

**From:** [REDACTED]  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Board Appointment Guidance - Follow up 09/03/2023  
**Date:** 09 March 2023 17:23:34  
**Attachments:** [EDI Advisory Group Advert text AB.pdf](#)  
[Terms of Appointment.pdf](#)  
[Remuneration 2023 Benchmarking.xlsx](#)  
[Recruitment Guidance Updated 2023docx.pdf](#)

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Hi [REDACTED]

It was nice to meet you earlier.

As discussed, please see below; guidance for the Chair recruitment process:

- Example JD/Person Specifications/terms of appointment attached for member roles that have been recruited in the past for advisory groups/commissions, these should give you a guideline of what the recruitment pack should include to enhance the quality of the applications received; in essence the JD should outline the scope of the role and what is expected of the appointee, this includes responsibilities for chairing meetings, how many meetings on average the appointee will need to attend/commit to attending per year, stakeholders the appointee will be expected to engage with, level of expertise (if applicable) needed for the role, remuneration (if any). The person specification should focus on key competencies upon which you will draw from when shortlisting/interviewing the candidates. They should be equitable and measurable and relevant to the scope of the role.
- I will ask my contact at the MO in regards to the involvement of the MO throughout the process (I do believe it is minimal until the preferred appointee upon which we must present a memo to David Bellamy before presenting to the MO to sign off on appointments). I have asked the question about the route we take if the recruitment was to be conducted through nominations instead of an open recruitment process and will get back to you on this.
- Please see attached recruitment guidance point 6. For timeline guidance as well as other useful information.

@ [REDACTED] I have also asked about your queries in relation to the Surface Water Flooding group and I am awaiting a response ([REDACTED] does not work on Thursdays and I am off tomorrow so hopefully will have an answer for you early next week).

- Please see attached benchmarking for remuneration for your reference.

I know I haven't answered all queries but I hope to offer further clarity for you in the upcoming week.

Kind regards,

[REDACTED]  
[REDACTED]

People Function

Phone: [REDACTED]

Email: [REDACTED]@london.gov.uk

**GREATERLONDONAUTHORITY**

City Hall, Kamal Chunchie Way, London E16 1ZE

Please note my working hours are [REDACTED].

Job reference number: EDI2018  
Contract type: Fixed Term  
Closing date: Monday 9 July 2018 at 23:59 GMT  
Interview dates: W/c ~~16 &~~ 23 July 2018  
Salary: Unremunerated  
Grade: Board Member

## FULL VERSION

### **Mayoral Appointment: Member for London's Equality, Diversity and Inclusion Advisory Group**

#### **Help implement the Mayor's vision for greater fairness and equality in London**

The Mayor of London is inviting applications from individuals to a new Equality, Diversity and Inclusion Advisory Group designed to bring together stakeholders with expertise in the various forms of inequality and discrimination that Londoners can face.

A successful city needs to work well for all residents. Everyone should be able to share in its prosperity, culture and community life regardless of their age, social class, disability, race, religion, gender, gender identity, sexual orientation, marital status, or whether they are pregnant or have young children. The Mayor is looking to appoint up to 20 members to bring their skills and experience to realise this vision – to create a truly inclusive London.

The Mayor wants to work in a new way with external experts to support the implementation of the new Equality, Diversity and Inclusion Strategy. The EDI Advisory Group will have a twin focus on guiding City Hall's work to tackle inequality and create a fairer city, while ensuring the many key external stakeholders that informed the drafting of the strategy continue to be heard and involved on an ongoing basis.

Members will also perform an important functional role in convening a set of wider stakeholder networks which the Mayor and the GLA will draw upon for advice and guidance.

Members will bring excellent knowledge of the opportunities and challenges involved in securing greater fairness across the city. In particular, we are seeking expertise in poverty and socio-economic status, disability equality, older people's equality, LGBT+ equality, gender equality and race equality.

If you share the Mayor's passion and ambition to tackle inequalities and create a truly inclusive city please read the **Application Pack** for full details of the role and recruitment process.

London's diversity is its biggest asset and we strive to reflect London's diversity in all Board appointments. The aim is that the Equality, Diversity and Inclusion Advisory Group contains a broad range of experience and reflects London's diversity. We welcome applications from all sections of the community, regardless of age, gender, ethnicity, sexual orientation, faith or disability.

Commented [redacted]: link

## How to Apply

If you are interested in applying, please submit your CV and a covering letter (max 5 sides in total) via our online recruitment system. You will also be asked to provide recruitment monitoring information.

The covering letter should provide details of the relevant experience that equips you to serve as the Member of the Equality, Diversity and Inclusion Advisory Group, in particular addressing the criteria listed under the person specification.

For full details on the application process please read the [APPLICANT PACK](#)

If you would like to discuss the position informally, please contact [REDACTED] or [REDACTED] on 020 7983 [REDACTED] or email [\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)

If you have any queries regarding the application process or require information in an alternative format, please contact [\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)

Application closing date: Monday 9 July 2018 at 23:59 GMT

Interviews will be held during the week commencing 23 July 2018

Commented [REDACTED]: link

Commented [REDACTED]: Do we need all of this info? Can't we just provide a link to the recruitment pack?

## **TERMS OF APPOINTMENT – EQUALITY, DIVERSITY AND INCLUSION ADVISORY GROUP (“the Advisory Group”)**

### **1. Background**

**1.1** The Mayor of London has established an Equality, Diversity and Inclusion Advisory Group (the Advisory Group herein) to shape, influence and guide the delivery of his Equality, Diversity and Inclusion Strategy, published in May 2018. The strategy sets out the Mayor’s vision for a fairer, more inclusive city where all Londoners are able to prosper.

**1.2** The Advisory Group brings together experts on equality and inclusion, providing cross-cutting advocacy and advice on inclusive practices and issues faced by specific communities or equalities groups. By convening wider stakeholder networks, the Advisory Group will also help ensure that the many external stakeholders that informed the drafting of the strategy continue to be heard and involved in its delivery.

### **2. Appointment**

You are appointed as a member of the Advisory Group with effect from the date of the accompanying letter (“the Effective Date”) and shall hold such position until the end of the current Mayoral term (May 2020), subject to the provisions for earlier termination set out at paragraph 9 below (“Termination of the Appointment”).

### **3. Duties and Responsibilities**

**3.1** Advise on the delivery of the Mayor’s Equalities, Diversity and Inclusion Strategy by providing expertise and guidance.

**3.2** Convene stakeholder group meetings drawing in wider expertise to inform the development of policy initiatives and/or programmes.

**3.3** Help catalyse new strategic partnerships to deliver the Mayor’s Equality, Diversity and Inclusion objectives.

**3.4** Provide a powerful advocacy voice on inclusive practices in the capital’s communities and businesses.

**3.5** Recommend the commissioning of research, reports and events to deliver the Mayor’s objectives and priorities for Equality, Diversity and Inclusion.

**3.6** Attend and actively participate in meetings, advising on the emerging issues pertinent to the brief.

**3.7** Hold responsibility for a specific area or issue and liaise with the relevant link people in the GLA on this.

## **4. Attendance**

- 4.1** Your participation in the activities of the Advisory Group is highly valued. Membership requires that you endeavour to attend all Advisory Group meetings and meetings with GLA Officers working in support of this project wherever practicable. If you are unable to attend a meeting, you are asked to inform the organiser as soon as is reasonably practicable.
- 4.2** Whilst membership is restricted to Advisory Group members, the Advisory Group will invite outside specialists to attend selected meetings, and input where appropriate. A GLA member of staff will attend meetings. The Mayor's Office or other GLA Officers may attend meetings as appropriate.
- 4.3** Meetings shall be held on a bi-annual basis or at such other intervals as the Advisory Group may agree. If the Chair decides that a meeting is not necessary, that person may decide to cancel the meeting. The Chair may call additional meetings or informal meetings / workshops as required.

## **5. Remuneration and Expenses**

The position of Advisory Group Member is honorary, unremunerated, and non-pensionable. Appointees will be entitled to be reimbursed, in accordance with the GLA's Expenses and Benefits Framework, for travel and other expenses reasonably incurred in performing their role with the Advisory Group. This will also cover requests for reasonable adjustments.

## **6. Code of Conduct**

When undertaking work in connection with the Advisory Group, Members are required to agree to comply with the standards and processes relating to conduct as detailed in the 'Code of Conduct' issued to Members of the Advisory Group by the GLA's Monitoring Officer and any relevant applicable provisions of the GLA Group's Corporate Governance Framework Agreement (as amended from time to time). This includes provisions in relation to adhering to the seven principles of public life ('the Nolan principles') and the potential disclosure and registration of interests.

## **7. Confidentiality**

- 7.1** You acknowledge that in the ordinary course of conducting the role of an Advisory Group Member you may receive information about the policies and business of public and commercial bodies that is confidential or is commercially or politically sensitive, which may not be readily available to other bodies or to the general public and which if disclosed could be liable to cause significant harm to the Advisory Group, the GLA and/or any of these bodies.
- 7.2** You will not during the period of the appointment obtain or seek to obtain any financial advantage (direct or indirect) from the use of or disclosure of such information acquired by you in the course of the appointment.

- 7.3** You will not either during the period of appointment (including without limitation any period of absence or exclusion) or after its termination without limit in time, for your own purposes or for any purposes other than as agreed by the GLA's Head of Paid Service, use or divulge or communicate to any person, firm, company or organisation, any secret or confidential information acquired or discovered by you in the course of the appointment relating to the private affairs or business of the Greater London Authority.
- 7.4** The restrictions contained in this paragraph 7 do not apply to:
- 7.4.1** any disclosure authorised by GLA's Head of Paid Service or required in the ordinary and proper course of the appointment or as required by the order of a court of competent jurisdiction or by an appropriate regulatory authority or as otherwise required by law; or
  - 7.4.2** any information which you can demonstrate as being already in the public domain otherwise than as a result of a breach by you of your obligations under this paragraph; or
  - 7.4.3** a disclosure made in accordance with the Public Interest Disclosure Act 1998.
- 7.5** Nothing in this paragraph restrains nor purports to restrain you making fair comment or proper disclosure, taking account of any relevant guidance from time to time issued by the GLA's statutory officers.

## **8. Data Protection**

- 8.1** You consent to the GLA holding and processing any information about yourself which you provide to the GLA or which they may acquire as a result of the appointment. You consent to the GLA holding and processing any sensitive personal data about you ("sensitive personal data" having the meaning given to it in the Data Protection Act 1998 and as amended in May 2018 by the EU General Data Protection Regulation).

## **9. Termination of the Appointment**

The appointment may be terminated:

- 9.1** By the Mayor following consultation with the Chair of the Advisory Group, at any time and for any reason by giving written notification to you such termination having immediate effect;
- 9.2** By you at any time by giving one month's notice in writing to the Mayor via the Advisory Group Secretariat; or

**9.3** Without prejudice to 9.1 above, by the Mayor following consultation with the Advisory Group, if you persistently fail to attend Advisory Group meetings or meetings with GLA Officers without reasonable justification and written notification of such termination will have immediate effect.

**10. Status**

You acknowledge that your appointment as a Advisory Group Member does not render you an employee of the GLA under a contract for services or consultancy.

**11. Variation**

No variation to these terms of appointment shall be effective unless such variation is in writing and has been signed by or on behalf of the parties.

**I accept the Appointment on the terms set out above:**

Print name.....

Signed.....

Dated.....

## Chair Remuneration - Comparisons

	Board Member	Committee membership	Committee Chair	Deputy Chair	Board Chair	Comments
LLDC	████████		████████	████	████████	
OPDC	████████	██████	████████		████████	correct as at 30.04.20
London Pension Fund Authority (LPFA)			████████			
London Waste & Recycling Board					£15,000 - £25,000	
TfL	██████	████████	████████	████████	by individual negotiation (Unless Chaired by the Mayor)	Capped at £20,000 PA per person
London Sport					██████	
Arts Council London Area Council					██████	set by ACE

NB amounts are totals i.e. the Committee Chair of LLD(██████████)

### External Benchmarking

Organisation	Remuneration	Time Commitment
NHS Trusts	██████████	██████████
Charity: RNIB	██████	██████████
Chair of Public Service Lab (JV with charitable)	██████	██████
Public Appointments	██████████	

# **Recruitment Guidance for GLA Group Bodies**

## **Mayor of London - Board Appointments**

This document provides an overview of the key recruitment and appointment processes, which apply to Mayor of London board members.

There will be specific policies and practices which will apply to each board. Please liaise with the GLA when planning a recruitment campaign to ensure that you are meeting the requirements of the Protocol. The GLA has significant experience of managing board recruitment campaigns and can provide advice and guidance throughout the campaign.

### **1. Protocol on Mayoral Appointments**

The protocol on Mayoral Appointments governs the full board appointment process. [mayoral appointments - july 2018.pdf \(london.gov.uk\)](https://www.london.gov.uk/infrastructure/transport/mayoral-appointments-july-2018.pdf)

Its purpose is to set out how the Mayor of London will comply with the Principles of Public Life and associated best practice when making appointments. It sets out the approach to be followed by the Mayor, the GLA and GLA functional body members of staff when making these appointments.

The appointments process should be clear and transparent. An independent element (See section 52 of the Protocol) 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 to provide some measure of assurance that the Mayor has acted reasonably in making any such appointment. The Independent element’ is referred to as the ‘independent panel member’ in this document.

Please familiarise yourself with Protocol, specifically the checklist at section E. The expectation is that these standards are met for all board appointments.

### **2. Use of executive search**

You may run an in-house recruitment campaign or choose to use an Executive Search agency. In both cases, the process still needs to adhere to the Protocol and meet the expectations of the GLA. If you intend to procure an executive search agency, please ensure you speak to the GLA in advance as there may be specific considerations which need to be factored into the specification and tendering documents.

### **3. Initial Steps**

The below are initial steps required by the GLA Group lead:

Confirm the vacancies and the number of appointments required, identify skill gaps and anticipated start date for new board members. This will need agreement from GLA Project Managers.

Establish who in the GLA and Mayor's Office need to be involved, along with GLA group stakeholders; confirm roles and responsibilities, agree candidate attraction strategy and timeline for the full recruitment campaign. This will need to be agreed with GLA Resourcing Manager and Project Managers.

The key recruitment materials needed are the applicant pack and advert. Mayor's Office. The GLA will provide templates in advance. These documents require approval from the GLA Resourcing Manager (and where necessary the Mayor's Office).

#### **4. Independent panel member**

An independent panel member is required as their involvement is needed to observe the selection process; the GLA has a newly established pool of independent panel members and is responsible for securing the independent.

The GLA will arrange a briefing to the independent to clarify the nature of, and timetable for, the appointment, how the role of the independent is to be carried out in practice, and to define their role and responsibilities within the process.

The information that should be provided to the independent 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 applicant pack
- Short listing criteria and how they were applied
- Information on any interview process
- Information arising from references and checks undertaken

The person acting as the independent panel member should be invited to attend and participate in any interview process for candidates.

#### **5. Advertising**

The Mayor has set out clear aspiration for boards to match the profile of the economically active population of London. 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. It is important the appropriate steps are taken to ensure a diverse range of applicants apply.

Positions may be advertised through advertisements placed in an appropriate range of media. The GLA can provide advice on external media sites to help attract a diverse applicant pool. If funding is required from the GLA for online media advertising costs, this needs to be agreed in advance.

## 6. Timelines

The timeline from advert to conditional offer is a approx. 12-14 weeks:

- Board roles are usually advertised for at least four~~three~~ weeks.
- Shortlisting process from closing date to interview invites being issued would be approx. 4 - 5 weeks (dependent on size of cohort and panel availability).
- Due diligence Adverse Media and Social Media checks are conducted on the preferred candidates (this can take 10-12 working days dependent on the response rate from candidates) any red flags discovered will need to be discussed amongst a panel to distinguish the risk to appointment and GLA reputation.
- Interviews complete and recommendations submitted to the Mayor are a further approx. 4 weeks.

The above will vary depending on the number of roles being appointed, the time required to seek formal approval from the Mayor to proceed from application to interview stage. Following the interview process, recommendations will need to be submitted to the Mayor for approval, See section: Post -Interview.

Please ensure you are aware that delays can occur at any stage for a manner of reasons outside of the control of the recruitment process.

## 7. Application Process

The Applicant pack and advert text should:

- be available on-line and in alternative formats on request
- include a summary of the role and function of the relevant organisation and relationship to the GLA or other functional bodies where appropriate
- Make clear the responsibilities of the role including scope, time commitment, remuneration (if any) and person specification
- Include details of the application and selection process
- Provide links to useful websites and documents
- Provide timeline for recruitment process

It is essential that equalities data is collected from applicants and managed confidentiality in line with GDPR and Data Protection regulations.

A named contact should be available in the applicant pack, so candidates know who to contact if they have queries in relation to the position or the application process.

## 8. Shortlisting Decision-Making

The decision-making process will vary according to the appointment being made. However, every recruitment process must have clear and transparent decision-making, with clear criteria for shortlisting set out and applied to all applicants.

The shortlisting decision-making process and recommendations for interview will need Mayor's Office approval before shortlisting outcomes are approved. This will include considerations of the quality of the applicant pool and the diversity of applicants (ethnicity, gender, disability).

The shortlisting panel will need to consist of at least two shortlisting panels. This usually includes the Chair of the Board, GLA officer, Mayor's Office and independent panel member (if required).

The GLA requires a clear and robust audit trail of the selection decision-making process for longlisting and shortlisting stages. This is usually in the form of a spreadsheet which lists all the candidates who have applied, and the scores awarded for each criterion. A copy will be required by the GLA.

The selection panel will need to be provided with copies of application forms and a shortlisting matrix to document their shortlisting scores.

If there is a high number of applications, it may be appropriate to apply a longlisting approach - this should be agreed with the GLA in advance

An applicant's sensitive personal information (disclosed in the equalities monitoring form) should not be shared with the selection panel members.

[Panels should be diverse. Please refer to recruitment guidance which can be found on the intranet.](#)

## 9. Guaranteed Interview Scheme

The GLA operates a [Guaranteed Interview scheme](#) for all board recruitment processes. An applicant who declares they have a disability in the equalities monitoring form, and meets the requirement to an acceptable level, must be invited to interview. It is important the panel agree in advance how the shortlisting criteria will be applied against the person specification.

The shortlisting panel will not be aware (unless the applicant refers to it in their application) which applicants have stated they have a disability. On receipt of the agreed shortlisting decision, the HR team will need to check if any applicants have met the criteria to an acceptable level; applicants would need to be invited to interview under the Guaranteed Interview Scheme.

## **10. Interviews and Assessments**

There needs to be a clear and robust audit trail of the selection decision-making process for each interview and the scores awarded for each criterion/interview question. A copy of interview scoring sheet will need to be provided to the GLA.

The interview questions and selection criteria need to be agreed by panel members in advance of the interview invites being issued, to ensure sufficient time is allocated to each interview.

The interview panel will need to consist of at least two panel members. This usually includes the Chair of the Board, GLA officer, Mayor's Office and independent panel member (if required).

- Applicants are given at least one week's notice of the interview date.
- The interview invite should include the names or position of the interview panel members (except independent panel member – position stated only).
- Manage reasonable adjustments requests for interview
- Where possible need to be flexible re dates
- Explore potential conflicts of interest (panel members and candidates)
- Applicants are clear that recommendations require Mayor approval following pre-appointment checks

## **11. Post Interview**

Following the interview process, the panel reaches an agreement on the recommendations for appointment.

No verbal or written offers (or regrets after interview) should be made to applicants until the Mayor has considered and approved the recommendations.

A formal memo is prepared which provides an overview of the recruitment process, who was involved and the applicants recommended for interview (include bio summary and picture).

Draft appointment letters and agreed terms of appointment should be prepared; both documents will need to be approved by the Mayor, so they are ready to be issued when we have appointment checks are complete.

The independent panel member is required to feed back to the GLA on the process and provide assurance that the Mayor has acted reasonably in making any such appointment.

GLA are provided with a breakdown of time spent by the independent panel member attending the shortlisting and interview meetings. This is required to verify the time spent by the independent supporting the process and so the GLA can arrange the appropriate recognition payment.

The GLA can provide further advice and guidance on this process.

## 12. Conditional Offer

Providing the Mayor has approved the recommendations, verbal offers can be made to the recommended applicants.

Before offers are confirmed, the appropriate due diligence will need to be carried out in respect of appointments made by the Mayor.

HR send a conditional written offer to applicants which makes clear the offer is conditional until satisfactory references and checks have been completed.

As a minimum, the appointment checks a minimum of two satisfactory references and right-to-work checks (applicable for remunerated positions only).

## 13. Regret at Interview

All applicants who were unsuccessful at interview should be provided with an opportunity for feedback on how they performed at the interview.

The email sent to the unsuccessful applicants at interview should provide a contact point for requesting verbal feedback on their interview. This should be provided within a reasonable timeframe.

## 14. Confirming Appointment

When all checks are completed the GLA liaises with the Mayor's Office to arrange formal appointment letters which are signed by the Mayor and issued to the successful applicant to confirm the appointment.

The board member is required to sign and return copy of their terms of appointment to confirm acceptance. A copy of the signed terms is provided to the GLA.

## 15. GLA Contacts

Name and position	Contact details
[REDACTED] [REDACTED] <a href="#">People Function</a>	[REDACTED] <a href="mailto:[REDACTED]@london.gov.uk">@london.gov.uk</a>



**From:** [REDACTED]  
**To:** [REDACTED]  
**Subject:** RE: Kerslake review query  
**Date:** 13 March 2023 09:20:43

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Hi [REDACTED] – no worries, happy to help if I can!

[REDACTED] **Housing & Land**  
GREATERLONDONAUTHORITY  
City Hall, Kamal Chunchie Way, London E16 1ZE

**london.gov.uk**

[REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)

**Pronouns:** [REDACTED]

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**From:** [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Sent:** 10 March 2023 16:58

**To:** [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Subject:** RE: Kerslake review query

Thanks [REDACTED], I'll contact [REDACTED].

I may come back to you with the odd question in the coming weeks, hope that's ok – it's easier to learn from what's gone before than reinvent the wheel!

Have a nice weekend

[REDACTED]

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**From:** [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Sent:** 10 March 2023 16:28

**To:** [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Subject:** RE: Kerslake review query

Hi [REDACTED]

Good to hear from you – and glad things are moving along with the environment review!

We didn't interview Lord Kerslake and he wasn't interviewed for chairing his independent review of Lambeth Council either. He was essentially approached by relevant parties. I am not sure how we got around this from a procurement perspective, but it may have helped that [REDACTED]

[REDACTED]

Hope this helps? [REDACTED] was more closely involved in securing Lord Kerslake's involvement so you might want to drop him an email to see if he has any thoughts to add!

[REDACTED] **Housing & Land**  
GREATERLONDONAUTHORITY  
City Hall, Kamal Chunchie Way, London E16 1ZE

**london.gov.uk**

[REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)

**Pronouns:** [REDACTED]

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**From:** [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Sent:** 10 March 2023 16:21

**To:** [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

**Subject:** RE: Kerslake review query

Hi [REDACTED],

Thanks again for your time a few weeks (months?) back. We spoke to discuss the emerging climate change adaptation review/inquiry. David Bellamy has lent his support to the Review, so it

looks likely to go ahead. We're looking at it running for 6 months to December. We're moving into setting out the recruitment process for the chair and panel members. I had a question around the Chair recruitment process – we spoke to the People function yesterday who were advising a competitive recruitment process, JDs and specs, application (CV and Cover letter) and possibly interview. Given we're going for a high profile Chair, do you know if this is the only way? Did Bob Kerslake have to go through interview? I'd have thought there were other ways??

Keen to know if other routes have been used.

Thanks [REDACTED]

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From: [REDACTED] <[REDACTED]@london.gov.uk>

Sent: 08 November 2022 11:21

To: [REDACTED] <[REDACTED]@london.gov.uk>

Subject: RE: Kerslake review query

Hi [REDACTED]

Sure – I am free between now and 12:15pm if you wanted to put 10 mins in my diary for a Teams chat?

[REDACTED]  
[REDACTED] **Housing & Land**  
GREATERLONDONAUTHORITY  
City Hall, Kamal Chunchie Way, London E16 1ZE

[REDACTED]  
**london.gov.uk**

[REDACTED] <[REDACTED]@london.gov.uk>

Pronouns: [REDACTED]

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From: [REDACTED] <[REDACTED]@london.gov.uk>

Sent: 08 November 2022 10:54

To: [REDACTED] <[REDACTED]@london.gov.uk>

Subject: RE: Kerslake review query

Hi [REDACTED]

Thanks for coming back – 5-10mins would be great. I'm not in US until later this week – would a quick chat on teams work for you? I'm free until 1pm? Have a few gaps later in the day too.

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From: [REDACTED] <[REDACTED]@london.gov.uk>

Sent: 07 November 2022 09:51

To: [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

Subject: Re: Kerslake review query

Hi [REDACTED]

[REDACTED] is spot on in his summary of the appointment and establishment process. I'd be very happy to speak further about the commissioning and onboarding process for the GLA Group review. I have recently been working with Lord Kerslake on his review of affordable housing in Lambeth and was involved in his onboarding to Lambeth Council, which followed a slightly different process. I'd be happy to speak about this process too.

I am around in Union Street today and my diary is up to date if you wanted to speak at some point today?

Thanks,

[REDACTED]

Get [Outlook for iOS](#)

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From: [REDACTED]@london.gov.uk>

Sent: Monday, November 7, 2022 9:00:39 AM

To: [REDACTED]@london.gov.uk>; [REDACTED]  
[REDACTED]@london.gov.uk>; [REDACTED]@london.gov.uk>

Subject: RE: Kerslake review query

H [REDACTED]

Although I worked on the project – I joined soon after it was already underway! So don't have too much insight into the process leading up to the review.

In terms of the structure of the review:

- The appointment of Lord Kerslake was led by the Mayor's Office ([REDACTED] correct me if I'm wrong).
- Being an independent review, there was a project team of three H&L officers reporting directly to Lord Kerslake to provide research, drafting, project management support.
- Lord Kerslake met fortnightly with a steering group composed of Tom Copley, Housing DM and David Bellamy, the Mayor's Chief of Staff – this was to provide updates on progress, to sense-check findings, but the steering group was not directive.
- The project team had regular internal meetings with the Senior H&L officers, and senior officers had opportunities to review to report.

Happy to chat later if helpful, but i'm looping in [REDACTED] who may be able to give you some additional background – particularly on the process leading up to the review.

Best,

[REDACTED]  
[REDACTED] **Housing and Land**  
GREATERLONDONAUTHORITY  
Kamal Churchie Way, London E16 1ZE

[REDACTED]  
[london.gov.uk](#)

[REDACTED]@london.gov.uk

My pronouns are [REDACTED]

My working days are [REDACTED]

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From: [REDACTED]@london.gov.uk>

Sent: 04 November 2022 14:13

To: [REDACTED]@london.gov.uk>; [REDACTED]  
[REDACTED]@london.gov.uk>; [REDACTED]@london.gov.uk>

Subject: RE: Kerslake review query

[REDACTED]

Thanks very much. Initially we're interested in the process leading up to the review/how the review was set up, in which case [REDACTED] would you have time for a chat? Or [REDACTED] if you're familiar with these details also a quick chat would be great.

It's a long shot, but 10mins today or Monday would be super helpful, I've got a deadline of Monday pm to write a paper.

Best wishes,

[REDACTED]  
[REDACTED]  
Environment & Energy  
GREATERLONDONAUTHORITY  
City Hall, Kamal Churchie Way, London, E16 1ZE

[REDACTED]

**london.gov.uk**

[REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)

My preferred pronouns are [REDACTED]

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From: [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

Sent: 04 November 2022 13:20

To: [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

Cc: [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; [REDACTED]

[REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

Subject: RE: Kerslake review query

Hi [REDACTED]

[REDACTED] was one of the leads on this for the Kerslake Review project team. Now that the review has concluded and we've moved into the implementation phase, [REDACTED] would be your best point of contact. I'm sure both of them would be happy to help.

[REDACTED]

[REDACTED] **Housing & Land**

GREATERLONDONAUTHORITY

City Hall, Kamal Chunchie Way, London E16 1ZE

[REDACTED]

**london.gov.uk**

[REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)

Pronouns: [REDACTED]

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[REDACTED]

From: [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

Sent: 04 November 2022 13:19

To: [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

Subject: Kerslake review query

Hi [REDACTED]

We have a meeting in the diary a week from now to discuss a climate change adaptation commission/review. I'm pulling together some information ahead of the meeting. I'm looking to speak to someone about the Lord Kerslake review into GLA housing. The aim is to get a bit more info on how it was set up, run and supported. Would you be the best person to speak to about that in the team?

Grateful for any info,

Best,

[REDACTED]

Environment & Energy

GREATERLONDONAUTHORITY

City Hall, Kamal Chunchie Way, London, E16 1ZE

[REDACTED]

**london.gov.uk**

[REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)

My preferred pronouns are [REDACTED]

**From:** [REDACTED]  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Lord Kerslake Review - Chair appointment process.  
**Date:** 15 March 2023 18:15:00

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Very helpful, thanks [REDACTED]

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From: [REDACTED]@london.gov.uk>

Sent: 15 March 2023 18:10

To: [REDACTED]@london.gov.uk>

Cc: [REDACTED]@london.gov.uk>

Subject: Re: Lord Kerslake Review - Chair appointment process.

Hi [REDACTED], we approached & appointed Lord K directly, with the blessing of the Mayor's Chief of Staff.

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From: [REDACTED]@london.gov.uk>

Sent: 14 March 2023 16:54

To: [REDACTED]@london.gov.uk>

Cc: [REDACTED]@london.gov.uk>

Subject: Lord Kerslake Review - Chair appointment process.

Hi [REDACTED]

Had a quick question, hoping you might be able to help.

I've been taking advice from [REDACTED] in Housing and Land on the process of setting up a review. We're looking to set up a climate change adaptation review for London and are learning from the recent Lord Kerslake Review of GLA housing.

Specifically around appointing the Chair – [REDACTED] said you might know what the process was? Our preference is to directly appoint a high profile chair and we have a shortlist of three that were aiming to approach. Our discussions with the GLA People Function suggest that a competitive process with applications, might be needed, but I understand with many reviews, a direct approach is common place and this happened with Lord Kerslake.

Do you know if this is something we might be able to do for this review?

Many thanks

[REDACTED]  
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[REDACTED]@london.gov.uk

My preferred pronouns are [REDACTED]