

APPENDIX 1

Recommendations – GLA Group Corporate Governance Review

1. That a Framework Agreement, developed with the agreement of representatives of both the Mayor's office and the boards of the functional bodies, is established to clarify the roles and responsibilities of Mayoral advisers when working with the functional bodies. The agreement and supplementary guidance should relate to principles and then to day-to-day working arrangements. Working arrangements would be based on principles of clarity and collective ownership. Relationships and contact should be between Mayoral advisers and senior officers (normally Directors, but see paragraph 66 above) in the functional bodies. The agreement and guidance should include clear escalation procedures. The Agreement should set out a precisely formulated Scheme of Delegation of Mayoral powers (see Recommendation 4) and include a clear procedure for the recording and reporting of formal statutory directions made by Section 67(1) appointees (including in respect of the functional bodies). The Agreement should make clear that, in the absence of the exercise of a formal power, such appointees do not have the power to direct staff of functional bodies, nor to give operational instructions or make operational decisions.
2. That the proposed Framework Agreement sets out the roles of the various Boards/Authorities in respect of their role in delivering or ensuring delivery of Mayoral strategies and priorities, for instance explicitly highlighting their responsibilities for delivering the Mayor's programme, and their role in advising the Mayor as appropriate, differentiating as between strategies where the Mayor has direct control and those where he/she does not.
3. That the proposed Framework Agreement includes an introduction clearly stating where the relevant protocols and rules are held; a statement of principles to govern and underpin the GLA Group's approach to corporate governance, to include reference to the need for a clear and demonstrable understanding of the value of openness and accountability within the system and evidence of steps taken to put this into practice; a proactive and positive approach to engagement with the London Assembly and the Standards regime by all parts of the Group; a proper allocation of resources within each organisation required to deal with the two points above; and a clear understanding (formalised as necessary) of the importance of Assembly Members' questions / information requests with the systems in place to deliver responses as priority matters (in order that there is no, or much less, need for the Assembly to use its statutory powers on other parts of the Group to undertake its normal functions).

Agenda item 10
Urgent item

4. That the Scheme of Delegation of Mayoral Functions be reviewed updated and widely disseminated across the Group; and that the GLA's current corporate governance framework be reviewed and updated in line with the recommendations contained in this report.
5. That a code of practice to govern the process for mayoral appointments (the 12 positions under section 67(1) of the GLA Act 1999) and the Mayor's appointments to functional body boards is developed by the GLA's Monitoring Officer, to ensure that the rules are clear to all and that the appropriate level of openness and transparency is applied; and then that an organisation chart for the Mayoral Office, detailing the responsibilities and lines of accountability (including those that relate to the functional bodies, and linked to the proposed framework agreement in recommendation 1) for each member of staff is prepared, kept up to date and regularly circulated.
6. That the arrangements for 'whistle blowing' currently in place across the GLA Group should be reviewed to identify similarities and differences of approach, system and procedure, and to analyse any statistical evidence on the use of confidential reporting.
7. That each body within the GLA Group sets out and promulgates widely details of either the role of its statutory Monitoring Officer (and the other statutory officers) or the systems in place to deal with Standards-related issues, and that TfL and the LDA are asked to work with the GLA in order to ensure that regular assurances can be given to the Mayor, Boards and Assembly Members that those systems are working effectively across those bodies.
8. That the GLA Group's network of Chief Legal Officers be tasked to develop and implement a Group-wide system that allows for the sharing of all registers between each constituent body in the Group.
9. That the GLA's Monitoring Officer prepares and issues guidance and training to GLA elected members and to staff, implements a declarations "amnesty" put in place to enable all staff to register any interests that they may have previously failed to register without consequence, and takes the necessary steps to make all GLA registers open to public inspection and published on the GLA website.
10. That the GLA Group's Freedom of Information Network widens its remit to address other GLA Group-wide information access issues, reporting as necessary to the Groups' statutory officers and that the network of Chief Legal Officers across the GLA Group work to promote enhanced and

Agenda item 10
Urgent item

common understanding of the role of the statutory officers across and within the Group's organisations.

11. Improvements to the performance management regime should be made, starting with an overall review of the operation and effectiveness of the performance management regimes within the functional bodies, particularly in terms of providing clarity on the delivery of Mayoral priorities. This review should be led by the GLA Group's Performance Improvement Network, and include:
 - The creation of a 'scorecard' for the monitoring of delivery against Mayoral priorities; this should allow for more exception reporting, and focusing on improvements where there are performance issues.
 - Leveraging expertise and possible some funding from the pan-London 'Excellence in Programme and Project Management (EPPM) initiative being directed by Capital Ambition; we currently have a GLA representative on the EPPM programme board.
12. That, with particular reference to paragraphs 22-24 above and in light of the general recommendations above, the GLA's Standards Committee reviews its terms of reference (subject to any necessary discussion with the functional bodies) and make recommendations in that regard to the Mayor and London Assembly.

Framework Agreement

Preamble

This Framework Agreement relates to the various statutory (and, where relevant, non-statutory) powers and duties given to the key 'agents' within the GLA Group – the Mayor of London, the London Assembly, the chief officers of the Greater London Authority, the Functional Bodies – setting out the respective roles and responsibilities of these 'agents' and then the ways in which those agents do and should relate to each other.

The purpose of this Agreement is to codify the terms on which such interaction within the Group takes place. This is designed to ensure and enhance clarity, cohesion and collective action in pursuit of improvements to the lives of Londoners through effective governance. It then goes on to provide summary information in relation to the respective and relative roles and responsibilities of those 'agents' that comprise the Group.

This Framework Agreement represents a voluntary undertaking on the part of the GLA Group. It has no legal force or effect and does not detract from any of the full range of statutory powers, duties and responsibilities held by those within the Group. It does, however, represent a clear commitment on the part of the signatories to undertake the requirements of this Agreement.

Principles

The Principles upon which this Agreement is based are:

- The nine established principles that underpin effective and ethical corporate governance in public service (as set out in the national model Code of Conduct for elected members):
Selflessness; Honesty and Integrity; Objectivity; Accountability; Openness; Personal Judgement; Respect for Others; Stewardship; Leadership.
- The promotion of a culture and individual behaviours that:
Demonstrate and support the nine core principles; enhance openness and transparency; strengthen coordination across the GLA Group; ensure effective and efficient service delivery to Londoners.

These principles are set out and examined in the GLA Group Corporate Governance Review Panel's report (presented to the Mayor and London Assembly on 31 July 2008). The Report recommended the establishment of a Framework Agreement between the organisations that together comprise the GLA Group.

Part A

Framework Agreement

This agreement is made between the Greater London Authority (GLA), the London Development Agency (LDA), Transport for London (TfL), Metropolitan Police Authority (MPA) and the London Fire and Emergency Planning Authority (LFEPA), collectively known as the GLA Group, and is entered into by the Group to demonstrate the way that the Mayor through the GLA and the GLA Group will interact and work towards the development and implementation of the Mayor's strategies and priorities.

It demonstrates the commitment of the GLA's elected members, the Mayoral appointees, the members of the boards of the functional bodies, and officers within the Group to behave in an open and transparent way and to be properly accountable for their actions and behaviours.

Each organisation within the GLA Group will act in accordance with their statutory duties and responsibilities and act to ensure that all decisions are taken in full compliance with both the need to act lawfully and in accordance with the codes and rules of the authorities and the requirements upon elected members, Mayoral appointees, board members and staff to demonstrate selflessness, honesty and integrity, objectivity, accountability, openness, personal judgement, respect for others, stewardship and leadership.

It is hereby agreed that:

General requirement

1. Each organisation within the GLA Group will ensure that its decision-making and decision-reporting systems are open and transparent, going beyond the basic statutory requirements where possible, in order to ensure that the requirements of democratic accountability and the public interest are met in full. As such, each organisation will have codified decision-making and decision-reporting procedures, including setting out the principles that govern those procedures.

2. Each organisation within the GLA Group will ensure that:

Codes of conduct

- (a) It has in place an effective (statutory or non-statutory as applicable) Code to set down the requirements for, and to govern the activities of, its elected members and/or board members and independent

Agenda item 10
Urgent item

members (when acting in that capacity). This Code is to be regularly reviewed by the organisation's Standards Committee or board (as appropriate). The organisation is to have clear, codified and robust systems in place to manage alleged breaches of that Code.

- (b) It has in place an effective (non-statutory) Code to set down the requirements for, and to govern the activities of, its staff. This Code is to be regularly reviewed. There will be clear, codified and robust systems in place to manage alleged breaches of that Code.

Roles and responsibilities

- (c) It has in place a statement of high-level responsibilities and objectives that are undertaken either by its elected members, by its board and by its chief officers, in order to ensure clarity in relation to the respective and relative role of each part of the GLA Group in terms of delivery of Mayoral strategies and priorities; the statement to include references to the organisation's corporate plan objectives and priorities, the precise duties of its board (where relevant) and chief officers (to include a scheme of delegation of functions granted by the executive to individual members / board members / independent members / officers) and the corporate values it seeks to promote in relation to its operations.
- (d) It sets out and promulgates widely details of either the role of its statutory Monitoring Officer and/or the other statutory officers, and/or senior officers responsible for corporate governance within the organisation and the systems in place to deal with Standards-related issues.

Complaints and correspondence

- (e) Each Functional Body will ensure that it has a clear, codified system, that is made generally available, setting down the systems in place to manage the relationship between that organisation and the GLA (noting that contact on policy issues will ordinarily take place between senior officers of the respective organisations); this codified system will include confidential reporting arrangements for the board members and chief officers of a functional body to report to the Mayor any proper concerns they may have in respect of the actions of any Section 67(1) appointee involved (for example, where it is not clear that the Mayoral adviser is acting on the Mayor's explicit authority, or where it appears that instructions are being given to the functional body in the absence of any Mayoral Direction).
- (f) The GLA Group will develop and maintain procedures to allow anyone to make complaints in relation to probity and conduct

Agenda item 10
Urgent item

issues, which will then be managed through a proper process (which could protect the identity of the complainant where necessary and appropriate); the process for dealing with the complaint will include independent review and the provision of feedback arising from that review both to all relevant parts of the GLA Group (including the Mayor as necessary) and to the directly relevant senior officers within the particular organisation, for further action to be taken as necessary.

- (g) It has in place an effective and clear process for the handling of correspondence from the public, press and elected politicians; and that this process is codified.

Registration and declaration of interests, gifts and hospitality

- (h) It has a regime in place in relation to the registration and declaration of interests and gifts and hospitality by elected members, board members, independent members, officers appointed by the Mayor and all other officers. The register of interests will include interests that are direct or indirect, and pecuniary and non-pecuniary and will include details of other positions held across the GLA Group. These registers will be available to the public via the organisations' websites, allow for the sharing of all registers of interests between each constituent body in the Group, and will be kept up to date.

The London Assembly

- (i) It has a demonstrably proactive and positive approach to engagement with the London Assembly, including a proper allocation of resources within each organisation required to deal with queries from the London Assembly and its Members with codified systems, made generally available, in place to deliver responses as priority matters (in order that there is no, or much less, need for the Assembly to use its statutory powers on other parts of the Group to undertake its normal functions).

Consistency across the Group

- (j) These codes, documents and procedures are to be developed, maintained and revised in liaison with the GLA's Monitoring Officer in order to ensure consistency across the Group in respect of the principles that underpin the policies and processes.
- (k) Each organisation within the GLA Group will ensure that: it has specific senior post(s) within its staff establishment with responsibility for ensuring continual compliance with the

Agenda item 10
Urgent item

requirements of this agreement, who will, as part of fulfilling this responsibility, meet regularly with the other relevant officers from across the Group to ensure Group-wide compliance and consistency; and that all documentation falling within the terms of this Agreement (as set out above) is held together centrally (by being made available on that organisations website), under the responsibility of specified senior officers, whose responsibility it shall be to maintain and regularly review all such documentation, and to ensure that is easily accessible to elected members, board members, independent members and all officers.

- (l) The GLA Group will ensure that all systems and documentation falling within the terms of this Agreement (as set out above) is used as a integral part of the induction process for its elected members, board members, independent members and officers, and that regular training on these areas is provided over time.

4. The Greater London Authority will ensure that:

- (m) A code of practice to govern the process for mayoral appointments (the 12 positions under section 67(1) of the GLA Act 1999) and the Mayor's appointments to functional body boards is codified and made generally available; and then that information in relation to Mayoral appointees in respect of their lines of accountability (including those that relate to the functional bodies) for each such member of staff is prepared, kept up to date and regularly circulated.
- (n) The particular roles and responsibilities of each officer appointed by the Mayor, including setting down objectives and any areas where they are constrained in law or by particular circumstances from taking action, are codified and made generally available as soon as is practicable following the appointment.
- (o) The detailed terms of any appointment by the Mayor of any elected GLA member, including setting down specific objectives and any areas where they are constrained in law or by particular circumstances from taking action, are codified and made generally available as soon as is practicable following the appointment.
- (p) The detailed terms of any appointment by the Mayor and London Assembly of the GLA's statutory officers, including setting down any specific objectives and general responsibilities, are codified and made generally available.
- (q) The Scheme of Delegation of Mayoral Functions is regularly reviewed, updated (as necessary) and widely disseminated across the Group; and that it makes clear that GLA officers, who may give advice to the Mayor and others, cannot formally act on behalf of the

Agenda item 10
Urgent item

Mayor (including by seeking to instruct officers in the Functional Bodies) unless it is on the explicit and demonstrable basis that they are acting on behalf of the Mayor (namely that there is a related Direction or a specified delegation of authority).

- (r) That a system to record and make generally available any formal decisions made by Section 67(1) appointees in respect of the functional bodies is established.
- (s) The detail of each decision taken by the Mayor through the Authority's decision-making process is made generally available immediately following the Mayor's formal authorisation, except in cases where exemption is required.
- (t) The detail of each decision taken by the Mayor to provide a statutory Direction or guidance to the relevant Functional Bodies and/or other relevant agencies is, once issued, made generally available.

The GLA's Standards Committee

5. That the GLA's Standards Committee will review the implementation and operation of this Agreement over time.

Signatories of each of the bodies and GLA:

Part B

The responsibilities of the Mayor

1. The Mayor's executive powers mainly derive from legislation passed nationally¹ and are exercised through the following principal mechanisms:
 - Developing pan-London strategies and implementing them
 - Directing the work of – and making appointments to – public bodies
 - Taking financial decisions
 - Acting for the good of London.

These are set out in more detail below.

2. One of the key roles of the GLA is to ensure that, through the Group as a whole, the Mayor's vision and priorities for London are delivered, as effectively and efficiently as possible and that the best use is made of the scarce resources available to the Group. The authority adds value by bringing together expertise and specialist skills and using its influence and powers to get things done.
3. Since the creation of the GLA in 2000, a range of mechanisms have been put in place to facilitate collaborative working across the GLA Group reflecting the different statutory relationship between the Mayor and each functional body and their status as separate legal entities. The objective of this approach has been to ensure that acting together as citywide public bodies, the GLA Group is far greater than the sum of its parts.
4. Policy leadership and direction of the Group is set by statutory and other mayoral strategies and policies. For the group to provide effective regional government for the capital it is necessary to focus the organisations within the group more effectively, as a whole, on service delivery and strategy implementation, through greater collaboration and integration. This will ensure that the Group as a whole: shares the Mayor's vision of London and engages effectively in turning that vision into reality; communicates more effectively with staff across the Group and service providers; make

¹ The key piece of legislation is the GLA Act 1999 which set up the GLA group bodies in their current form. Other relevant pieces of legislation include the Local Government Act 2003 (providing the GLA with additional borrowing powers), the London Olympic Games and Paralympics Games Act 2006 (enabling the infrastructure to be developed for the 2012 Olympics in London) and the GLA Act 2007 (providing the Mayor with some additional powers, particularly in the area of affordable housing). Some of the Mayor's powers derive from letters of assurance or other forms of agreement between the different tiers of government in London; examples include administration of European funds and appointment to the boards of leading cultural bodies.

Agenda item 10
Urgent item

best use of available resources; and remains fit for purpose and capable of responding to a rapidly changing environment.

5. The Mayor expects the GLA Group to play a major role in implementing his vision for London and in carrying out his statutory responsibilities. The GLA and its officers will play a major role in helping to embed collaborative work in every area of the GLA Group's work and ensuring the group effectively serves London.

6. Mayoral Directions and Delegations to the functional bodies (where provided for by the Greater London Authority Act 1999, as amended) have an instrumental part to play in facilitating collaborative working and delivering effective regional government. This Scheme of Delegation provides officers with the necessary authority to discharge any functions of the Mayor as deemed appropriate to facilitate the effective implementation of collaborative working across the GLA group. It also provides functional bodies with the necessary authority to take group lead on the discharge of functions delegated to it by the Mayor under the Act.

Developing pan-London strategies and implementing them

7. Under the GLA Acts 1999 and 2007, the Mayor develops and implements 12 strategies:
 - Spatial Development Strategy (known as 'the London Plan')
 - Transport Strategy
 - Economic Development Strategy
 - Housing Strategy
 - Six distinct environmental strategies:
 - Climate Change Mitigation and Energy Strategy
 - Adaptation to Climate Change Strategy
 - Biodiversity Strategy
 - Municipal Waste Management Strategy
 - Air Quality Strategy
 - Ambient Noise Strategy
 - Culture Strategy
 - Health Inequalities Strategy.

8. There is one other strategy which involves the Mayor and which has been established on a statutory basis – the London Skills and Employment

Agenda item 10
Urgent item

Strategy. The Further Education and Training Act 2007 provides that the Learning and Skills Council (LSC) for London must as, a general rule, carry out its functions in accordance with the London Skills and Employment Strategy. As the Mayor chairs the London Skills and Employment Board – which oversees the London Skills and Employment Strategy – this gives the Mayor a role in directing the activities of the London LSC.

9. Using the general power, the Mayor can also issue other strategies that are not explicitly referred to in legislation.
10. Implementation powers vary according to the strategy. It should be noted that, for each strategy, the general power and the power of direction is also available.

Planning

11. The Mayor is responsible for the London Plan, which deals with planning matters of strategic importance to London, including priorities areas such as greater provision of affordable housing. London boroughs must ensure that their local development plans are in general conformity with the London Plan and the Mayor may direct changes to their plans to enforce this duty.
12. The Mayor has powers to direct boroughs to refuse major applications that they have approved, and also may determine a limited number of strategically important planning applications.

Transport

13. The transport duty in the GLA Act sets four standards that must be promoted and encouraged: safe, integrated, efficient and economic transport for London. The Transport Strategy sets out the Mayor's plans for fulfilling the transport duty. TfL implements the Transport Strategy on behalf of the Mayor and, as noted above, runs or manages a wide range of transport services for London.
14. Each London Borough is required to produce a Local Implementation Plan (LIP) setting out its proposals for putting the Transport Strategy into effect in its area. LIPs must include timetables for implementation. The Mayor has issued guidance to Councils on preparing LIPs and has wide powers to ensure that LIPs comply with his Transport Strategy. TfL funds London Boroughs' transport improvements through the annual budget process.

Housing

15. The Mayor sets the strategic framework for housing in London and the outcomes – particularly in terms of affordable housing - to be achieved by

Agenda item 10
Urgent item

national government's regional housing fund for London. This fund consists of over £1 billion annually. The Mayor does not set a line-by-line allocation of the budget but works with national government to agree how the funds should be targeted. Additionally, London Boroughs must ensure that their housing strategies are in general conformity with the Mayor's Housing Strategy and therefore also with the London Plan.

Environmental

16. Promoting the improvement of the environment is a principal purpose of the GLA, and the Mayor is responsible for half a dozen strategies to achieve this purpose. The Mayor must also prepare and keep under review an annual state of the environment report.

Culture

17. The Mayor plays a major role in the cultural life of London, including sponsoring and organising key festivals and events. He has responsibility for the internationally renowned open spaces in Trafalgar and Parliament Squares (the local London Borough – Westminster – retains planning responsibilities for the Squares). The Mayor is also responsible for encouraging tourism and sport and, as such, has been a key behind London's successful bid for the 2012 Olympic and Paralympic Games.
18. The Mayor appoints the Cultural Strategy Group for London, which advises him on his Cultural Strategy. The Strategy covers library services, important sites and monuments, the arts and broadcasting, film and other media. The Mayor has also gained responsibility for the funding (alongside the Corporation of London) of the Museum of London.

Health

19. The Mayor has strategic duties in relation to public health in London, and must take the health of Londoners into account and promote improvements in their health in exercising powers and functions. In addition, the Mayor must promote a reduction in health inequalities in London, and work with the Health Adviser and Strategic Health Authority in London and other key organisations in preparing a health inequalities strategy.

Directing the work of – and making appointments to – public bodies

Power of direction

20. The Mayor has a power of direction over three (TfL, the LDA and LFEPA) of the GLA group bodies. This ensures conformity with the Mayor's policy agenda and cements the Mayor's positions as the GLA group's executive. The power is rarely used – it exists to reinforce the Mayor's role as the head of London government – and would only be called upon as a last

Agenda item 10
Urgent item

resort. In those instances this power is used, it is to confirm and formalise a decision being taken (i.e. an item of expenditure a GLA group body has been asked to make) rather than being confrontational.

Making appointments

21. The Mayor appoints the entire board of TfL and can opt either to be the chair or appoint an individual of his choice as chair. The board appoints London's Transport Commissioner – TfL's chief officer.
22. The Mayor appoints the entire board of the LDA. He must ensure that there are at least four London politicians on the board. In addition, at least half of the board (including the chair) must have experience of running a business.
23. The Mayor can opt either to be the chair of the MPA or appoint an individual of his choice as chair from among the existing membership. Half of the MPA's board is appointed by the Mayor from among the membership of the London Assembly (and in proportion to its political balance). The other half comprises independent members and is appointed through a process overseen by national government.
24. The appointment of the Commissioner of the MPS is a Royal Appointment on the recommendation of national government. However, national government must have regard to the representations of the Mayor before recommending the appointment of the Metropolitan Police Commissioner.
25. The Mayor appoints the chair of LFEPA from its existing membership. Two of LFEPA's board are appointed directly by the Mayor, seven are Assembly Members appointed by the Mayor (and in proportion to its political balance) and six are London Borough members appointed by the Mayor (again in proportion to the political balance of the London Boroughs).
26. The Mayor also has other powers of appointment to boards which give him influence over other pan-London public bodies:
 - London Skills and Employment Board
 - Museum of London
 - Arts Council England in London
 - London Regional Sports Board
 - Museums, Libraries and Archives London.

Taking financial decisions

27. The Mayor has three principal means – each of which is a crucial element of London government – by which he can influence change through taking financial decisions:
- Setting the annual budget of the GLA group which involves outlining the priorities for each of the five bodies in the group
 - Using the prudential borrowing system introduced by the Local Government Act 2003 to finance major infrastructure schemes
 - Determining (on an annual basis) passenger fares for London's transport system.

Acting for the good of London

28. Section 30 of the GLA Act 1999 gives the Mayor the general power to do anything which will further any one or more of the GLA's principal purposes, which are to promote in London:
- Economic development and wealth creation
 - Social development
 - The improvement of the environment.
29. Many of the GLA's initiatives relate to more than one of these principal purposes. For example, work in relation to childcare and child poverty falls within both economic and social development objectives. Similarly, the Climate Change Action Plan both promotes the improvement of the environment and delivers economic development and wealth creation.
30. The general power can also be delegated to two (TfL and LDA) of the four other bodies in the GLA group. This can be useful in that it gives TfL and LDA explicit powers to act in the interests of London that they would not otherwise have. One example of this delegation being used is in relation to preparations for the 2012 Olympics.
31. The general power is very important as it supports the Mayor's strategic role by enabling him to carry out a wide range of activities for the benefit of Londoners as a whole.

Part C

The responsibilities of the GLA officers appointed by the Mayor

1. The Mayor has the power, under section 67(1) of the GLA Act 1999, directly to appoint two political advisors and 10 policy advisors. These post holders are to undertake any duties that the Mayor properly confers upon those positions. The Mayor (alone) is responsible for agreeing the terms and conditions of those positions and for authorising any disciplinary action as required. The 2 political advisors cannot line manage GLA staff; the 10 policy advisors can (although they cannot take disciplinary action in relation to 'ordinary' GLA staff).
2. The Mayor has power to delegate any or all of this functions to whomsoever he chooses, in line with section 38 of the 1999 GLA Act. He has also has powers to give statutory Direction to the LDA, TfL and LFEPA in relation to general and specific matters of policy and administration.
3. It is perfectly proper for the Section 67(1) appointees to give advice to the functional bodies on the range of the Mayor's policy and service delivery objectives and targets. This should be on the explicit and demonstrable understanding that they are acting on behalf of the Mayor. Activity by the Section 67(1) appointees in relation to operational matters within the functional bodies is only to occur when it is preceded by the exercise by the Mayor of his power of Direction or a specified delegation of authority. A formal delegation of authority to one of these officers empowers them to act independently of the Mayor within the bounds of that delegation.
4. These 12 positions are subject to the full provisions of the GLA's Code of Ethics and Standards for GLA staff; they are also now required to make the level of registration and declaration of interests as if they were elected GLA members.

Part D

Functional Bodies

Transport for London

1. The Greater London Authority Act 1999 and other legislation sets out TfL's principal duties and powers. TfL must exercise its functions: (a) to secure and facilitate the implementation of the Mayor's Transport Strategy; (b) in accordance with guidance, directions or delegations under the Act issued to TfL by the Mayor; and (c) to facilitate the provision of safe, efficient, integrated and economic transport facilities and services to, from and within Greater London.

Metropolitan Police Authority

2. The Metropolitan Police Authority (MPA) exists to make sure that London's police are accountable for the services they provide to people in the capital. It is an independent statutory body, established under The Greater London Authority Act 1999. Members of the Authority scrutinise and support the work of the Metropolitan Police Service (MPS).

London Fire and Emergency Planning Authority

3. The London Fire and Emergency Planning Authority considers and makes decisions on key London Fire Brigade matters such as strategy, policy and the Brigade's budget. Five specialist executive committees meet to consider and make decisions on specific areas of responsibility and to report to the Authority where appropriate.

London Development Agency

4. The LDA is London's business-led economic development agency, working with the Mayor to deliver the economic aspects of a programme for renewal. The LDA are also in charge of delivering the investment objectives of the Mayor's Economic Strategy.

Part E

Accountability arrangements

The London Assembly

1. The Assembly's role is to keep under review the exercise of the Mayor's statutory powers. The powers of the Assembly include powers to summons officials and information from across the GLA Group and also to investigate and prepare reports about:
 - The actions and decisions of the Mayor, any member of staff of the GLA, Board Members and senior officials from across the GLA Group;
 - Matters relating to the GLA's principal purposes or the exercise of the Mayor's statutory powers; and
 - Any other matters the Assembly considers to be of importance to London.
2. The Mayor is required to issue a report on his activities to the Assembly ten times a year. The report must include the notification of decisions that the Mayor considers to be of significance and the reasons for taking decisions. The Assembly gets a chance to question the Mayor at a public meeting held soon after he has issues his report.
3. Annual reports must be issued by both the Mayor and the Assembly on the exercise of their functions as soon as reasonably practicable after the end of each financial year. The Mayor must also issue an annual equalities report.
4. At least seven days after the publication of the Mayor's annual report, a State of London Debate must be held by the Mayor. The Mayor may determine the form and procedure of the State of London Debate, after consultation with the Assembly, but must ensure that there is an opportunity for members of the public to speak.
5. The Mayor and Assembly are also required twice each year to hold a meeting so that they can be questioned by members of the public. The venue and arrangements for this meeting are decided by the Mayor, and the meeting is known as 'People's Question Time'.
6. The Assembly also has a power to hold non-binding confirmation hearings for key appointments – principally the chair and deputy chairs of the GLA group bodies – that the Mayor proposes to make.

The Standards Committee and Ethical Framework regime

7. As the Authority's statutory Standards Committee under s 53 of the Local Government Act 2000 ("2000" Act"), the GLA's Standards Committee – as with the Standards Committees of LFEPA and the MPA – is empowered to discharge the following general functions:
- Promoting and maintaining high standards of conduct by the Mayor, Assembly members, and co-opted members of the Assembly's committees and sub-committees (including advisory ones), and assisting them to observe the Authority's code of conduct, adopted under s 51 of the 2000 Act;
 - Promoting and maintaining high standards of conduct by members of GLA staff
 - Advising the Mayor and Assembly on the adoption or revision of a code of conduct under s 51 of the 2000 Act
 - Advising the Mayor and Assembly on the adoption or revision of protocols and/or guidance for all staff (including mayoral advisors)
 - Monitoring the operation of the above codes of conduct and guidance
 - Advising, training or arranging to train, any person covered by the codes and guidance
 - Undertaking any other action that improves, promotes, safeguards or facilitates the highest standards of probity and ethical conduct by the Authority, its Mayor, Assembly members and staff, and those with whom it has, or who seek with it, a contractual, financial or other relationship
 - In accordance with such procedures as are approved from time to time, to investigate complaints which allege breaches of the Authority's non-statutory codes of conduct, impose sanctions, against the Mayor, Assembly Members, and co-opted members of Assembly committees and sub-committees (including advisory ones)
 - To monitor the registers of the Mayor and Assembly Members' interests as required by the statutory code of conduct, and to monitor the interests of any members of staff who, in accordance with any requirements upon them, are required to declare such interests to the GLA
 - To agree a code of conduct to ensure that, when exercising their statutory planning functions, the Mayor, Deputy and officers of the Authority have regard solely to planning considerations, act fairly and maintaining high standards of conduct

Agenda item 10
Urgent item

- To prepare and recommend a code of conduct for the Authority in regard to dealings with all lobbyists and to monitor compliance
- To advise the Authority on good governance standards for public service, and on relevant performance indicators relating to corporate governance systems and processes

Part F

Protocols and documents required by the Framework Agreement:

GLA

1. Code of practice for Mayoral appointments made under Section 67(1) of the GLA Act 1999 and to the boards of the relevant statutory bodies
2. The detailed terms of any appointment by the Mayor of any officer or elected GLA member, including: roles, responsibilities and objectives; notice of any areas where they are constrained in law or by particular circumstances from taking action; lines of accountability for each member of GLA staff and, if relevant, the functional bodies.
3. The detailed terms of any appointment by the Mayor and London Assembly of any of the GLA's statutory officers, including roles, responsibilities and objectives.
4. The Mayor's Scheme of Delegation of Functions.
5. The system for immediate publication of decisions taken by the Mayor via the formal Mayoral Decision process; the record of each decision taken by the Mayor to provide statutory direction to the relevant Functional Bodies and/or other relevant agencies; the record of formal decisions made by Section 67(1) appointees in respect of the functional bodies.

GLA Group

6. Codes of conduct for elected/board members and staff.
7. Codified systems to manage alleged breaches of the codes of conduct and complaints.
8. A codified set of responsibilities and objectives that are undertaken either by its elected members, by its board and by its chief officers, to include the role of the organisation in respect of their role in delivering or ensuring delivery of Mayoral strategies and priorities.
9. Details of either the role of its statutory Monitoring Officer and/or the other statutory officers, and/or senior officers responsible for corporate governance within the organisation and the systems in place to deal with Standards-related issues (including 'whistleblowing' complaints).

Functional Bodies

10. A protocol setting down how each organisation will fulfil the requirement to have a demonstrably proactive and positive approach to engagement with the London Assembly.
11. A protocol to manage the relationship between that organisation and the GLA (noting that contact on policy issues will ordinarily take place between senior officers of the respective organisations), to include

Agenda item 10
Urgent item

confidential reporting arrangements for the board members and chief officers of a functional body to report to the Mayor in relations to actions taken by GLA officers.