The Monument stands at the junction of Monument Street and Fish Street Hill in the City of London. It was built between 1671 and 1677 to commemorate the Great Fire of London and to celebrate the rebuilding of the City. It is owned by the Corporation of London and was reopened in 2009 following refurbishment.
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Appendices 1, 2 and 3 in separate documents
The Mayor’s Guiding Statement

“I want to bring out the very best in London - helping its companies to grow, its communities to thrive, and its people to prosper. I want to deliver those changes that Londoners, and visitors to the city, tell us they want to see: a cleaner city with safer streets, better transport, and good quality affordable housing. Through this we will create a more civilised society where the creativity, vibrancy, innovation and entrepreneurial talents of Londoners can be developed and nourished - truly making this the best city in the world.”

Boris Johnson
Mayor of London
I am hugely excited about the future of this authority and what it can do for London. In my manifesto I set out the sort of London I want to see: a safe yet bustling city, accessible to all. In this plan I set out the specifics of what Londoners can expect to get for their money from the authority in 2009/10 and beyond.

In a recession, one of my key priorities is to deliver taxpayer value by making sure that the GLA is the right size for its job. This translates directly to more money in Londoners’ pockets, since the council tax precept will not be raised this year. I am determined to deliver more for less. This means a smaller organisation with a simpler, more transparent structure, which will be fully in place by the end of 2009.

The safety and protection of children is the supreme duty of any government and I have been shocked and saddened by the ongoing violence and senseless deaths of young people. Yet with the right support, we can improve the lives of children and young people across the capital, helping them grow into proud, productive members of this city.

Access to good quality, affordable housing in pleasant surroundings is key to addressing disadvantage but I also want to ensure that the houses we build and their surroundings are valued by people in the future. This is why we will provide more trees, better parks and open spaces, more allotments and green roofs. In addition, we will lead the global push to reduce dependency on fossil fuels as well as leading in green technology and transport.

London’s public transport will gradually emit less carbon and use less fuel, and be much more comfortable, with new, air-conditioned tube trains. My particular passion is for the bike hire scheme, which incidentally will cover all parts of the city, not just central London.

Access to good quality, affordable housing in pleasant surroundings is key to addressing disadvantage but I also want to ensure that the houses we build and their surroundings are valued by people in the future. This is why we will provide more trees, better parks and open spaces, more allotments and green roofs. In addition, we will lead the global push to reduce dependency on fossil fuels as well as leading in green technology and transport.

Delivering a better future for London is a noble and fearsome task but with the support of a newly streamlined organisation, working ever closer with London boroughs, private, public and third sector organisations, and with closer working with the rest of the GLA group, we will be up to the task of making London the leading global city.

Boris Johnson
Mayor of London

Delivering the Mayor’s Priorities
Managing the Organisation
Priorities of the London Assembly and Secretariat
Mayoral Team
Executive Team
Cooperate, facilitate, coordinate.

As a strategic authority, the GLA’s role is to design a better future for London. To do this, we need to build successful networks, alliances and partnerships with everyone who can help us create the London the Mayor wants to see. In order to do this, we need to promote a better understanding of how the GLA group, local and central government can work together better, and what benefits a joint approach will bring to London.

Building the trust to develop and nurture these partnerships and alliances is at the core of our work. All staff therefore need to embrace this approach as a core part of their everyday work. We have drafted a staff charter, which sets out the values that are crucial: leadership and accountability, collaboration, fairness and integrity. This will provide a standard for Londoners and the Assembly in holding the paid service to account in the discharge of our duties.

The authority’s three main areas of responsibility are: economic development and wealth creation, social development and environmental improvement. These are underpinned by six statutory crosscutting themes: equality of opportunity, sustainable development, health, health inequalities, climate change (covering both adaptation and mitigation) and community safety, as set out in the GLA Acts 1999 and 2007.

This plan sets out the high level objectives and activities set by the Mayor. All of the strategies, plans and projects will be delivered in conjunction with our colleagues in the GLA group and in other partner organisations. The plan focuses on activities planned for 2009/10 and beyond, and provides a context for the Mayor’s annual budget, which is the financial expression of the Mayor’s policy objectives.

Good scrutiny makes for good policy and the constitutional design of the authority recognises this. This plan also sets out the objectives and work programme of the London Assembly, which represents the views of Londoners, contributes to the governance of the authority and holds the Mayor to account.

Leo Boland
Chief Executive

1 GLA Act 1999
The Mayor holds the executive powers of the GLA. He defines the policies and programme of work for most of the GLA’s staff and is responsible for the preparation of the budget for both parts of the GLA and for the component and consolidated budgets for the GLA group. All GLA policy, strategy, project and programme development is evidence based, ensuring the authority delivers value for money for Londoners.

This plan sets out the Mayor’s vision for London from 2009 to 2012, with a particular focus on 2009/10. It balances the Mayor’s manifesto commitments with his statutory responsibilities and priorities arising from national and international events, such as the global financial downturn.

The diagram below outlines the high-level outcomes Londoners can expect to see over the coming years, and a full table showing the work, which will support the delivery of these outcomes, can be found in appendix 1.

The outcomes have been grouped into four key themes, underpinned by a generic theme of managing the organisation, which covers areas such as value for money, efficiency, organisational development and performance management. The 6 statutory crosscutting themes span the breadth of the authority’s work.
Delivering the Mayor’s Priorities

The GLA is a small, strategic authority that is dependent upon a wide range of external organisations to achieve the Mayor’s long-term vision for London. The strategic nature of the GLA means that many of the things it aims to achieve are long-term outcomes that rely upon successful partnership working.

The main delivery bodies for the Mayor’s priorities are the other members of the GLA group, which comprises the London Development Agency (LDA), Transport for London (TfL), the Metropolitan Police Authority (MPA) and the London Fire and Emergency Planning Authority (LFEPA).

The London boroughs play a key part in delivering the Mayor’s priorities for London, and it is through partnership working and initiatives such as the City Charter that London’s public bodies can deliver improved outcomes for Londoners.

A number of commissions and partnerships have been established, which also contribute to the delivery of the Mayor’s priorities; a full list of these can be found in appendix 2, with the Mayor’s appointments to some of these bodies detailed in appendix 3.

Set out below are some highlights from the wide range of activities supporting the delivery of the Mayor’s priorities in 2009/10 and beyond. More details on the delivery of the strategies, plans and projects and the responsible directors and Mayoral advisers for these can be found in appendix 1.

Under the GLA Act 1999, the London Assembly, in fulfilling its scrutiny function, can ask the Mayor to report on a number of performance measures in his annual report. In March 2009 the Assembly proposed a number of long-term indicators to assess progress against the delivery of the Mayor’s statutory responsibilities and key manifesto commitments. These can be found in appendix 1 under the relevant themes.

Sustained improvements in quality of life

Quality of life is a concept relating to the degree of wellbeing experienced by an individual or group of people both now and in the future. It covers a number of key policy areas including crime, health, sport and culture.

Safety and personal wellbeing

Ensuring the overall wellbeing of Londoners means securing a reduction in crime and fear of crime, promoting physical
and mental health and tackling health inequalities. There are a number of different programmes and projects dedicated to delivering these outcomes for Londoners, including:

- The Time for Action Programme - improving opportunities for young Londoners and reducing youth crime.

- The Violence against Women strategy - addressing the various aspects of violence perpetrated against women, including sexual and domestic violence.

- The Payback London scheme - helping young people who have had their free travel rescinded to earn the privilege back through voluntary community work.

- The Mayor’s Health Inequalities Strategy - a comprehensive plan to reduce the gaps in health outcomes between individuals, groups and places across the city.

**Sustainable lifestyles**

Sustainable development is about delivering a better quality of life for everyone now and in the future. It is a key part of the Mayor’s remit and he has a statutory responsibility to ensure that sustainable development is addressed in the various strands of the authority’s work. In the current year there are several pieces of work that will deliver sustainable development outcomes, including:

- Delivery of the London Leaders programme - throughout 2009 the GLA will deliver the second round of London Leaders in conjunction with the London Sustainable Development Commission (LSDC), developing and supporting action plans and commitments with 16 high-profile leaders who not only exemplify sustainable development but also, where appropriate, help deliver GLA group priorities.

- The food strategy and programme which aim to increase London’s food security and resilience, provide cooking skills and training to embed sustainability in public sector food provision, celebrate and increase the quality and diversity of food events in London, and increase the amount of local/regional and sustainable food supplied into London.

- The Mayor is also supporting the Capital Growth project, which will transform 2,012 plots of land into food
growing spaces by 2012, boosting the amount of food grown locally, improving access to nutritious food in urban areas and helping to increase flood protection.

- The London Legacy Plan for Sport - A Sporting Future for London - delivering a grass-roots sporting legacy for Londoners from the 2012 Olympic and Paralympic Games by securing a sustained increase in participation in sport and physical activity amongst Londoners.

**A stimulating, creative, cultural London**

London is a world-class city of culture and creativity. Our galleries, museums, theatres, artists, architects and designers are renowned across the globe. Over 15 million overseas tourists come to London each year and seven out of ten visitors say that the cultural offer influences their decision to visit.

The Mayor has a statutory responsibility to publish a Culture Strategy. This will set out his vision and priorities for culture and creative industries in London and enable the capital to maintain its position as a world centre of excellence.

Current priorities include:

- Using the 2012 Olympic and Paralympic Games to highlight the breadth, scope and imagination of the city’s culture, including the establishment of the 2012 City Planning Group for Culture and the delivery of the Legacy Trust Programme - the Big Dance.

- Commissioning a series of events in Trafalgar Square, as well as cultural campaigns and festivals working with the London boroughs, including the Story of London, Children’s Art Day, London Mela, New Year’s Eve Fireworks, London Film Day, Liberty and Mayor’s Thames Festival.

- Championing the role of culture in the public realm, supporting Light London and showcasing the best of contemporary visual culture through the Fourth Plinth Contemporary Art Commission.

- Championing and celebrating the capital’s creative industries, including London
Improving housing and the living environment
The Spatial Development Strategy - the London Plan - is the overarching strategy relating to all aspects of the GLA’s work and spans policy areas as diverse as planning, housing, transport and climate change. The GLA is responsible for a number of strategies and projects relating to housing and the environment that are consistent with the policies set out in the London Plan.

Planning for a better living environment
The Mayor wants to see exciting new architecture and design, balanced with respect for the existing character of London’s diverse places and its world-class heritage. The London Plan is the GLA’s main strategy document, which provides a framework for the development of the capital over the next twenty years. The Mayor will be undertaking a full revision of the plan, with a target date for formal publication of late 2011. In tandem with the revisions to the London Plan, there are a number of other projects designed to improve London’s built environment, including:

- A Housing Design Guide - setting out the requirements the Mayor will expect for all new publicly funded homes: harmonising standards to provide consistency, prioritising what matters most for London and setting new minimum standards in a number of key policy areas, in particular space standards
- Revision of the London View Management Framework - to provide strengthened and improved protection for strategic views of key London landmarks.

Improved housing availability and quality
The Mayor will help raise aspirations and promote opportunity by providing high-quality and sustainable housing solutions for all Londoners. This will be achieved by improving homes, transforming neighbourhoods, delivering more affordable housing and ensuring those in the rental market get value for money.

- The Mayor will be publishing his London Housing Strategy in 2009/10 which will include measures to deliver 50,000 more affordable homes over the next two to three years, to end rough sleeping in the capital by 2010 and to halve severe overcrowding in social rented housing by 2016.
• In August a new website, the London Rents Map, will go live. It will allow people wishing to move into privately rented accommodation to access information about the average prices for various types of properties at postcode, district and borough level.

• The GLA will continue to work with London Futures and London Councils on a joint programme to deliver energy efficiency measures across London’s homes. This London-wide scheme will deliver retrofit measures to 1.8 million homes by 2015 with savings of 1.3 to 2.1 million tonnes of CO2 per annum once complete.

A cleaner, greener, more sustainable London
As well as having a statutory duty to consider climate change adaptation and mitigation, and producing two strategies outlining his approach to the issue, the Mayor also has a keen interest in improving the quality of life for Londoners, reducing greenhouse gas emissions and adapting London for the impact of irreversible climate change.

The GLA group will devise and implement large-scale programmes, starting with our own areas of activity, and extending participation and co-funding of these programmes wherever possible. We will use our procurement power to lead by example, encouraging others to do likewise. Beyond procurement, we will help organisations to access funding programmes and we will lobby for the revision of regulations, which are blocking our ability to speed up action in London.

• The first year of the Mayor’s 10,000 trees project saw nearly 1,500 new trees planted across London. The project continues into 2009/10 with a target of an additional 3,500 planted this year.

• There are two key recycling initiatives supported by the Mayor, Recycle for London and Recyclebank. The former is a campaign ensuring a consistent message on reduction, reuse and recycling across London, while the latter aims to increase recycling rates by rewarding individuals for positive environmental behaviour.
• The Buildings Energy Efficiency Programme, led by the LDA with GLA policy support, will deliver energy efficiency measures to the GLA group building stock.

The model used will be promoted to other public and commercial properties. By proving on our own buildings that measures to reduce emissions work and by being able to quantify their impact, we create a ripple effect to influence others to follow our example, and create new markets.

Building economy and opportunity for all

Sustained economic growth and competitiveness

London is a leading player on the world’s economic stage, but the challenging economic times need additional focus to ensure Londoners and businesses are adequately supported for recovery. The Mayor is committed to ensuring the GLA group does all it can to support the London economy and help rebuild confidence, while continuing to address longer term issues.

• The Mayor’s Economic Recovery Action plan sets out the actions the GLA group is taking to support London’s economy both in the short and longer term, and regular updates are published on the GLA’s website.

• The Mayor is currently revising his Economic Development Strategy for Greater London, which will set out the course for London’s economic development over the next twenty years.

• The Mayor has recently established the Promote London Council, a new advisory group that will take a strategic approach to marketing the capital overseas. It will work with the existing four promotional agencies - Visit, Film, Study and Think London – along with business representatives and marketing experts to:
  • develop a stronger brand identity for London in the run up to 2012, our biggest ever marketing opportunity;
be clear on what we are promoting, who to, and why; and

ensure excellent coordination of different marketing initiatives, including the updated Tourism Action Plan being published this summer.

**Reduced deprivation and exclusion**

London has made significant progress in building a cohesive, equal and diverse society, but there are further improvements to be made. Poverty and deprivation still affect many, with particularly profound effects on children and young people.

- The Mayor’s Equality Framework, Equal Life Chances for All, will be published in Summer 2009, and will set out the path to a more cohesive, accessible and inclusive London for all.

- We will continue to address child poverty and the need to improve young Londoners’ life chances by analysing all the strands of children and young people’s programmes and projects across the GLA group to identify gaps; working with the LDA to deliver a programme of new academies; and programmes to improve access to affordable childcare. The Mayor will continue to support the work of the London Child Poverty Commission.

- As well as promoting London’s economic success, the Mayor’s Economic Development Strategy will seek to ensure all Londoners are given the opportunity to take part in this success.

- The Mayor’s Fund will help develop a network of services for children, young people and families affected by poverty.

- The Mayor’s Economic Recovery Action Plan will also focus on communities which were already deprived and support the voluntary sector to continue to meet increased demands for their services.

- As well as promoting London’s economic success, the Mayor’s Economic Development Strategy will seek to ensure all Londoners are given the opportunity to take part in this success.

**Successful delivery and legacy of the London 2012 Olympic and Paralympic Games**

The London Olympic and Paralympic Games will bring a wide range of benefits to London, including the physical transformation of the Lower Lea Valley, as well as opportunities for employment, volunteering and participation in sport. The 2012 programme is a huge undertaking
including a large number of government, borough, private and voluntary sector partners as well as the Olympic Delivery Authority (ODA) and the London Organising Committee for the Olympic Games and Paralympic Games (LOCOG) and, of course, the Mayor.

- The LDA has consulted on a draft Legacy Masterplan Framework setting out an outline development plan for the Olympic park site after the Olympic and Paralympic Games. Responsibility for publishing the final Framework and submitting the resulting planning application will pass from the LDA to the new Olympic Park Legacy Company, which has been established as a joint venture by the Mayor and the government.

- The London 2012 City Operations programme will continue in 2009/10 and will bring together a number of projects focused on ensuring smooth, safe and efficient operations to support the Games, keeping London moving in Games time and matching the outstanding experience that will be offered inside venues with an equally outstanding experience for all across the rest of London.

- The GLA will continue to co-ordinate the multi-agency programme of work to secure a socio-economic legacy from the Games, for example working with the LDA to deliver jobs and skills for the local area and for London as a whole.

Cleaner, greener, more efficient transport and technology
Transport is an essential element in the success of London, and as the city continues to grow, it is essential that we continue to deliver a high quality, well connected and efficient transport system. This needs to be achieved alongside radical improvements to our urban environment and progress in dealing with our commitment to reducing our emissions of carbon dioxide.

A modern, efficient, accessible transport network
London’s continued success is heavily reliant on a modern, efficient, reliable transport network, which means investing in both the public transport network infrastructure, and in roads to make surface transport
Sustainable transport

The Mayor’s sustainable transport policies take into account the economic and social benefits of keeping Londoners moving, while addressing the environmental impacts transport has on the living environment.

• The Mayor’s Electric Vehicle delivery plan describes the measures that will be put in place to deliver a step change in the take up of electric vehicles.

• The Mayor is also committed to making London a genuinely cycle friendly city. This includes introducing...
a bicycle hire scheme, delivering cycle super highways and expanding secure cycle parking, as well as supporting initiatives to promote cycling in the outer boroughs.

- We will also work with key partners to improve the quality of the urban environment through a programme of enhanced public space legacy projects across London that makes use of shared space principles.

Greener technology
As a society, we are reliant on a steady supply of energy to provide heat and power for our homes and businesses, and fuel for our transport network. The Mayor is committed to reducing the environmental impacts of energy production, supporting a number of projects dedicating to developing greener methods of energy production.

- The Mayor is developing a Hydrogen Action Plan and is committed to supporting the London Hydrogen Partnership. Hydrogen is a universal fuel, which will provide clean energy, reducing carbon emissions and noise, while improving air quality.

- The decentralised energy programme is led by the LDA with GLA policy support. In broad terms, this means producing and supplying energy locally, rather than relying on the more inefficient (and carbon intensive) supply from national power stations.

The work that will support the delivery of these outcomes has been grouped into three key strands as set out in the table. There is further detail in appendix 1.

| Strategies | These are the 12 statutory strategies that the Mayor is responsible for producing as set out in the GLA Acts 1999 and 2007. |
| Plans | These are non-statutory documents that provide a framework for dealing with issues that the Mayor considers to be of importance to Londoners but which are not requirements of the GLA Acts. |
| Programmes/ Projects | These can support the delivery of strategies and plans, or can be standalone, fleshing out the delivery of the Mayor’s priorities. |
Managing the Organisation

The GLA’s values
The GLA has developed a staff charter setting out the values we believe are most important to ensuring the organisation works effectively to provide the best possible outcomes for Londoners. While this is primarily a contract between staff and the organisation as a whole, it also outlines to Londoners, partners and other stakeholders, what they can expect in their dealings with the GLA.

<table>
<thead>
<tr>
<th>The GLA commits to:</th>
<th>Staff commit to:</th>
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</thead>
<tbody>
<tr>
<td><strong>Leadership and accountability</strong></td>
<td><strong>Leadership and accountability</strong></td>
</tr>
<tr>
<td>• Providing a clear strategic vision and priorities supported by a strong, inspiring leadership team</td>
<td>• Focusing on delivering the best possible outcomes and value for money for Londoners at all times</td>
</tr>
<tr>
<td>• Being an organisation that empowers and develops staff, maximising talent, skills and experience</td>
<td>• Striving to improve their own performance and suggesting improvements for team and organisational performance</td>
</tr>
<tr>
<td>• Managers leading by example, celebrating successes, recognising everybody’s roles and contributions, and addressing underperformance</td>
<td>• Giving constructive feedback, engaging fully with organisational development and taking responsibility for their actions</td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td><strong>Collaboration</strong></td>
</tr>
<tr>
<td>• Consulting and informing staff, Londoners and other stakeholders about GLA priorities and plans, with clarity about what is expected of staff in delivering them</td>
<td>• Collaborating with colleagues, working efficiently and flexibly to cut out duplication and share knowledge</td>
</tr>
<tr>
<td>• Clear lines of accountability and responsibility</td>
<td>• Being open to giving and receiving constructive feedback and thanking colleagues for their contribution</td>
</tr>
<tr>
<td>• An open and constructive joint working relationship with elected politicians and political appointees</td>
<td>• Being responsive, efficient and polite when dealing with colleagues, partners and stakeholders to build trust in the organisation and with elected Assembly Members</td>
</tr>
<tr>
<td><strong>Fairness and integrity</strong></td>
<td><strong>Fairness and integrity</strong></td>
</tr>
<tr>
<td>• Working to build trust both internally and with the GLA group, partners and stakeholders</td>
<td>• Treating everyone with professional and personal respect, promoting fairness and recognising the value of diversity</td>
</tr>
<tr>
<td>• Communicating in an open, transparent and honest way with staff, partners and stakeholders</td>
<td>• Showing integrity through honesty, ethical behaviour and open communication</td>
</tr>
<tr>
<td>• Respecting and considering the diverse needs of all staff and ensuring their wellbeing</td>
<td>• Challenging inefficient processes and inappropriate behaviours which act as barriers to improvement</td>
</tr>
</tbody>
</table>
The GLA’s performance management framework aims to ensure that the whole organisation is unified in its approach, delivering the same aims and objectives, securing more efficient and effective delivery. This is achieved by cascading strategic objectives into directorate objectives and on into individual work plans during the annual planning process. Performance will be reviewed on a regular basis on an individual, directorate and organisational level to ensure that activities remain aligned during the course of each year.

The Chief Executive will hold quarterly delivery meetings that will look at performance from a number of different perspectives that reflect the complex and diffuse objectives of the GLA, including:
Exception meetings will take place on an ad-hoc basis with the relevant Head of Unit and Director if it becomes apparent from the monthly delivery meeting and quarterly reports that performance is inadequate or things are not moving swiftly enough. These meetings will provide a succinct analysis of the key issues or blockages and identify improvement actions. Lessons learned from each issue will help anticipate future problems enabling future interventions at an earlier stage.

**Organisational development**
Organisational development is a process that helps ensure the organisation has the capability and agility to satisfy its short, medium and long term objectives. This process will be facilitated by a number of initiatives, which aim to bridge organisational capability gaps and build on key areas of strength. Key activities include:

- Implementation of the GLA Competency Framework together with GLA values/staff charter, to provide clear performance expectations for staff and managers and, as a result, improved performance management practice.
- Building on the results of the Your Say Staff Survey, working groups will be set up to draft and deliver action plans addressing issues highlighted by the survey.
- Using the Competency Framework and other organisational diagnostics to establish capability gaps and methods of delivering a more efficient and flexible organisation (in relation to changes in the technology/systems used as well as the drive to work more flexibly and reduce office space requirement).
- Other activities or work programmes as required to support effective managing of the organisation.

**Financial management**
This section provides a summary of how the authority’s priorities will be financed. The detailed tables for each directorate are included in appendix 1.

The total gross revenue requirement for 2009/10 is £139.8m; of this requirement:

- 35 per cent (£48.1m) comes from central government in the form of General GLA Grant
- 62 per cent (£87.2m) will be raised from council taxpayers with the balance of 3 per cent (£4.5m) being met from interest earnings, sales, fees and charges, other grants and contributions from balances.
The changes in 2009-10 relative to 2008-09 can be summarised as follows:

<table>
<thead>
<tr>
<th>Changes in the Mayor’s spending plans</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09 adjusted budget requirement</td>
<td>127.8</td>
</tr>
<tr>
<td>Changes due to:</td>
<td></td>
</tr>
<tr>
<td>Inflation</td>
<td>1.9</td>
</tr>
<tr>
<td>Net growth in existing services and programmes</td>
<td>1.4</td>
</tr>
<tr>
<td>New initiatives and service improvements</td>
<td>0.8</td>
</tr>
<tr>
<td>Additional savings and efficiencies</td>
<td>-9.1</td>
</tr>
<tr>
<td>Elections</td>
<td>-6.3</td>
</tr>
<tr>
<td>Olympic and Paralympic Games funding agreement</td>
<td>0.4</td>
</tr>
<tr>
<td>Museum of London</td>
<td>0.2</td>
</tr>
<tr>
<td>Change in use of reserves</td>
<td>9.5</td>
</tr>
<tr>
<td>2009-10 budget requirement</td>
<td>126.6</td>
</tr>
</tbody>
</table>

As a strategic authority, most of the GLA’s expenditure relates to the development and implementation of the Mayor’s strategies, the monitoring of GLA group performance and supporting the Assembly. The GLA’s functions are staff intensive. In 2009/10 estimated employee-related costs, including the Mayor and London Assembly, account for 28 per cent of gross expenditure. Accommodation accounts for 8 per cent and other running costs for 64 per cent. Of the other running costs, the Olympic and Paralympic funding agreement accounts for 42 per cent per cent of the authority’s gross expenditure and capital financing costs for 2 per cent. Throughout the year, departmental budgets will be monitored and reported as part of the authority’s performance management arrangements to ensure that expenditure is in line with proposals.
### GLA budget summary

<table>
<thead>
<tr>
<th></th>
<th>2008/09 Budget £000</th>
<th>Forecast outturn 2008/09 £000</th>
<th>2009/10 Budget £000</th>
<th>2010/11 Plan £000</th>
<th>2011/12 Plan £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay</td>
<td>38,918</td>
<td>39,380</td>
<td>37,665</td>
<td>38,598</td>
<td>39,571</td>
</tr>
<tr>
<td>Travel and Subsistence</td>
<td>284</td>
<td>298</td>
<td>258</td>
<td>260</td>
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<tr>
<td>Training</td>
<td>584</td>
<td>650</td>
<td>545</td>
<td>554</td>
<td>564</td>
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<tr>
<td>Recruitment</td>
<td>477</td>
<td>332</td>
<td>346</td>
<td>356</td>
<td>366</td>
</tr>
<tr>
<td>Other non-pay staff costs</td>
<td>135</td>
<td>3,416</td>
<td>115</td>
<td>118</td>
<td>121</td>
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<tr>
<td></td>
<td><strong>40,398</strong></td>
<td><strong>44,076</strong></td>
<td><strong>38,929</strong></td>
<td><strong>39,886</strong></td>
<td><strong>40,884</strong></td>
</tr>
<tr>
<td><strong>Premises Costs</strong></td>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>Accommodation</td>
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<td>Repairs and Maintenance</td>
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<td>1,459</td>
<td>1,501</td>
<td>1,543</td>
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<tr>
<td>Fixtures, Fittings, Furniture and Equipment</td>
<td>219</td>
<td>218</td>
<td>145</td>
<td>148</td>
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<td>Other Premises Costs</td>
<td>47</td>
<td>44</td>
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<tr>
<td></td>
<td><strong>11,366</strong></td>
<td><strong>10,467</strong></td>
<td><strong>10,967</strong></td>
<td><strong>11,098</strong></td>
<td><strong>11,350</strong></td>
</tr>
<tr>
<td><strong>Supplies and Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Catering</td>
<td>369</td>
<td>579</td>
<td>354</td>
<td>359</td>
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<td>Printing</td>
<td>2,245</td>
<td>1,784</td>
<td>758</td>
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<td>Stationery and Consumables</td>
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<td>1,278</td>
<td>1,220</td>
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<td>External Services</td>
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<td>15,628</td>
<td>15,994</td>
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<td>Postage and Telephones</td>
<td>1,964</td>
<td>1,467</td>
<td>508</td>
<td>518</td>
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<tr>
<td>IT Equipment</td>
<td>729</td>
<td>915</td>
<td>728</td>
<td>747</td>
<td>766</td>
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<tr>
<td>Other Supplies and Services Costs</td>
<td>13,175</td>
<td>26,349</td>
<td>9,685</td>
<td>9,690</td>
<td>9,956</td>
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<td>Savings to be allocated</td>
<td>-500</td>
<td>-</td>
<td>-1,268</td>
<td>-3,740</td>
<td>-3,990</td>
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<tr>
<td>Contingency</td>
<td>355</td>
<td>200</td>
<td>431</td>
<td>445</td>
<td>450</td>
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<tr>
<td></td>
<td><strong>40,398</strong></td>
<td><strong>44,076</strong></td>
<td><strong>38,929</strong></td>
<td><strong>39,886</strong></td>
<td><strong>40,884</strong></td>
</tr>
</tbody>
</table>
### GLA budget summary

#### 2008/09 Budget £000

<table>
<thead>
<tr>
<th></th>
<th>2008/09 Budget £000</th>
<th>Forecast outturn 2008/09 £000</th>
<th>2009/10 Budget £000</th>
<th>2010/11 Plan £000</th>
<th>2011/12 Plan £000</th>
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<tbody>
<tr>
<td>Olympic Funding Agreement</td>
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<td>58,689</td>
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<td>59,600</td>
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<tr>
<td>Capital Financed by Revenue and Reserves</td>
<td>4,160</td>
<td>4,603</td>
<td>2,725</td>
<td>3,231</td>
<td>3,044</td>
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<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>154,339</strong></td>
<td><strong>173,733</strong></td>
<td><strong>139,765</strong></td>
<td><strong>139,851</strong></td>
<td><strong>141,998</strong></td>
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#### Income

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Fees and Charges</td>
<td>-1,717</td>
<td>-1,909</td>
<td>-1,655</td>
<td>-1,705</td>
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<tr>
<td>Rental Income</td>
<td>-164</td>
<td>-186</td>
<td>-338</td>
<td>-348</td>
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<tr>
<td>Specific Grants</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Income</td>
<td>-11,939</td>
<td>-19,646</td>
<td>-8,527</td>
<td>-8,734</td>
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<tr>
<td><strong>Total Income</strong></td>
<td><strong>-13,820</strong></td>
<td><strong>-21,741</strong></td>
<td><strong>-10,520</strong></td>
<td><strong>-10,787</strong></td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Receivable</td>
<td>-2,700</td>
<td>-3,700</td>
<td>-1,600</td>
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<tr>
<td><strong>Total Income</strong></td>
<td><strong>-16,520</strong></td>
<td><strong>-25,441</strong></td>
<td><strong>-11,520</strong></td>
<td><strong>-12,387</strong></td>
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#### Net Cost of Services

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<tr>
<th></th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>137,819</strong></td>
<td><strong>148,292</strong></td>
<td><strong>128,245</strong></td>
<td><strong>127,464</strong></td>
<td><strong>128,737</strong></td>
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#### Contribution to (from) General Fund

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>-1,000</td>
<td></td>
<td></td>
<td>-1,000</td>
<td>-500</td>
</tr>
<tr>
<td>Contributions to Reserves</td>
<td>8,393</td>
<td>9,241</td>
<td>10,287</td>
<td>9,331</td>
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<tr>
<td>Contributions from Reserves</td>
<td>-8,712</td>
<td>-22,985</td>
<td>-2,232</td>
<td>-1,607</td>
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#### Budget Requirements

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>136,500</strong></td>
<td><strong>133,498</strong></td>
<td><strong>135,300</strong></td>
<td><strong>134,688</strong></td>
<td><strong>136,457</strong></td>
</tr>
</tbody>
</table>
As the GLA enters its tenth year, the challenge to deliver real improvements to the quality of life for all Londoners is as important as ever. The London Assembly’s ambition is to see the organisation strengthen London’s place as a leading world city whilst addressing head on issues like poverty, pollution and congestion which continue to hold Londoners back.

In the year ahead the London Assembly will continue to closely monitor the performance of the Mayor, the effectiveness of his strategies and the efficiency of their implementation. We will be particularly focused on evidence-based measurement of what progress is made towards delivering the Mayor’s manifesto commitments.

The next twelve months will be a crucial time for the future of our city as we seek to pull out of recession and alleviate its impact on individual Londoners. The GLA will have an important role in promoting sustainable economic recovery and the London Assembly will play an active part in identifying how and where GLA policy can and should make a positive contribution to London’s economic health and the capital’s wellbeing. Assembly Members will also vigorously make the case for London to receive its fair share of resources from central government during these tough times.

The coming year will also see the Mayor set out the details of his plans for the future development of London. A number of statutory strategies will be published, consulted on and refined, including transport, housing, economic development, planning and climate change mitigation and adaptation. The Assembly will continue to work to have a positive impact on the development of these strategies, identifying areas for improvement, proposing innovative policy solutions and monitoring their effectiveness and efficient implementation. We will also examine how the various Mayoral strategies fit together to ensure the GLA takes a consistent and cohesive approach to the issues.

Key to the GLA group having a positive impact on London life is how the Mayor spends the £12bn plus at its disposal, and the London Assembly has an important statutory role to play in the budget process. Through the year we will conduct a series of investigations into significant areas of GLA income and expenditure as well as the budget for the 2012 Olympic and Paralympic Games. At this time of financial uncertainty it is right that more than ever the GLA ensures the money it spends achieves real value for Londoners. Our job on the London Assembly will be to ensure the drive to do more for less does not jeopardise the long-term quality of services to Londoners.

Darren Johnson
Chair, London Assembly
Delivering the London Assembly’s Priorities

The London Assembly’s 25 Members are elected to hold the Mayor of London to account and investigate issues of importance to Londoners.

London Assembly Members also make an important contribution to the governance of the GLA and the effective management of the authority. The Assembly must be consulted on changes to the authority’s staffing establishment, and holds the Head of Paid Service to account in relation to his staffing responsibilities. The Assembly also has a role in the development of the budget and priorities of the GLA group, and can amend the Mayor’s budget proposals by a two-thirds majority vote.

Across all its work, the Assembly seeks to reflect the principal purposes of the GLA and has regard to the crosscutting issues of equalities, sustainable development, climate change mitigation and adaptation, health and health inequalities and community safety.

The strategic objectives of the Assembly are to:

- Hold the Mayor of London effectively to account on behalf of Londoners;
- Conduct effective investigations into issues that matter to Londoners and make recommendations for action where necessary;
- Represent the views of Londoners and raise issues of concern on their behalf;
- Contribute to the effective governance of the GLA group; and
- Sponsor and monitor London TravelWatch.

Holding the Mayor to account

The Assembly holds the Mayor and GLA group to account through full meetings of the Assembly, the investigations carried out by committees, and the work of individual Assembly Members. During 2009/10, the Assembly will be continuing its programme of question time meetings with the Mayor, GLA group and other Londonwide bodies.

The Mayor has to consult the Assembly in preparing his strategies for London, and he is required to have regard to the Assembly’s responses to those consultations. The Assembly will be contributing to the development of the Mayor’s strategies by carrying out detailed investigations into key issues relating to the strategies and by responding to statutory consultations during the development of the strategies. Through this work, the Assembly aims to represent the views and concerns of Londoners, provide a platform for debating the issues and potential solutions, and contribute constructively to the development of the strategies. The Assembly’s planned work in relation to the Mayor’s strategies is included in appendix 1.

Conducting investigations into issues that matter to Londoners

The Assembly’s committees will be carrying out a range of investigations (as set out in appendix 1) covering a range of key issues within the Mayor’s remit. These investigations are aimed at providing a critical analysis of existing policies, budgets and performance, and...
generating effective findings and recommendations for action where necessary. The Assembly’s investigations fall within seven themes:

- London’s economy
- Environment and climate change
- Health and community
- Housing and planning
- Safety and policing
- Transport
- The London 2012 Olympic and Paralympic Games and the Olympic legacy for London

**Representing the views of Londoners and raising issues of concern on their behalf**
As well as their roles in the full Assembly and its committees, individual Assembly Members will be carrying out a vast range of activities during the year to represent and champion Londoners’ views and concerns across the city. A list of Assembly Members and their contact details is available on the Assembly’s website.

**Contributing to the effective governance of the GLA**
The Assembly will contribute to the effective governance of the GLA through Members’ roles on the authority’s Standards Committee, the Audit Panel, the appointment and oversight of the authority’s statutory officers, and the Assembly’s scrutiny of the budgets and performance of the GLA.

**Sponsoring London TravelWatch**
The London Assembly funds and oversees London TravelWatch, the statutory passenger watchdog for London. During 2009/10, the Assembly will be supporting a governance review of the organisation and a review of the relationships between the Assembly’s Transport Committee, London TravelWatch and Passenger Focus.

**The work of the Secretariat**
The Assembly and its Members are supported by a Secretariat. The purpose of the Secretariat is to provide high quality support to the Assembly to enable it effectively to fulfil its statutory duties and strategic objectives.

The Secretariat also supports the Greater London Returning Officer in carrying out effective planning and management of the mayoral and London Assembly elections. The next elections are due to take place in 2012, so over the next three years the Secretariat will carry out detailed planning work and put contracts in place to deliver the elections.

The objectives of the Secretariat are as follows.

- To support the Assembly and its committees to enable them effectively to hold the Mayor to account;
- To support the Assembly and its committees to conduct effective investigations into issues of importance to Londoners;
- To support Assembly Members in relation to their representative and constituency roles;
- To raise the profile of the Assembly and enhance its positive reputation among Londoners;
- Support the effective governance of the GLA, including supporting the Authority’s Standards Committee
- Support the Assembly in carrying out its statutory duties towards London TravelWatch; and
- Support the Greater London Returning Officer in the effective planning and management of the Mayoral and London Assembly elections.

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- To raise the profile of the Assembly and enhance its positive reputation among Londoners;
- Support the effective governance of the GLA, including supporting the Authority’s Standards Committee
- Support the Assembly in carrying out its statutory duties towards London TravelWatch; and
- Support the Greater London Returning Officer in the effective planning and management of the Mayoral and London Assembly elections.
Richard Barnes AM, Deputy Mayor of London
The Deputy Mayor of London is responsible for social inclusion issues, equalities (including disability), and diversity aspects of procurement.

Kit Malthouse AM, Deputy Mayor, for Policing
The Deputy Mayor of Policing is responsible for advising and overseeing areas such as community safety, data analysis (e.g. crime mapping), GLA Economics and the London Analyst Support Site.

He is also vice chair of the Metropolitan Police Authority.

Sir Simon Milton, Deputy Mayor and Chief of Staff
The Deputy Mayor and Chief of Staff is responsible for:
• advising and leading on the formulation, implementation and delivery of the Mayor’s goals, priorities and responsibilities for the GLA.
• high-level policy, strategic and political advice to the Mayor, and for strategic planning issues.

Richard Blakeway, Mayoral Advisor on Housing
The Mayor’s Housing Advisor is responsible for:
• The political, strategic and operational framework for the development of the Mayor’s statutory housing strategy and other housing and homelessness policies to help deliver the Mayor’s housing responsibilities and plans.
• Representing the Mayor and developing relationships with stakeholders, especially with the Homes and Communities Agency (HCA) in London.

Anthony Browne, Mayoral Policy Director for Economic Development
The Director is responsible for:
• Leading on economic and business policy, specifically policies relating to skills, training, inward investment, helping SMEs, engagement with business groups and relations with the City in respect of financial services
• He is the principal point of contact in the Mayor’s office for the London Development Agency and the London Skills and Employment Board.
Pamela Chesters, Mayoral Advisor on Health and Youth Opportunities

- The Advisor on Health and Youth Opportunities is focussed on boosting the life chances for children and young people, helping them achieve their full potential.

* She takes forward the Mayor’s work for young people alongside Kit Malthouse, Deputy Mayor for Policing and James Cleverly, Mayor’s Ambassador for Young People, as well as addressing serious health inequality issues in the capital.

Isabel Dedring, Mayoral Advisor on the Environment

- The Mayoral Advisor on the Environment is responsible for:
  - The political, strategic and operational framework for the development of the Mayor’s six statutory environmental strategies and other discretionary environmental policies to improve London’s environment.
  - Developing and maintaining effective partnerships with a wide range of specialist stakeholders and representing the Mayor on environmental issues with relevant stakeholder groups.

Munira Mirza, Mayoral Advisor on Arts and Culture

- The Mayoral Advisor on Arts and Culture advises and leads on the construction, implementation and delivery of policy and strategy to satisfy the Mayor’s manifesto commitments in relation to arts and culture.

Kulveer Ranger, Mayoral Advisor on Transport

- The Mayoral Advisor on Transport provides policy advice and policy direction on behalf of the Mayor on transport issues.

Guto Hari, Director for External Affairs

- The Executive Director for External Affairs gives strategic and operational advice to the Mayor, Deputy Mayors and Executive Directors ensuring they are briefed and advised on media issues, acting as the authority’s spokesperson as necessary.

- He leads and directs media and communications strategy and policy development to support the priorities and objectives of the Mayor and the GLA, promoting its work in the local, regional and national media.
Dan Ritterband, Director of Marketing
- The Director of Marketing leads on the development and implementation of the authority’s marketing and brand strategies.
- He is responsible for policy development to support the priorities and objectives of the Mayor.
- He manages the Marketing team and co-ordinates at a strategic level with other directorates within the GLA and with the functional bodies.

Alex Crowley, Political Advisor to the Mayor
- The Political Advisor provides support to the Mayor on the delivery of his priorities, attends meetings manages relationships with internal and external contacts
- He provides input to the development of the strategic and corporate role of the Mayor and his team in a way that reflects and supports the objectives and priorities of the Mayor.

Rosie Boycott, Chair of London Food
- London Food is co-ordinated by the London Development Agency. It aims to improve Londoners’ access to healthy, locally produced and affordable food. It looks at the role food can have in improving our quality of life and protecting our environment now and for future generations.

James Cleverly AM, Ambassador for Young People
- The Ambassador for Young People’s top priority is tackling youth crime.
- He works alongside the Deputy Mayor for Policing, Kit Malthouse, to address the complex, long-term root causes of crime and violence amongst young people.

Kate Hoey MP, Commissioner for Sport
- The Commissioner for Sport’s role is to increase grass roots sport participation and access to sporting opportunities across London.
- She works closely with the London Development Agency on the London Legacy Plan for Sport.
- It is an unpaid role.
Executive Team

Leo Boland, 
Chief Executive and Head of Paid Service
- The Chief Executive leads core GLA staff in their work supporting the priorities and objectives of the Mayor and the Assembly.
- He also oversees the organisation’s Strategic Management and Delivery Unit.

Jeff Jacobs, 
Deputy Chief Executive & Interim Monitoring Officer, Executive Director, Communities and Intelligence
- Communities and Intelligence covers the following areas: health, social inclusion, equalities, sustainability, culture policy, sport, children and young people, community safety, economic development, private sector, strategic projects, data management and analysis group, GLA Economics and library and information services.

Fiona Fletcher-Smith, 
Executive Director, Development and Environment
- Development and Environment covers the following areas: transport, London plan, planning decisions, housing, Thames Gateway and environmental issues.

Martin Clarke, 
Executive Director, Resources
- Resources incorporates the following areas: management of Trafalgar and Parliament Squares, strategic finance, financial services, legal and procurement, facilities management, human resources, internal communications, technology group.

Neale Coleman, 
Executive Director of London 2012 Coordination
- London 2012 co-ordination looks after all issues relating the Mayor’s involvement in preparing for the 2012 Olympic Games.
Mark Roberts, Executive Director of Secretariat

- The Assembly Secretariat works solely for the Assembly to support its activities. The London Assembly scrutinises the Mayor’s activities by questioning the Mayor about his decisions. The Assembly also investigates issues of importance to London.

Guto Hari, Director for External Affairs

- External Affairs covers the following areas: public affairs, public liaison, press, and marketing and events.