest capital investment plan of all the functional bodies and this is not out of line with previous years, and TfL's borrowing is within guidelines set by central government. As TfL's Chief Finance Officer told us: "If your business needs investment – it does – and money is relative cheap – it is – why would you not increase your borrowings?"[10]

1.10 The Mayor must ensure that this increase in borrowing brings about the transformational change that is needed and that will pay for the additional interest costs that will be incurred. We have noted that the Mayor's proposals to use the GLA Group's reserves are principally to use up earmarked reserves – that is, the Mayor plans to use money which has been put aside in the past to fund specific plans now. The GLA is building up a business rates reserve to manage risk. General reserves will remain steady, and reassuringly the GLA is not borrowing any money to fund ongoing costs. We will continue to monitor the Mayor's plans to assess whether all borrowing is indeed being used to invest in capital projects to modernise and transform GLA services for the future.

2. Police

Key findings

- The Met's budget is under pressure. Over the past four years the Met realised £600 million worth of savings across its budget. It must now find a further £400 million of efficiency savings by 2020-21, faces a £17.4 million reduction in Home Office funding, receives an inadequate National and International Capital City Grant, and the outcome of the funding formula review is likely to bring further cuts for London.

- The Mayor's budget does not provide the Met with funding to provide 32,000 police officers in 2017-18. This means that the Mayor will miss his "strategic target."

- The Mayor is proposing to raise Council Tax for the first time since 2008 to partially cover a drop in Home Office grant. We do not know how he will fill the remainder of the funding gap.

- The Mayor has ambitious plans for the Met to bear down on costs, including at least 85 per cent of all spend to be on front-line policing.

- Successful implementation of the Met's Digital Policing and Estates strategies are vital if efficiencies are to be made and services improved.

Front-line policing

2.1 The Met's budget is becoming increasingly tight. We already know that the Met needs to find £400 million of efficiency savings by 2020-21, and in December 2016 the Government announced the Met will face a £17.4 million cut in Home Office funding.[11] The Met's National and International Capital City (NICC) grant has not increased since 2014-15 and covers only half of the Met's capital city costs.[12] Most worryingly, the Mayor estimates that changes to the national Police Funding Formula in 2017-18 will reduce government funding to the Met by anywhere between £180-£700 million.[13] It is clear that London's policing is now very stretched, with the Met having to balance funding for equally vital local and national policing priorities. We welcome this Mayor's continuation of the previous Mayor's efforts in lobbying the government to get a sufficient settlement for our capital.

2.2 While the Met is pursuing a myriad of efficiency savings to meet these funding challenges, it is clear that soon there will be an impact on front-line police officers. The Mayor has pledged to maintain the "strategic target of 32,000 police officers" in his draft Police and Crime Plan.[14] Yet the Met has told us that it will not be possible to meet this target this year. Therefore, his consultation budget does not include funding for 32,000 officers in 2017-18. MOPAC's budget submission shows that the Met's single largest efficiency measure for 2017-18 is recognising that the Met is currently ,and has historically been, under-strength, at approximately 31,200 officers, and the Mayor intends to remove the £38 million of funding required to bring it up to 32,000 officers.[15] The Mayor has called this "putting theory and practice into one".[16]

2.3 In view of forthcoming changes to the national Police Funding Formula, it seems highly unlikely the Met will be able to afford 32,000 officers in the near future. While the Mayor told us that he planned to bring the £38 million back in to the Met's budget after 2017-18, he said this was entirely dependent on government funding: "if the police funding formula in the government's planning is as planned last year, we cannot reach it [32,000]."[17]

Raising council tax to pay for front-line policing

2.4 According to the provisional police settlement, the Met will lose £17.4 million in funding compared to last year.[18] This is because the previous Mayor cut the police precept by 3.24 per cent in the 2016-17 budget, despite the Home Office's requirement for each Police and Crime Commissioner to *increase* the police precept.[19] The Met is the only police force in the country facing a fall in cash terms in 2017-18.

2.5 To address this issue, the Mayor proposes to increase the police precept element of council tax by 1.99 per cent. A 1.99 per cent increase across the total precept (and the precept in the City of London) is the maximum the Mayor can raise council tax by before triggering a referendum. The Mayor is only proposing to raise the policing element of council tax, but he could, if he wanted, raise the policing element higher – but within the margins of the total council tax rise limit of 1.99 per cent – without triggering a referendum. He has indicated he does not intend to do this.[20]

2.6 This is the first rise in the GLA element of council tax since the 2008-09 financial year. The increase will raise £11.2 million. The Mayor has found a further £6.2 million from other (non-police) council tax income.[21] He has not explicitly identified where he has taken this £6.2 million from in the consultation budget. He should set this out in his final budget. As a result of these measures, MOPAC does not have a funding gap in the Mayor's consultation budget for 2017-18.

Recommendation 2

In his draft consolidated budget, the Mayor should clearly set out where he has found £6.2 million to meet the difference between the provisional police settlement and the funding he will secure from raising the police precept element of council tax.

Savings and efficiencies

2.7 MOPAC and the Met have ambitious plans to bear down on back office costs. In the draft Police and Crime Plan, the Mayor has said he wants at least 85 per cent of all spend to be on front-line policing, rather than on back-office functions.[22] Yet HMIC's annual review of the Met's efficiency shows that the Met's spend is already much more front-line focussed than the average police force.[23] No other police force in the country has reached anywhere near 85 per cent of its spend on front-line policing – HMIC's review found the Met spends 73 per cent on police officers, while forces across England and Wales spend 59 per cent. However, the Deputy Commissioner for Policing and Crime told us that the Met is working on making it a realistic target and the Deputy Commissioner said it was a "challenge" but also a "public and private sector benchmark."[24]

2.8 We remain concerned at the implementation of the Met's Digital Policing strategy. This is a fundamental element of the Met's overall transformation programme that should realise huge efficiency savings as well as performance improvements; it cannot be allowed to fail. However, the signs are not great. In 2016-17, the Met expects to achieve less than half of the £60 million of savings it planned for in 2016-17, and to underspend by £20 million on capital investment. Indeed, over the last four years the Met has underspent by 31 per cent on investment in its Digital Policing strategy – some £115 million. The Deputy Commissioner has conceded this point and admitted that "we suffer from over-optimism".[25]

2.9 The Met needs to ramp up delivery of its Digital Policing strategy and MOPAC needs to improve the oversight it provides. The Met has appointed a new permanent Chief Information Officer but with regards to MOPAC the Mayor's

Chief of Staff said that the right level of strategic procurement expertise and scrutiny "isn't in place today… I am confident that MOPAC is beginning the process."[26] MOPAC must improve its digital capacity as a matter of urgency.

2.10 Raising the funds needed to reinvest in the Digital Policing strategy depends on the Met successfully delivering its Estates strategy. The Met has actually overachieved in recent years, buoyed by ongoing growth in London's property markets. On 18 October 2016 the Met told us that "what we actually raised in the last four years was about £975 million … substantially in excess [of planned receipts]".[27] Over the next four years the Met will continue to make disposals at a value of nearly £800 million.[28] The accrued capital receipts will be used to finance the Met's capital investment, most notably in the area of Digital Policing.

2.11 Yet, at our 5 January meeting, the Deputy Commissioner acknowledged that there were "risks in that around the property market, the availability of asset values".[29] The Mayor acknowledged the risk too – and, referring to New Scotland Yard, said "some people may well say that the MPS has already sold off the crown jewels in relation to maximum bang for buck, but there is still a lot of estate there we can be more sensible about".[30] This may imply that the Mayor is moving away from disposals to an income-generation asset strategy, akin to that of TfL.

3. Transport

Key findings

- The consultation budget lacks sufficient detail on TfL’s planned savings and efficiencies.
- Similarly, neither the Mayor nor TfL will set out what changes have been made to TfL’s capital investment plan. Until the Mayor provides sufficient information, it appears that a number of projects may have been cancelled, such as the Metropolitan line extension.
- Income from bus fares is vital for TfL’s finances. Its forecast of an 11 per cent growth in bus passenger numbers by 2021-22 appears optimistic.

Savings and efficiencies

3.1 We continue to have concerns with TfL's financial position. As we concluded in our September 2016 report, TfL's financial challenge, these are tough times for TfL. In November 2015, the government announced it would be cutting its revenue grant to zero by 2018-19. And TfL's financial position was made even tougher when the Mayor was elected on a promise to freeze TfL's fares for four years, at a cost to TfL of some £640 million.[31] TfL described its latest business plan as the "most ambitious to date", and explained that the key risks are in achieving cost reductions and increasing passenger numbers, including on the buses.[32]

3.2 Neither the Mayor nor TfL can explain to us how TfL will make the savings and efficiencies built into its new business plan. This states that in the next five years TfL will save £2 billion through better procurement and contracting, and £2 billion by restructuring its business. To do this, it needs to make £800 million of annual efficiency savings by 2020-21.[33] TfL published a broad breakdown of £227.6 million to be saved in 2017-18, but has not provided us with even this level of detail for future years because of "commercial reasons".[34] We need this information to see what parts of the transport network are affected and assess key areas of risk. Without it we cannot have confidence in TfL's plans.

Recommendation 3

The draft consolidated budget should include a high-level breakdown of the annual savings and efficiencies contained in the TfL business plan, reaching £800 million a year by 2020-21.

Changes to capital investment

3.3 TfL and the Mayor could not explain how TfL's capital investment plan has changed in the new TfL business plan. We requested this information in our September 2016 report, TfL's financial challenge, and repeated it a number of times through this budget process. On 4 January, the Deputy Mayor for Transport told us that there have been an "awful lot of changes and shifts" in TfL's capital investment plan, but neither TfL nor the Mayor have been able to tell us which projects are affected.[35] Then, on 10 January, in response to our repeated requested for this information, the Mayor's Chief of Staff said "…the Mayor also agrees - it is a perfectly reasonable request for that information… After this meeting, it probably behoves us to check in with TfL on progress and if necessary remind them of the urgency of it."[36]

3.4 At the time of drafting this report we have still have not received this information. We have repeatedly requested details from both the Mayor and TfL of the changes which TfL has made to its capital investment plan between its March 2016 business plan and the current business plan, published in December 2016. We ask again that the Mayor provides a project-by-project list showing changes from the previous business plan, with a narrative to explain these changes. Without this it is impossible to see how plans to improve London's transport infrastructure have been changed by the new administration.

3.5 From the limited information that is available it appears that a number of projects may have cancelled, including the Metropolitan Line extension. When pushed on the changes which have been made to the capital investment plan, the Mayor's Chief of Staff said "of course [the March 2016 and December 2016 business plans] are in the public domain and anybody can look at them and attempt to do their own comparison." The Sutton tram extension no longer has a specific budget. TfL told us that it is negotiating with the borough, and, if an agreement can be reached, it may be funded by local authorities and/or the unallocated TfL Growth Fund. However, we note that these sources will of course be under pressure to fund a range of other projects and priorities.[37]

3.6 TfL will spend £615 million less on capital projects over the next four years than previously planned.[38] TfL has changed the way it classifies its capital spend, shifting a number of projects across from capital renewals to new capital investments. This was not explained in either TfL's business plan or the Mayor's consultation budget, but it emerged through questioning the Transport Commissioner and TfL's Chief Finance Officer at our 4 January meeting. While TfL's business plan makes it *look* like it is planning more new capital investment than before, when we combine capital renewals with capital investments the figures tell a different story: across the two categories together, capital spend over the first four years of the plan is £615 million lower than in the previous business plan.[39] The new accounting treatment also makes it easier for TfL to make an operating surplus, which it aims to achieve by 2021-22.[40]

Recommendation 4

TfL should publish a project-by-project list showing changes in capital investment from the previous business plan, with a narrative to explain the reasoning behind them, and the implications of these changes. TfL should commit to publishing this information alongside any future business plans.

Declining bus income

3.7 We are pleased the TfL Board agrees with us that the need to attract more bus passengers is a key risk for TfL over the next few years.[41] Bus fares are TfL's largest source of income, and currently demand for bus services is in decline. TfL's business plan is based on the expectation that bus passenger numbers will increase from 2.3 billion in 2016-17 to 2.5 billion in 2021-22 (11 per cent) and fares income from £1.5 billion to £1.8 billion (20 per cent) over the same period.[42] It expects to achieve this level of growth by reducing congestion on the road network and improving reliability across the bus network. This will be challenging given that planned bus kilometres will not increase, the number of car trips is expected to stay the same, and more road space will be given over to walking and cycling. The Mayor is considering fiscal mechanisms to tackle road congestion as part of work to develop his forthcoming Transport Strategy. We await the publication of that strategy with interest.

Recommendation 5

TfL should justify its forecast and assumptions for bus passengers as set out in its December 2016 business plan and set out the risks if these forecasts are not achieved.

4. Fire

Key findings

- We commend LFEPA for presenting a balanced budget for the next three years. LFEPA is facing a £13.9 million funding gap in 2020-21 and is now developing plans to address this.
- LFEPA cannot afford to implement Lord Harris' recommendations to improve London's preparedness to respond to a major terrorist incident without further Home Office funding.

Budget plans

4.1 We welcome LFEPA's thorough planning for achieving savings and efficiencies. The recent review of the LFB by Sir Anthony Mayer found that "there is currently no persuasive case to increase LFB's budget by diverting resources from elsewhere in the GLA Group or increasing the precept. Perhaps more importantly, there should be no additional reductions to LFB's budget that would worsen the £23.5 million budget gap inherited from Mayor Johnson."[43] LFEPA's budget submission has a comprehensive package of over 70 named savings proposals, with risk factors and a profile across the next four years for each. The capital plan is equally detailed. LFEPA has presented plans for a balanced budget for the next three years, and this should be commended.

4.2 LFEPA's savings plans will address its budget gap in the short-term, but a deficit emerges again in 2019-20. LFEPA's budget submission shows that it is deliberately trying to make savings as soon as possible in order to spread the impact of the deficit over the next three years. The resulting budget surpluses in 2017-18 and 2018-19 will be paid into a new Budget Flexibility Reserve to help balance the budget in 2019-20. Even so, by 2020-21 LFEPA is forecasting another budget gap of £13.9 million; without additional funding, further savings and efficiencies will be required.[44] When before our committee on 4 January, the new Commissioner was clear that LFEPA is already looking to address this budget gap. She stated that there were "a number of other plans … we hope to have further detail coming up fairly soon".[45] We look forward to seeing LFEPA's plans for the future.

Lord Harris recommendations

4.3 We are concerned about LFEPA's ability to implement Lord Harris' recommendations into London's preparedness to respond to a major terrorist incident. The Lord Harris review has specific findings for the London Fire Brigade (LFB), and four of the five recommendations given relate to providing specialist training to firefighters on a Marauding Terrorist Firearm Attack (MTFA), with Lord Harris saying "there should be no delay in implementing new training for LFB personnel".[46] Lord Harris also wrote that "the cost of equipment and training will be considerable".[47]

4.4 LFEPA is negotiating with the Home Office for additional funding to cover this training. The timeline for these negotiations may not allow us to know the outcome before the Mayor's final budget. The Mayor was clear at our meeting on 10 January 2017 that LFEPA could not meet these recommendations without Home Office funding. The Mayor must be successful in his negotiations if LFEPA is to continue to balance its budget.

5. The Mayoral Development Corporations

Key findings

- The Mayor intends to cut the OPDC's funding by 40 per cent. As a result, regeneration at Old Oak and Park Royal is at risk. The Mayor is holding back £1 million of contingency funding for the OPDC. He should set out his plans for releasing it.
- The future of the LLDC is also uncertain. It does not look set to break-even in the near future and would need to increase income five-fold to reach a surplus position.
- The transformation work on the London Stadium is now complete but the stadium still requires ongoing public funding of approximately £5 million a year.

Old Oak and Park Royal Development Corporation

5.1 One month after taking office, the Mayor called a formal investigation into the Old Oak and Park Royal Development Corporation (OPDC) and an unofficial "temporary suspension of programmed activity pending the outcome of the Mayor's review".[48] As a result, the OPDC's activity was delayed and it is forecasting a £2.8 million underspend against its £11.4 million budget for 2016-17.[49] In the announcement about his investigation's findings, the Mayor branded the OPDC "a mess."[50]

5.2 The Mayor is planning to reduce his funding to the OPDC by 40 per cent from its 2016-17 level. The OPDC receives the vast majority of its funding from the GLA, with just £0.4 million of other income expected in planning application fees. A 40 per cent reduction will bring the OPDC's budget down from £11.4 million in 2016-17 to £6.9 million in 2017-18. Its budget for 2016-17 was originally £5.4 million, but it was increased in March 2016 by the previous Mayor following the signing of a Memorandum of Understanding with the Department for Transport regarding the land at the site. In our meeting with OPDC, we heard that there was a clear expectation that this funding would continue in future years.

5.3 We disagree with the way the Mayor has chosen to present the OPDC's budget in his draft consultation budget document. The draft budget uses the OPDC's forecast outturn for 2016-17 of £8.6 million, rather than its revised budget of £11.4 million. We were told that the "more meaningful way of showing the variance that is really happening to the OPDC is to compare its forecast spend to its budget".[51] But budgets are not set based on outturns. When the Chairman of this committee asked the GLA's Assistant Director of Group Finance about the number of times that the Chairman has seen outturn used as a comparison for formatting a budget, the reply was "I imagine it is zero."[52] And in reality the OPDC's outturn is lower than expected as its programme activity was suspended while the Mayor conducted his review of the organisation.

5.4 Based on the information provided, it is odd and bizarre to treat the OPDC in this way. We suspect the forecast outturn figure has been used because it provides a less stark indication of the cut to the OPDC's budget in 2017-18. Comparing like-for-like, the budget cut is 40 per cent; using the forecast outturn figure this becomes a 20 per cent cut. But in no other year, and for no other functional body, is this approach used. We do not think this is acceptable and ask the Mayor to revert to normal practice for the next version of his draft budget.

Recommendation 6

The draft consolidated budget should use the OPDC's revised 2016-17 budget of £11.4 million, rather than its forecast outturn of £8.6 million.

5.5 As a result of the funding cut, regeneration at Old Oak and Park Royal is at risk. The consultation budget states that the OPDC will provide the "impetus for a once in a lifetime regeneration opportunity" in West London.[53] Yet the Chief Executive of the OPDC believes that "were savings of 40 per cent to be delivered, we believe that there would be an impact on delivery of homes and jobs… We are talking about a few thousand homes that we would not be directly involved in putting forward and we feel might not happen as a result."[54]

5.6 One option being considered is for the OPDC to develop a proposal that could generate ongoing revenue streams. This would need some start-up funding from the Mayor, and the consultation budget states that a "contingency of £1 million is held by the Mayor to support a 'self-funding' proposal to be developed by OPDC."[55] The OPDC's Chief Executive told the Committee that:

> "The point is that we would need to have some money in the short term that could generate a return in the longer term… so that it becomes more of a cash flow issue than an outright funding question… If we are able to satisfy the GLA that we can fulfil such an arrangement then the funding should be available to enable us to move forward. We are talking about an inability to deliver to our targets; we are talking over a 35- to 40-year period. There is still time to recover that."

Before the Assembly meets to consider the draft consolidated budget, we would expect the OPDC to provide further detail on its proposals.

Recommendation 7

The OPDC should provide detail on plans for how it would use the Mayor's £1 million of contingency funding.

London Legacy Development Corporation

The LLDC's long-term viability

5.7 We have doubts over the LLDC's long-term financial viability. The LLDC is meant to eventually pay back all capital investment costs through the proceeds of disposals and other future revenue sources, such as developer fees. It is also meant to gradually reach a surplus revenue position. However, the LLDC's Chief Executive has now said that "this is not realistic in the short term" and has suggested 2030 as a target for break-even.[56] The LLDC's 2017-18 budget has a £23.1 million deficit, which is covered by the GLA. To break even the LLDC will have to either drastically reduce costs or drastically increase income.

5.8 The LLDC is unlikely to succeed in drastically reducing its costs, as many of them are relatively fixed. The park's management costs are on a fixed contract - negotiated under the previous Mayoralty – to the value of approximately £8 million every year. The trading arms of the park look set to need continual subsidy – approximately £2 million once the profit-making 3 Mills Studio is disposed of in 2018-19. Corporate costs have been the subject of the most savings and efficiencies, yet once these have been made the costs stabilise at approximately £5 million per year. The marketing, planning and executive office budgets are both budgeted to remain between £2 and £2.5 million for each of the next four years. We estimate the fixed costs total some £21.5 million a year.

5.9 The LLDC would have to increase its current income five-fold to reach a surplus position. It has told us in the past that the fixed estate charge should more than achieve this, but this may be overly optimistic. In a written response to the Committee the LLDC's Chief Executive has now said that within 10-15 years he expects the fixed estate charge to generate additional income of approximately £10 million.[57] This would bring income to approximately £15 million – we estimate that this would still not allow LLDC to break-even, although we acknowledge that this brings break-even status much nearer. We would encourage the Mayor to closely monitor the LLDC's income streams. It would be a real achievement for the LLDC to reach a break-even point, let alone generate surpluses to pay back any capital costs it is unable to cover with capital receipts. In the meantime, the GLA will have to continue to subsidise the LLDC.

The London Stadium

5.10 The Mayor's consultation budget includes proposals to meet yet more costs relating to the London Stadium. In November 2016, we learned that the stadium conversion costs had increased by £51 million.[58] The next month, LLDC's Chief Executive was clear that there would be no further increase to the stadium conversion costs. Speaking to the Budget Monitoring Sub-Committee, he said that the "transformation, £323 [million], that is the final number … and the work is finished".[59] The LLDC's 2017-18 budget submission, however, includes £8.4 million of capital expenditure in 2017-18, as well as continued capital expenditure of circa £5 million in the three years after. The LLDC's budget submission states that:

> "Costs for the stadium relate to LLDC's working capital contributions as a member of the E20 Stadium LLP partnership, based on a range of assumptions on operating costs and revenues, naming rights income and the cost of seat moves."[60]

Essentially, the London Stadium is losing money and the Mayor is paying for it. This money is classified as capital expenditure since it is technically an investment in a joint venture, the E20 LLP.

5.11 There are two main reasons that the stadium is losing money. Firstly, the LLDC Chief Executive has now admitted that there will be annual ongoing costs of moving the seats between football mode and athletics mode. The contract has yet to be tendered and so no exact figure can be given but it could be up to £8 million a year.[61] Secondly, income from a naming-rights deal for the stadium has now fallen through, and it may be harder to find another sponsor in light of the violence seen at West Ham games this season.[62] The naming-rights deal was estimated at £4 million a year. This is £4 million that under current plans the E20 LLP will no longer receive. The Mayor has said that "this is something that should have been resolved before West Ham moved in".[63]

5.12 We welcome the Mayor's "detailed investigation into the issues surrounding the London Stadium" but it must include a review of the lease with West Ham United Football Club.[64] At our 10 January meeting, we heard that the Mayor has not yet appointed anyone to carry out the investigation. This means that review will not conclude in time to inform the 2017-18 budget process, but the Mayor's Chief of Staff confirmed the finding of the investigation will inform the 2018-19 budget process.[65] The investigation must proceed with urgency and should assess whether there is any scope to get a better deal for the taxpayer in terms of West Ham United Football Club supporting more of the costs of running the stadium. The Mayor should publish the terms of reference for this investigation, and include a review of the terms of the London Stadium lease agreement as part of this work.

Recommendation 8

The Mayor should urgently publish plans for the investigation into the London Stadium. This should include the terms of reference for the investigation, which should include a review of the terms of the Stadium lease agreement, and confirm his plans for publishing the outcome of the investigation.

6. Housing

Key findings

- The Mayor has secured a favourable affordable housing settlement for London.
- We welcome his commitment to setting annual affordable housing targets so we can monitor his progress in delivering 90,000 affordable housing starts by 2020-21.
- The London Housing Bank continues to disappoint. The Mayor is looking to agree different terms for use of the funding with government, and any changes should be reflected in his annual targets for affordable homes.

6.1 Housing is one of the Mayor's top priorities and he has succeeded in negotiating a favourable affordable housing settlement for London. In the Autumn Statement, the Government announced that the GLA's affordable housing settlement is confirmed at £3.15 billion, covering 2016-21. This is better than the GLA was expecting: the previous 2015-18 settlement provided London with £417 million a year, whereas the 2016-21 settlement provides £630 million a year. In exchange for this, the Mayor must deliver 90,000 affordable housing starts by March 2021.[66]

6.2 The figures on affordable housing in the consultation budget are subject to change. The Mayor explained that he was in discussion with the Department for Communities and Local Government (DCLG), and expected to re-profile the budget. Currently, most of the funding from the affordable housing sits in 2021-22, but this is just a "placeholder". After the first round of bids, in March 2017, the Mayor will agree with DCLG how the funding should be spread, and re-profile his budget accordingly. We welcome his commitment to set out annual targets on affordable home starts at this stage.[67]

6.3 The London Housing Bank, a legacy programme from the previous Mayor and based on terms set by the DCLG, continues to disappoint. The programme was set up to lend money for building affordable homes, but has not provided any loans to developers to date. The budget reflects the original spending profile agreed with central government, but low take-up means it is unlikely that the GLA will be able to spend this money as intended. The Mayor is discussing with DCLG if the funding can be used in a different way, and if successful, again expects to re-profile the budget.[68]

7. Environment

Key findings

- The Mayor has not yet set out what funding he is allocating for all of his environmental priorities. His priorities should have clear funding streams allocated to them so we can monitor his progress.
- Likewise, key milestones should be set for all of them. Many of his priorities will run for several decades and the Mayor must have a clear plan in place soon if he is to deliver them.
- It appears that the Mayor is proposing a reduction in the budget for the GLA's Development, Enterprise and Environment Directorate. More information is needed to assess whether this proposal will be carried through to the final budget for 2017-18.

Monitoring performance

7.1 The Mayor must set out exactly what funding he is providing in his final budget to deliver his environmental commitments. We know that he is providing TfL with £875 million to tackle air pollution through to 2021-22, but we are less clear on the funding to address other environmental priorities, such as planting two million trees by 2020, achieving 65 per cent recycling by 2030, and making London a zero-carbon city by 2050.[69] These priorities should have clear funding streams so that progress against them can be measured.

7.2 The Mayor should also publish key milestones for each of his environmental commitments so that performance can be monitored. Some of the Mayor's targets, such as becoming a zero-carbon city, are very stretching. In November 2015 the Environment Committee found that City Hall was behind in carbon reduction targets – already 15 million tonnes of CO2 behind schedule and having retrofitted approximately half of the number of homes planned.[70] Inheriting programmes that are already behind schedule, the Mayor will need to have a clear schedule of milestones for all of the commitments above which he can work to if he is to achieve his environmental targets. We expect these to form part of the suite of target outcomes expected in the next few months.

Reduction in the GLA's environment budget

7.3 We are concerned at what appears to be a reduction in the GLA's Development, Enterprise and Environment Directorate's budget. The Directorate had a revised revenue budget for 2016-17 of £16.6 million, but the Mayor's consultation budget proposes to allocate it £15.9 million for 2017-18.[71] The Mayor's Chief of Staff suggested that the "important thing to remember when looking at the budget compared to 2016-17 is that of course 2016-17 includes a number of the previous Mayor's programmes that are coming to a conclusion," but he could not tell us how much funding in the Directorate's current budget is for any concluding programmes.[72] Therefore, we cannot assess the real level of reduction to its budget at this stage. In his final budget, the Mayor should clearly set out what funding is being provided for the GLA's Development, Enterprise and Environment Directorate, and how much of this is for environmental programmes.

Recommendation 9

In his response to this report, the Mayor should set out:

- the funding he is providing for his environmental commitments
- when key milestones will be published for achieving them
- the proposed budget for the GLA's Development, Enterprise and Environment Directorate, and provide clarity on how much funding will be allocated to environmental programmes.

Our approach

This report is based on the committee's examination of the [GLA Group Budget Proposals and Precepts 2017-18: consultation document](), published on 21 December 2016. The committee held three meetings in early January to question guests:

4 January 2017

- Valerie Shawcross CBE, Deputy Mayor for Transport and Deputy Chair, TfL
- Mike Brown MVO, Commissioner for Transport, TfL
- Ian Nunn, Chief Finance Officer, TfL
- Fiona Twycross AM, Chair, LFEPA
- Dany Cotton QFSM, Commissioner, LFEPA
- Adrian Bloomfield, Head of Finance, LFEPA
- David Gallie, Assistant Director – Group Finance, GLA

5 January 2017

- Sophie Linden, Deputy Mayor for Policing and Crime, GLA
- Rebecca Lawrence, Director of Strategy, MOPAC
- Alex Anderson, Strategic Finance and Resource Management Accountant, MOPAC
- Craig Mackey, Deputy Commissioner, Metropolitan Police Service
- Lynda McMullan, Director of Finance and Commercial, Metropolitan Police Service
- Victoria Hills, Chief Executive Officer, OPDC
- Doug Wilson, Chief Finance Officer, OPDC
- David Goldstone CBE, Chief Executive, LLDC
- Gerry Murphy, Executive Director of Finance and Corporate Services, LLDC
- David Gallie, Assistant Director – Group Finance, GLA

10 January 2017

- Sadiq Khan, Mayor of London
- David Bellamy, Mayor's Chief of Staff, GLA
- Martin Clarke, Executive Director of Resources, GLA
- David Gallie, Assistant Director – Group Finance, GLA

In addition, this report builds on our Pre-Budget Report 2016, published in December.

References

[1] Written Statement HCWS360, Table 5, Brandon Lewis, Minister of State for Fire and Policing, 15 December 2016.

[2] GLA Group Budget Proposals and Precepts 2017-18: consultation document, December 2016, Page 2.

[3] GLA Group Budget Proposals and Precepts 2017-18: consultation document, December 2016, Page 2.

[4] Letter from the Mayor to the Chairman of the Budget and Performance Committee, Pre-Budget Report 2016, 5 January 2017.

[5] GLA Group Budget Proposals and Precepts 2017-18: consultation document, December 2016, Page 46.

[6] Budget and Performance Committee, Pre-Budget Report 2015, December 2015, Page 23.

[7] The London Fire and Emergency Planning Authority. Budget Update. 24 November 2016. Appendix 3

[8] GLA Group Budget Proposals and Precepts 2017-18: consultation document, December 2016. See the reserves tables for each functional body.

[9] GLA Group Budget Proposals and Precepts 2017-18: consultation document, December 2016. See Section 9: Draft Capital Spending Plan and Borrowing Limits, Pages 48-53.

[10] TfL's Chief Finance Officer, speaking to the Budget and Performance Committee on 4 January 2017.

[11] Written Statement HCWS360, Table 5, Brandon Lewis, Minister of State for Fire and Policing, 15 December 2016.

[12] Sir Bernard Hogan-Howe, MPS Commissioner, speaking to the Police and Crime Committee on 17 December 2015.

[13] The Mayor, speaking to the Budget and Performance Committee on 10 January 2017.

[14] Draft Police and Crime Plan for London 2017-2021, 1 December 2016, page 17.

[15] MOPAC Budget Submission 2017-18, Annex 1

[16] The Mayor, speaking to the Budget and Performance Committee on 10 January 2017.

[17] The Mayor, speaking to the Budget and Performance Committee on 10 January 2017.

[18] Written Statement HCWS360, Table 5, Brandon Lewis, Minister of State for Fire and Policing, 15 December 2016.

[19] Written Statement HCWS360, Table 5, Brandon Lewis, Minister of State for Fire and Policing, 15 December 2016, who wrote the "forecast reduction in Greater London Authority funding compared to 2015/16 reflects that rather than maximising precept income in 2016/17, the Mayor of London reduced precept by 3.24%."

[20] The Mayor, speaking to the Budget and Performance Committee on 10 January 2017.

[21] Mayoral press release, Government cuts lead Mayor to propose 8p a week council tax rise, 16 December 2017.

[22] Draft Police and Crime Plan 2017-2021, Page 61.

[23] PEEL Police Efficiency 2016: An inspection of the Metropolitan Police Service, HMIC, Page 17, Figure 3.

[24] The Deputy Mayor for Policing and Crime, Sophie Linden, and the Deputy Commissioner, Craig Mackey, speaking to the Budget and Performance Committee on 5 January 2017.

[25] The Deputy Commissioner MPS, Craig Mackey, speaking to the Budget and Performance Committee on 5 January 2017.

[26] The Mayor's Chief of Staff, David Bellamy, speaking to the Budget and Performance Committee on 10 January 2017.

[27] The Interim Head of Asset Leverage, MPS, Matthew Punshon, speaking to the Budget and Performance Committee on 18 October 2016.

[28] The Interim Head of Asset Leverage, MPS, Matthew Punshon, speaking to the Budget and Performance Committee on 18 October 2016.

[29] The Deputy Commissioner MPS, Craig Mackey, speaking to the Budget and Performance Committee on 5 January 2017.

[30] The Mayor speaking to the Budget and Performance Committee on 10 January 2017.

[31] Mayoral press release, First savings found to fund Mayor's fares freeze on TfL services, 8 June 2016.

[32] Transport for London, Covering note on TfL's 2016 Business plan, 15 December 2016; the Transport Commissioner, Mike Brown, speaking to the Budget and Performance Committee on 4 January 2017.

[33] Mayoral press release, Mayor cuts waste at TfL to fund an affordable and modern network, 8 December 2016.

[34] GLA Group Budget Proposals and Precepts 2017-18: consultation document, December 2016, Page 35; TfL's Chief Finance Officer, Ian Nunn, speaking to the Budget and Performance Committee on 4 January 2017.

[35] The Deputy Mayor for Transport, Val Shawcross, speaking to the Budget and Performance Committee on 4 January 2017.

[36] The Mayor's Chief of Staff, David Bellamy, speaking to the Budget and Performance Committee on 10 January 2017.

[37] TfL's Chief Finance Officer, Ian Nunn, speaking to the Budget and Performance Committee on 4 January 2017.

[38] Transport for London Business Plan, December 2016, Pages 26-27; [Previous] Transport for London Business Plan, March 2016, Pages 68-69.

[39] Transport for London Business Plan, December 2016, Pages 26-27; [Previous] Transport for London Business Plan, March 2016, Pages 68-69.

[40] Transport for London Business Plan, December 2016, Page 27.

[41] TfL Board meeting, 15 December 2016. Minutes are not yet available.

[42] Transport for London Business Plan, December 2016, Page 53.

[43] Anthony Mayer, Review of Resourcing of the London Fire Brigade, 7 October 2016.

[44] GLA Group Budget Proposals and Precepts 2017-18: consultation document, December 2016, Page 29.

[45] Interim Commissioner, Dany Cotton, speaking to the Budget and Performance Committee on 4 January 2017.

[46] London's preparedness to respond to a major terrorist incident, Lord Harris, October 2016, Page 29

[47] London's preparedness to respond to a major terrorist incident, Lord Harris, October 2016, Page 30.

[48] OPC Q1 2016-17 Budget and Performance Monitoring Report, Budget Monitoring Sub-Committee, 4 November 2016, Item 5f.

[49] OPDC, OPDC's 2016-17 Quarter 2 Budget and Performance Monitoring, Paragraph 1.1.

[50] Mayoral press release, Mayor reveals 'mess' left at Old Oak Common in review findings, 1 November 2016.

[51] The GLA's Assistant Director of Group Finance, David Gallie, speaking to the Budget and Performance Committee on 10 January 2017.

[52] The GLA's Assistant Director of Group Finance, David Gallie, speaking to the Budget and Performance Committee on 10 January 2017.

[53] GLA Group Budget Proposals and Precepts 2017-18: consultation document December 2016, Page 45.

[54] The Chief Executive of the OPDC, Victoria Hills, speaking to the Budget and Performance Committee on 5 January 2017.

[55] GLA Group Budget Proposals and Precepts 2017-18: consultation document December 2016, Page 46.

[56] Chief Executive of the LLDC, David Goldstone, speaking to the Budget and Performance Committee on 5 January 2017.

[57] Chief Executive of the LLDC, David Goldstone, in written response to the Chairman of the Budget and Performance Committee, letter dated 12 January 2017.

[58] BBC, London Stadium: Sadiq Khan orders investigation over rising costs, 1 November 2016.

[59] The Chief Executive of LLDC, David Goldstone CBE, speaking to the Budget Monitoring Sub Committee on 14 December 2016.

[60] The LLDC, The LLDC 2017-18 Draft Budget Submission, Paragraph 3.3.6

[61] The Chief Executive of LLDC, David Goldstone CBE, speaking to the Budget Monitoring Sub Committee on 14 December 2016.

[62] West Ham count cost after naming-rights deal for London Stadium collapses, Telegraph, 27 October 2016

[63] Mayor Sadiq Khan, speaking to the Budget and Performance Committee on 10 January 2017.

[64] In his response to our 2016 Pre-Budget Report, the Mayor set out his plans for investigating issues with the London Stadium. Speaking at our 10 January 2017 meeting, the Mayor stated he did not know whether a break clause existed within the lease.

[65] Mayor's Chief of Staff, David Bellamy, speaking to the Budget and Performance Committee on 10 January 2017.

[66] Mayoral press release, Mayor sets out ambitious plans to deliver 90,000 affordable homes, 29 November 2016.

[67] Mayor Sadiq Khan, speaking to the Budget and Performance Committee on 10 January 2017.

[68] The GLA's Executive Director of Resources, Martin Clarke, and the Mayor, speaking to the Budget and Performance Committee on 10 January 2017.

[69] A Greener, Cleaner London, Sadiq Khan Manifesto.

[70] Cutting Carbon in London 2015 Update, Environment Committee, November 2015.

[71] GLA Group Budget Proposals and Precepts 2017-18: consultation document December 2016, Page 15.

[72] The Mayor's Chief of Staff, David Bellamy, speaking to the Budget and Performance Committee on 10 January 2017.

Other formats and languages

If you, or someone you know, needs a copy of this report in large print or braille, or a copy of the summary and main findings in another language, then please call us on: 020 7983 4100 or email: assembly.translations@london.gov.uk.

Chinese

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Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Turkish

Bu belgenin kendi dilinize çevrilmiş bir özetini okumak isterseniz, lütfen yukarıdaki telefon numarasını arayın, veya posta ya da e-posta adresi aracılığıyla bizimle temasa geçin.

Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Hindi

यदि आपको इस दस्तावेज का सारांश अपनी भाषा में चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये गये डाक पते या ई मेल पते पर हम से संपर्क करें।

Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফো করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Urdu

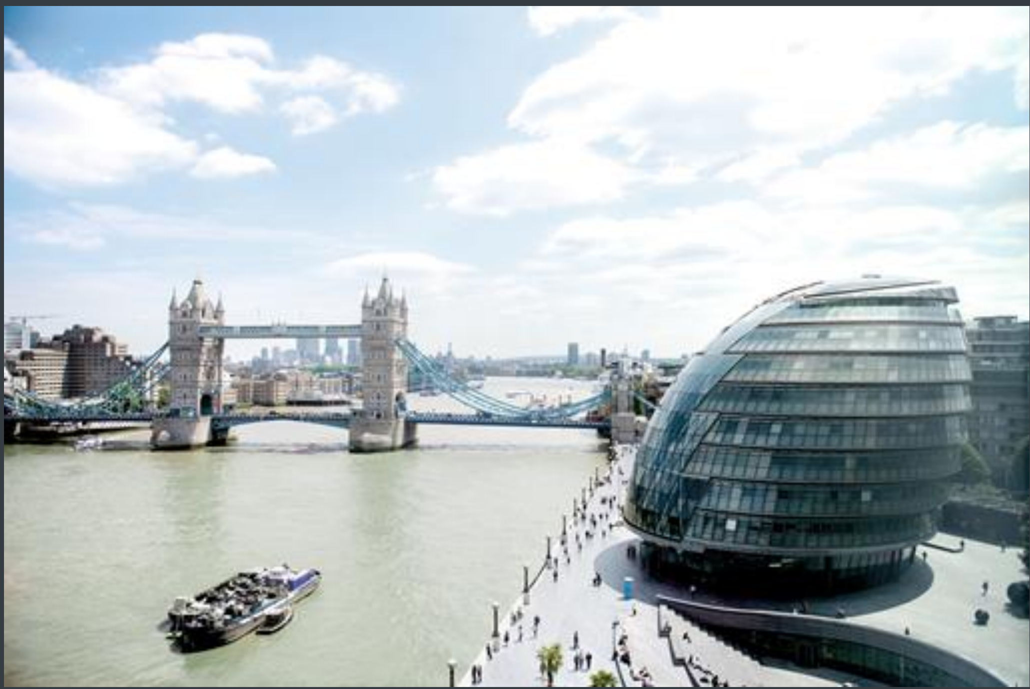
اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں
درکار ہو تو، براہ کرم نمبر پر فون کریں
یا مذکورہ بالا ڈاک کے پتے یا ای میل
پتے پر ہم سے رابطہ کریں۔

Arabic

الحصول على ملخص لهذا المستند بلغتك،
فرجاء الاتصال برقم الهاتف أو الاتصال على
العنوان البريدي العادي أو عنوان البريد
الالكتروني أعلاه.

Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જોઈતો હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઈ-મેઈલ સરનામા પર અમારો સંપર્ક કરો.



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