

# Protocol on Mayoral appointments

July 2018

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Issue date	July 2018
Amendments made from previous version	Updated to reflect recent changes to fire governance, in addition to factual updates (eg revised job titles) and some reordering and clarification. Includes a new checklist to assist staff undertaking such appointments
Approved by	The Mayor under cover of MD2334
Review date	July 2022

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## A. Introduction

1. The purpose of the Protocol is to set out how the Mayor of London will comply with the Principles of Public Life and associated best practice when making appointments. The Principles are set out in the table immediately below.

<b>Selflessness</b>	Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
<b>Integrity</b>	Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
<b>Objectivity</b>	In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
<b>Accountability</b>	Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
<b>Openness</b>	Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
<b>Honesty</b>	Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
<b>Leadership</b>	Holders of public office should promote and support these principles by leadership and example.

2. The Mayor makes a wide range of appointments. This Protocol sets out the approach to be followed by the Mayor and by Greater London Authority (GLA) and GLA functional body members of staff when making these appointments.
3. This Protocol is a public document and is published on [www.london.gov.uk](http://www.london.gov.uk). There follow sections on:
  - B. GLA and MOPAC officer appointments;
  - C. “Statutory” board appointments;
  - D. Other board appointments; and
  - E. Appointment checklist.

## **B. GLA and MOPAC officer appointments**

### *GLA staff appointments*

4. Under section 67(1)(a) of the GLA Act 1999 as amended (the Act), the Mayor may appoint up to two persons ("the 2") as his / her political advisers.
5. Under section 67(1)(b) of the Act, the Mayor may appoint up to 11 other members of staff ("the 11"). If all 11 appointments are utilised, then one of the appointments must be to the role of Deputy Mayor for Fire.
6. Appointments to these roles cannot extend beyond the term of office for which the Mayor was elected. The appointments therefore terminate by operation of law at the end of the Mayoral term, unless terminated earlier by the Mayor or by the employee.
7. All the appointees will be ultimately accountable to the Mayor but precise reporting lines for individual appointees will be for the Mayor to determine.
8. All 13 posts are politically restricted, noting that there are some differences in the detailed application of the political restriction legislation between the 2 officers appointed under section 67(1)(a) and the 11 under section 67(1)(b).
9. Guidance will be given to candidates during the recruitment and appointment process, and to appointees following their appointment, explaining the implications of political restriction.
10. Offers of employment will be subject to the standard GLA employment checks.
11. The Mayor must report the appointments in writing to the Assembly and the appointments will be reported to the next scheduled Assembly meeting.

### *Section 67(1)(a) recruitment*

12. For the 2's roles, the Mayor can make appointments without advertising, interviewing or any form of competition as the appointments do not have to be made on merit. The Mayor should be satisfied that the individual is competent to perform the required role, based on the contents of the job description and on an assessment of candidates' skills and experience.

### *Section 67(1)(b) recruitment*

13. For the 11's roles, the Mayor must make the appointment on merit. For an appointment to be made on merit, there is no legal requirement to advertise the role, although the Mayor can of course choose to do so.
14. The process for selection of suitable candidates must be clear and test that an individual's knowledge, skills, experience and attributes to meet the requirements of the role so as to demonstrate that the appointment is on merit. In order to do this, a job description and person specification will be prepared for each role, candidates will be required to submit a full CV and there will be an interview process to assess candidates' suitability for the role.
15. The selection panel will include the Mayor or his / her representative and the Head of Paid Service or his / her nominee.

*Terms and conditions*

16. The Mayor has the power to determine the terms and conditions of the 13 appointees. The type of work that these officers may do, if the Mayor requires it, is:
  - i. Reviewing papers going to the Mayor, drawing attention to any aspect which they think has particular implications for the Mayoralty, and ensuring that sensitive political points are handled properly. They may give policy guidance on behalf of the Mayor on any aspect of the GLA's business relating to their job description and give advice to the Mayor accordingly;
  - ii. Asking questions of relevant officers, probing, checking facts and research findings;
  - iii. Preparing policy papers which can generate long-term policy thinking within the GLA;
  - iv. Contributing to policy planning within the GLA, including ideas which extend the existing range of options available to the Mayor with a political viewpoint in mind;
  - v. Helping to brief Assembly Members of all party Groups, MPs and external officials on issues of Mayoral policy; liaising with outside interest groups; representing the Mayor at meetings and elsewhere;
  - vi. Speechwriting and related research, including adding a greater degree of political content to material prepared by other GLA officers;
  - vii. Representing the views of the Mayor to the media, where they have been authorised by the Mayor to do so;
  - viii. Providing expert advice as a specialist in a particular field; and
  - ix. Undertaking any functions delegated to them by the Mayor.
17. The job description for the 11 section 67(1)(b) appointments should provide sufficient detail to enable an assessment of salary level to be made, through the GLA grading process or by using comparator data. Unless explicitly decided otherwise by the Mayor, appointees will have the same basic terms and conditions of employment as GLA staff appointed by the Head of Paid Service.
18. The 11 persons appointed by the Mayor under section 67(1)(b) may manage GLA staff appointed by the Head of Paid Service. It should be noted that section 67(1)(b) appointees are not permitted to dismiss such staff, determine grievances raised by them or alter their terms and conditions of employment. These matters are the responsibility of the Head of Paid Service. Mayoral appointees may attend interview panels for other GLA staff but decisions rest with a Head of Paid Service appointed member of staff.
19. The 2 persons appointed under section 67(1)(a) are political advisers to the Mayor. Whilst no officer of the Authority may engage in party political activity when using the Authority's resources, the 2 are a resource for the Mayor in terms of providing assistance from a standpoint that is more politically committed than would be the case with other officers of the Authority.
20. The following provisions of this code apply to all 13 officers appointed directly by the Mayor under s 67(1) unless otherwise stated.

### *Conduct*

21. The GLA Code of Ethics and Standards for Staff and such codes, protocols, guidance and agreements relating to behaviour, which may be in place for all staff of the GLA, will ordinarily apply in full to these postholders. Officers appointed directly by the Mayor should conduct themselves with integrity and honesty. They should not deceive or knowingly mislead the Mayor, the Assembly, other officers or the public. They should not misuse their official position or information acquired in the course of their official duties to further their private interests or the private interests of others. They should not receive benefits of any kind which others might reasonably see as compromising their personal judgement or integrity. They should not without authority disclose official information which has been communicated in confidence or received in confidence from others.
22. The Principles of Public Life (please see above) provide a framework for all public servants.
23. All officers appointed directly by the Mayor should not use official GLA resources for party political activity. They are employed to serve the objectives of the Authority; it is this which justifies their being paid from public funds and being able to use public resources and explains why their participation in party politics is carefully limited. They should act in a way which upholds the political impartiality of public servants. They should avoid anything which might reasonably lead to the criticism that people paid from public funds are being used for party political purposes.
24. In order to provide effective assistance to the Mayor, officers appointed directly by the Mayor should work closely with the senior corporate managers in the Authority and establish relationships of confidence and trust, and should develop effective professional relationships with Members of the London Assembly.
25. Subject to any particular provisions in the terms and conditions of employment for a given position, officers appointed directly by the Mayor are able to represent the Mayor's views on policy to the media with a degree of commitment that would not be possible for officers appointed by the Head of Paid Service. Briefings on party political matters must be handled by the political party concerned.
26. The terms and conditions of employment shall set out any areas in which the postholder is restricted from undertaking activities.
27. In the event that any grievance or disciplinary issue arises in respect of Mayoral appointees this will be considered and, as necessary, investigated through arrangements decided by the Mayor (in accordance with agreed grievance and disciplinary procedures). The Mayor is responsible for taking any further action as he / she deems necessary.
28. Where a Mayoral appointee is delegated authority to take a planning decision on behalf of the Mayor, he / she must comply with the approved relevant planning protocols and procedures, which subjects them to the same principles and requirements that apply to the Mayor in taking planning decisions. In this context, the Mayor is subject to the Planning Codes of Conduct.
29. Any breach of the relevant planning protocol by a Mayoral appointee will be referred to the GLA's Monitoring Officer for information who (as the officer with responsibility for the Authority's standards regime, under delegated authority from the Mayor and the

Assembly) may opt to report the matter to the Mayor and the Assembly.

30. The matter will also be dealt with, as required, in accordance with the disciplinary process that applies to Mayoral appointees, as described above.
31. The Mayor can delegate such powers as he / she considers appropriate to Mayoral appointees, other than those the Mayor is unable to delegate under statute (please see below).
32. Where the Mayor delegates specific powers to officers, this will be reflected in the corporate document entitled Mayoral Decision-Making in the Greater London Authority which is approved by the Mayor via Mayoral decision form (MD) and is the formal scheme of delegation.
33. In the absence of delegated authority, officers appointed by the Mayor can liaise with and give guidance to GLA and functional body officers but cannot give formal advice and direction (over and above any line management duties that they may have).

#### *Interests*

34. Within 28 days of appointment, post holders should complete detailed interest forms which will be maintained on the GLA website and shared with all functional bodies. Appointees will be required to update their register of interests within 28 days after they are aware of any change.
35. Following receipt of any item or hospitality of a value of £25 or more, all Mayoral appointees should, within 28 days, update the register of gifts and hospitality accordingly. The register will be placed on the GLA website and reported to the Assembly's Audit Panel.
36. In advising the Mayor on issues in relation to a particular functional body, Mayoral appointees should be mindful of potential conflicts of interest and the need to register and declare any and all relevant interests.

#### *Matters that cannot be delegated*

37. The Mayor may not delegate some decisions under statute, as per the following list (which is a summary and not exhaustive<sup>1</sup>):
  - The decision as to whether or not something should be delegated (this means that the Mayor cannot delegate the power to delegate);
  - The Mayor's powers of direction over the functional bodies;
  - The exercise of the Mayor's power of appointment under section 67(1) of the Act;
  - Certain matters affecting the budget set down in sections 85 to 90 of the Act;
  - Certain policing functions set down in section 19 of the Police Reform and Social Responsibility Act 2011;
  - The granting of an exemption under section 36 of the Freedom of Information Act 2000;
  - The decision on any potentially strategic application for planning permission that he /

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<sup>1</sup> These are set out in the latest edition of Mayoral Decision-Making in the Greater London Authority

she has taken over for his / her own determination;

- Certain planning decisions and the decision to issue a direction in relation to a borough Local Development Scheme;
- The ability to act as consultee to Assembly's proposals on the Authority's standing orders;
- The power to delegate Mayoral functions under section 38;
- The duty to consider reports of the Head of Paid Service or Monitoring Officer prepared under the Local Government and Housing Act 1989, as applied to the GLA under sections 72 and 73 of the Act; and
- The duty to consider a Chief Finance Officer report.

### *Deputy Mayor for Fire*

38. If the Mayor opts to appoint a Deputy Mayor for Fire, then he / she will determine the extent of the delegated authority to be granted to that Deputy Mayor for discharging the GLA's functions in relation to its oversight of the London Fire Commissioner (LFC) functional body.
39. The Assembly's Fire Committee can opt to hold a confirmation hearing (a two-thirds majority is required to reject a candidate) for the role of Deputy Mayor for Fire. When an Assembly Member is a candidate, then there is no power to reject that candidate. It should also be noted that when an Assembly Member undertakes the Deputy Mayor role, that individual is unable to line manage members of staff.
40. The Assembly's Fire Committee can also opt to hold a confirmation hearing (a two-thirds majority is required to reject a candidate) for the role of London Fire Commissioner, the individual who heads up the LFC functional body. The London Fire Commissioner is not a GLA member of staff and is included in this section for the sake of completeness.

### *Other GLA roles*

41. It should be noted that the Mayor is required to appoint a Statutory Deputy Mayor of London from among the Assembly Members (the individual cannot be both the Statutory Deputy Mayor of London and Chair of the Assembly at the same time). The Mayor can set the scope of the role by delegating responsibilities and duties. The Statutory Deputy Mayor is not a GLA member of staff and is included in this section for the sake of completeness.
42. During a vacancy or temporary incapacity of the Mayor, the Statutory Deputy Mayor will take over the role and responsibilities of the Mayor (pending elections being held where appropriate) as "Acting Mayor". The Statutory Deputy Mayor is the only Assembly Member who can exercise the full range of formal GLA delegations from the Mayor (noting that the Deputy Mayor for Fire can receive delegations relating to the GLA's oversight of the LFC), and receives enhanced remuneration for taking on the responsibilities of the role.
43. It should also be noted that there is also a statutory health adviser role; an office held by an individual by virtue of an existing London-wide health role in national government structures. The statutory health adviser is not a GLA member of staff and is included in this section for the sake of completeness.

### *MOPAC staff appointment*

44. The Mayor is the sole occupant of the Mayor's Office for Policing and Crime (MOPAC) functional body. In this capacity, the Mayor may appoint a Deputy Mayor for Policing and Crime (DMPC) and determine the extent of the delegated authority to be granted to that Deputy Mayor for discharging MOPAC's functions subject to certain restrictions in its governing legislation.
45. MOPAC's own corporate governance arrangements will apply to the DMPC postholder. Where the DMPC is an Assembly Member he/ she is not a member of MOPAC staff; where this is not the case, the postholder is a member of staff of MOPAC.
46. The Assembly's Police and Crime Committee can opt to hold a confirmation hearing (a two-thirds majority is required to reject a candidate) for the role of Deputy Mayor for Policing and Crime. When an Assembly Member is a candidate, then there is no power to reject that candidate. It should also be noted that when an Assembly Member undertakes the Deputy Mayor role, that individual is unable to line manage members of MOPAC staff (because he/ she is not a MOPAC staff member).
47. The Mayor is consulted on the appointment of the Metropolitan Police Commissioner. The Metropolitan Police Commissioner is not a MOPAC member of staff and is included in this section for the sake of completeness.



### C. “Statutory” board appointments

48. “Statutory” board appointments refers to those board appointments which have a formal basis and which are often but not exclusively statutory. The term includes, but is not limited to, appointments to those functional bodies which have boards:
- Transport for London (TfL); and
  - Any Mayoral Development Corporation (MDC) in existence.
49. There are currently two MDCs in existence:
- The London Legacy Development Corporation (LLDC); and
  - The Old Oak and Park Royal Development Corporation (OPDC).
50. Section D of this Protocol addresses those board appointments made by the Mayor with a less formal basis.
51. The guiding principles that underpin the making of Mayoral appointments to boards are:
- (a) That all appointments must be made in accordance with the relevant statutory provisions and restrictions;
  - (b) That it is for the Mayor, having been granted such powers of appointment by Parliament or in the furtherance of their general powers under the Act, to take the relevant decisions and be responsible for those decisions;
  - (c) That the appointments process should be clear and transparent and subject to involvement by an independent element within the process where relevant (as set out below);
  - (d) That the Mayor and GLA officers will ensure that an appropriate process is utilised in respect of appointments made by the Mayor in order to fulfil the requirements of (c) above as they relate to each position to be filled;
  - (e) That the appropriate due diligence will be carried out in respect of appointments made by the Mayor; and
  - (f) That in making appointments to boards, the Mayor strives to draw on a broad range of experience and make appointments that reflect all sections of London’s community.
52. For the purposes of this Protocol, the terms “clear”, “transparent” and “independent element” are defined as follows:
- **Clear**  
There should be clarity on the: role and function of the position, including the detailed terms and conditions or terms of appointment; salary and / or allowances and any other associated benefits; the duration of appointment; the timescale and procedures for the selection and appointment process.

- **Transparent**

*Advertisement*

Subject to a decision of the Mayor and to the relevant legislative requirements and, noting the provisions of this Protocol in relation to appointments made under section 67(1) of the Act, all positions may be advertised through advertisements placed in an appropriate range of media.

*Application pack*

Where it has been decided to advertise a position, an application and information pack should be available on-line (and in hard copy on request) and include: a summary of the role and function of the relevant organisation and relationship to the GLA or other functional bodies where appropriate; the responsibilities of the role including scope, time commitment, remuneration (if any) and person specification; details of the application and selection process; web links to useful websites and documents; application format – e.g. how applicants should respond, including a return address and contact point; and the standard GLA employment data forms – e.g. rehabilitation of offenders declaration, recruitment monitoring forms.

*Decision making process*

The decision-making process will vary according to the appointment being made. Clear and transparent decision-making should include the following requirements: that the criteria for shortlisting be set out and applied to all applicants; that the shortlisting process will be followed by interview if deemed necessary by the Mayor; and a standard interview format and set of questions would be used for all candidates in that eventuality.

- **Independent element**

The Mayor has decided, through adoption of this Protocol, that an independent element will be involved when appointing to the functional bodies and making other “statutory” board appointments (as set out in Section C of this Protocol).

This is in order to provide some measure of assurance that the Mayor has acted reasonably in making any such appointment.

The Authority’s Assistant Director of Human Resources & Organisational Development (AD of HR & OD) will ensure that a suitable person is engaged by the Authority to act in this capacity when necessary<sup>2</sup>.

The AD of HR & OD will ensure that any person so engaged is suitably qualified, in terms of senior experience of high profile public sector organisations and, where appropriate, any specialism related to the position to be filled.

The person should be independent of the Mayor.

The AD of HR & OD can review those persons deployed as independent elements at any time.

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<sup>2</sup> Arrangements for the use of an independent element are set out in Director’s decision form DD934 ‘Appointment and Payment of Independent Element in Board Appointments’, including the list of people currently acting in this capacity and the level of payment to be made.

The AD of HR & OD or representative will provide a specific briefing to the person acting as independent element in advance to clarify the nature and timetable for the particular appointment, how the role of the independent element is to be carried out in practice and to define the role and responsibilities of HR officers within the process.

The role of the person(s) acting as the 'independent element' in any appointments process is to confirm, based on the information available that, in their view, the Mayor could reasonably make the appointments he / she wishes to make or otherwise inform the Authority's Head of Paid Service. The independent person has no right of veto in relation to the Mayor's decisions or those of the Authority in relation to procedures.

The person acting as the 'independent element' in any process of appointment is not responsible for the decisions taken by the Mayor, the process and procedures used, nor for undertaking the full range of duties that are properly the responsibility of the Authority's officers.

The core information that should be provided to any person acting as an independent element in an appointments process is:

- A summary of the role and function of the position(s) to be filled;
- The timetable for the appointments;
- Copy of the advertisement and list of where it was published;
- The application pack;
- Short listing criteria and how it was applied;
- Information on any interview process;
- Information arising from references / any background checking undertaken by the GLA's HR team; and
- Any other relevant papers.

The person acting as the independent element should be invited to attend and participate in any interview process for candidates. The Authority offers a recognition payment to any person acting in this capacity.

53. These principles are reflected within the detailed procedures set out below, noting that the particular and detailed application of the principles varies from case to case.

### **Functional body appointments**

54. Appointments to the functional bodies must be made in accordance with applicable statutory requirements and restrictions. A primary objective for the Mayor is to establish well-balanced and effective boards to help run the respective organisations. In exercising all powers of appointment available, the Mayor must act in accordance with all relevant statutory requirements, including those relating to equalities considerations. The general principles set out in this Protocol apply in respect of any such appointment.
55. The Mayor will:
- Determine the terms and conditions of any position that he appoints to on those boards (subject to any particular legal requirements) and any performance

measures;

- Determine whether or not particular existing board members are required to submit themselves to the full re-appointment processes at such times when the whole board's membership is to be appointed or whether they will be automatically re-appointed;
- Decide whether and how to advertise any vacancies on these boards; and
- Determine the criteria for selection, interview candidates as necessary and use an independent element (as set out above) prior to making appointments.

#### *Transport for London*

56. The Mayor appoints the entire board of Transport for London (TfL), which must consist of between eight and 17 members. The Mayor can opt to be the Chair or, alternatively, appoint an individual of his / her choice as Chair.
57. The Mayor must appoint members to the Board having regard to statutory considerations, including potential members' skills and experience.

#### *Mayoral Development Corporations*

58. The Mayor appoints the entire boards of any MDCs in existence, which are currently the LLDC and the OPDC.
59. An MDC Board must consist of a minimum of six members and include an elected member from every London council whose area is within any part of the MDC's area. The Mayor must appoint members to the Board having regard to statutory considerations, including potential members' skills and mindful of any potential conflicts of interests.
60. The Mayor may be a member of an MDC or nominate himself / herself as Chair of an MDC. If the Mayor does not nominate himself / herself as Chair of an MDC, he / she must appoint one of the other board members as Chair.

#### *Restrictions*

61. As a general rule, GLA staff members cannot be a member of the board of TfL or an MDC. This applies to the 2. However, the 11 can be appointed to the TfL Board or an MDC board on an unpaid basis.

#### *Confirmation hearings*

62. The Assembly may, in accordance with the Act, hold confirmation hearings where the Mayor proposes to make an appointment to the following roles (noting that Section B provides details of other types of confirmation hearings and also noting that, in these instances, there is no Assembly power to reject the candidate put forward by the Mayor):
  - Chair, or Deputy Chair, of Transport for London;
  - Chair of a Mayoral Development Corporation;
  - Chair of the London Cultural Leadership Board;
  - Chair, or Deputy Chair, of the London Pensions Fund Authority; and
  - Chair of the London Waste and Recycling Board.

63. In those cases where the Mayor is able to, and chooses to, appoint himself or herself to one of the above roles, then the confirmation hearing process does not apply. It should also be noted that the procedure for confirmation hearings is a matter for the Assembly and does not fall within the scope of this Protocol.

*Complaints regarding conduct of Mayor's appointees to functional body boards*

64. The persons appointed by the Mayor to serve on the TfL and MDC boards are bound by: (a) their terms and conditions of appointment; and (b) any relevant codes and guidance as adopted by those organisations.
65. In the event of a complaint being made in respect of a member of a functional body board (not the Chair), the following procedures should apply (noting that these procedures should be applied in accordance with the standards and rules for the handling of conduct issues as apply within that organisation):
- The complaint should be referred to the organisation's commissioner/chief executive officer, who should, after taking appropriate legal and governance advice, undertake a preliminary (and confidential) fact finding investigation in accordance with that organisation's rules regarding disciplinary investigations to the extent appropriate;
  - If, following the preliminary investigation, it is clear that the complaint would not warrant serious sanction (including suspension and/or removal from office), the commissioner/chief executive officer should seek to resolve the matter informally wherever possible, informing the Mayor of the outcome and any actions taken;
  - Where it is clear, either given the nature of the complaint or as a result of the preliminary investigation, that the complaint could result in a significant sanction for the board member(s), the organisation's commissioner/chief executive officer should refer the matter to the Mayor;
  - In either scenario, the commissioner/chief executive officer should appraise either the Chair of the organisation concerned or (where the Mayor is the Chair) the Deputy Chair of the situation, if appropriate; and
  - The Mayor will determine the process by which any such matter is investigated and be responsible for taking any further action, as necessary.
66. In the event of a complaint in respect of a Chair of a functional body board who is not the Mayor, the complaint should be referred to the organisation's commissioner/chief executive officer, who should refer it on to the Mayor. The Mayor will determine the process by which any such matter is investigated and be responsible for taking any further action as necessary.
67. A complaint against the DMPC is also subject to the Police Reform and Social Responsibility Act 2011 and procedures set out in the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

**Other "statutory" appointments**

68. The Mayor has other powers of appointment to boards which are on a formal basis and which are considered to be covered by this section of the Protocol. They are set out in the table immediately below. These bodies are not subject to the politically restricted post legislation under the 1989 Act.

<b>London Pension Fund Authority (LPFA)</b>	The Mayor must appoint a board consisting of between 7 and 11 members. At least half of the members, excluding the Chair, must be appointed following consultations with such representatives of local government in London as appear to the Mayor to be appropriate. The Mayor must appoint a Chairman and may appoint a Deputy Chair of the LPFA.
<b>London Waste and Recycling Board (LWaRB)</b>	The Mayor can be the Chair of the Board and may appoint one further member. The Mayor is permitted to appoint a representative to chair the Board on his / her behalf (in which case he / she effectively appoints two persons to the Board).
<b>Museum of London (MoL)</b>	The Mayor can appoint half of the Board of Governors – nine members out of 18. The remaining nine are appointed by the City of London Corporation. The 18 Governors then elect the Chair from among their own number.
<b>Arts Council England (ACE) in London</b>	The Mayor appoints the Chair following consultation with the Secretary of State. The Mayor also appoints four other members.
<b>The London Cultural Leadership Board</b>	The Mayor appoints the Chair and between 10 and 25 other members.
<b>London Local Resilience Forum</b>	The Mayor, or a deputy appointed by the Mayor, chairs the London Regional Resilience Forum. The Forum is established by the Civil Contingencies Act 2004 and supporting regulations.
<b>London Economic Action Partnership (LEAP)</b>	The Mayor has determined that the Board will comprise between six and 14 members, representing stakeholders in London's economy.
<b>The Royal Parks Board (TRP)</b>	The Mayor can make up to six appointments, the relevant Secretary of State can make up to seven appointments and there is one ex-officio member of the Royal Household.
<b>London and Partners (L&amp;P)</b>	Under the articles of association, the Chair and one other Non-Executive Director are appointed by the Mayor. The Mayor ratifies the appointment by the board of two executive directors – the Chief Executive and the executive with responsibility for the financial affairs of the company.

### **Appointments to the boards of GLA owned companies**

69. The appointment of directors to any of the companies owned by the GLA requires the approval of the shareholder. In the case of Greater London Authority Holdings Limited, the shareholder is the GLA itself, so a Mayoral decision form (MD) is required to evidence approval. In the case of the subsidiary companies, a resolution of the parent company is required. In each case, please contact the Company Secretarial team at TfL for assistance with the appropriate approvals and completion of Companies House formalities.

### **D. Other board appointments**

70. The GLA is a strategic authority providing vision and a voice for London. It has three principal purposes: to promote economic development and wealth creation in Greater London; promote social development in Greater London; and promote the improvement of the environment in Greater London. It has a general power to do anything which it considers will further any one or more of these purposes.
71. The Mayor is the executive arm of the Authority with strong executive powers to provide strategic leadership and a range of duties and responsibilities designed to ensure that the programme on which he / she was elected can be delivered. The Mayor therefore has the ability to instigate a range of actions on a broad sweep of policy areas and may choose to discharge such actions through the establishment of various advisory commissions, boards and positions (which, naturally, can then be subject to scrutiny review by the Assembly).
72. The general principles of recruitment (set out above) apply to any such appointments. GLA officers, including the Statutory Officers, the Assistant Director of Finance & Governance and the AD of HR & OD, will advise the Mayor on an appropriate process to utilise in respect of such appointments made by the Mayor to fulfil the general requirements for clarity and transparency – which may, for example, include preparing a job description with terms and conditions for each such position, advertising the posts where possible, setting criteria by which candidates' skills and experience can be assessed and using an independent element, where appropriate.
73. The recruitment process used for such appointments will need to be proportionate to the position in question – taking into account, for example, whether the position is remunerated and whether it is decision-making or advisory.
74. Complaints will be dealt with in accordance with the procedures set out above.

## E. Appointment checklist

75. Those involved in the appointment process should consult this checklist when first planning the appointment process.

Issue	Notes
<p>i. Which category does the appointment fall into? GLA and MOPAC officer appointments; or “Statutory” board appointments; or Other board appointments. And do political restriction rules apply to the role in question?</p>	<p>Please read the relevant section of this Protocol:  Section B; or  Section C; or  Section D.</p>
<p>ii. Is it clear when the appointment will begin and end?</p>	<p>Mayoral appointments are often co-terminus with the Mayoral term.</p>
<p>iii. Is it appropriate for the role to be remunerated?</p>	<p>It is worth checking previous remuneration levels.</p>
<p>iv. Does the role need to be advertised?</p>	<p>Please check this Protocol. “Statutory” board appointments are often advertised.</p>
<p>v. Do references need to be taken?</p>	<p>All Mayor of London appointments require a minimum of two references prior to appointment being confirmed</p>
<p>vi. What are the terms and conditions for the role?</p>	<p>The existing terms and conditions are a good starting point. Legal can advise further.</p>
<p>vii. Are there any stakeholders who need to be engaged in the process?</p>	<p>There will often be stakeholder bodies which need to be consulted on / involved in the process.</p>
<p>viii. What is the appropriate composition of the interview panel?</p>	<p>This will vary according to circumstance. An independent person may be required, as set out in this Protocol.</p>
<p>ix. How does the appointment get approved?</p>	<p>Mayoral appointments are approved by the Mayor writing to the successful candidate.</p>
<p>x. Does the successful candidate need to complete a Register of Interests form?</p>	<p>A Register of Interests form will be required in almost all cases. The Monitoring Officer can advise further.</p>