

## Ruth Phillips

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**From:** [REDACTED]  
**Sent:** 26 April 2018 18:16  
**To:** David Bellamy  
**Subject:** RE: Job Description  
**Attachments:** Draft Deputy Mayor Transport 1267.doc; DM- Transport April 2018.docx

Hi David

I've attached the JD, and also the proposed questions we discussed.

I have put in a question about media performance and also rail devolution, that we discussed. Let me know if you'd like me to make any amendments.

Let me know if there's anything else you need before 11am tomorrow.

Thanks  
[REDACTED]

---

**From:** David Bellamy  
**Sent:** 26 April 2018 17:30  
**To:** [REDACTED]  
**Subject:** Job Description  
**Importance:** High

It turns out the version I have is a PDF. Do you have it as a Word doc?

D.

David Bellamy  
Chief of Staff  
Mayor's Office  
Greater London Authority  
City Hall, London, SE1 2AA  
Tel: 020 7983 [REDACTED]

## **Job Description – Deputy Mayor, Transport Policy**

**Reports to: The Mayor's Chief of Staff**

### **Job purpose**

1. To lead the provision of policy advice and policy direction on behalf of the Mayor, in relation to transport.
2. To oversee the relationship between GLA and TfL to ensure the delivery of the Mayor's priorities, including ensuring the smooth running of the transport system
3. To take mayoral decisions on transport issues in accordance with the GLA scheme of delegation.
4. To act as Deputy Chair of the TfL Board (subject to an Assembly confirmation hearing)

### **Principal accountabilities**

1. To provide the strategic policy advice to the Mayor on transport and the functioning of TfL and to work with senior officers of the Authority and functional bodies to ensure the appropriate strategic approach is taken to deliver the Mayor's priorities on transport.
2. To represent the Mayor in liaison with key stakeholders on transport issues, including TfL.
3. On behalf of the Mayor or with the Mayor undertake negotiations with central government departments concerning transport issues, and to influence this to ensure no detriment to London or the Mayoral priorities.
4. Ensure liaison with key stakeholders in the development of policy direction. Establish relationships to ensure the requisite specialist input and expertise is available to the Mayor in relation to transport issues.
- 5.
6. To support the development of the transport strategy to ensure effective policy development, management and service delivery arrangements across the GLA Group.
7. Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities.
8. Monitor continually the provision of services and implement, or make recommendations for, appropriate changes required in the interests of effective management.

*Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.*

## **Person Specification**

1. Extensive experience of policy development at a strategic level, within a local authority, government department or agency and/or large, multifunctional organisation with comparable scope, responsibilities, budget and resources.
2. In depth and comprehensive knowledge of transport issues and the working and functions of Transport for London.
3. Clear achievement in promoting equalities of opportunity.
4. An understanding of devolved government and experience of successfully working with politicians within a democratic process or a comparable high-pressure organisation.

## **Behavioural Competencies**

### **Building and Managing Relationships**

... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

#### Level 4 indicators of effective performance

- Identifies and engages a diverse range of influential contacts within stakeholder and community groups, and partner organisations
- Builds alliances to establish mutually beneficial working arrangements, openly sharing knowledge and insights
- Actively challenges and addresses 'silo attitudes' to encourage effective relationship building inside and outside the GLA
- Understands the complexities of political dynamics and uses this to manage relationships and resolve conflict effectively
- Identifies clear win-win situations with external partners

### **Stakeholder Focus**

... is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations.

#### Level 4 indicators of effective performance

- Adapts objectives and the GLA's public facing position based on the context behind stakeholder needs and requests
- Builds the GLA's reputation as an organisation committed to meeting the needs of Londoners
- Manages partner organisations' and Londoners' expectations of the GLA by anticipating and influencing changing priorities

- Instils a culture that encourages GLA staff to think about meeting Londoners' needs first
- Builds the confidence of staff, partner organisations and Londoners by ensuring the GLA delivers quality work

### **Communicating and Influencing**

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

#### Level 4 indicators of effective performance

- Articulates self with credibility and conviction, encouraging buy-in to corporate position
- Influences the thinking of other organisations, encouraging them to deliver in line with the GLA
- Ensures that the organisation communicates inclusively with staff and external stakeholders
- Acts as a credible and convincing spokesperson and negotiator for the GLA
- Instils a corporate commitment to accessible communication

### **Strategic Thinking**

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

#### Level 4 indicators of effective performance

- Develops a positive and compelling vision of London's future potential, demonstrating confidence in the strategic direction of the GLA
- Translates an understanding of the complex and diverse threats and issues facing London into positive action
- Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities
- Sets organisational priorities by identifying where time and investment is needed most
- Generates and leads strategic initiatives that reflect the GLA's position as a regional authority

### **Decision Making**

... is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

#### Level 4 indicators of effective performance

- Makes difficult decisions for the long term benefit of the organisation
- Presents and instills confidence in strategic decision-making
- Consults stakeholders early in critical organisation-wide decisions
- Stands by the decisions and actions of the GLA
- Accepts and promotes accountability for the GLA's decision making
- Ensures the organisation balances effective risk management with the need for timely actions

### **Organisational Awareness**

... is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly.

#### Level 4 indicators of effective performance

- Focuses on the needs of Londoners, promoting organisational awareness of how they impact GLA priorities
- Anticipates and responds appropriately and professionally to political pressure, inspiring confidence and trust from politicians
- Shapes senior stakeholders' perceptions of the GLA, using their influence to support the GLA agenda
- Influences Londoners' perceptions of the GLA, using the Media where appropriate
- Leads the organisation by setting the highest standard in upholding integrity and ethical behaviour

#### **Responding to Pressure and Change**

... is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.

#### Level 4 indicators of effective performance

- Demonstrates resilience in the face of challenge from staff, media and partner organisations
- Promotes the GLA as a flexible organisation, responding to the changing needs of Londoners
- Shows positivity in the face of external pressure, minimising negative impact
- Drives a culture of continuous improvement
- Sets the direction for organisational development and ensures effective communication of change initiatives

## **Deputy Mayor- Transport**

1. You will be aware of my Transport Strategy, published in March, with the aim of 80% of all trips in London to be made on foot, bicycle or using public transport by 2041. What will your approach be for achieving this? What do you think the specific challenges will be?
2. How will you monitor performance against the Transport Strategy and give me assurance that they are being met? (*Further probe question if required: What will be your approach to working with TfL?*)
3. Can you tell us about your network and key relationships in the transport sector? How will you approach the relationships with Boroughs and Trade Unions?
4. What experience do you have of presenting to the media? How do you maintain your composure when faced with hostile questions?
5. What advantages and challenges do you see for further rail devolution and giving powers to the Mayor?
6. Your appointment will be subject to significant public scrutiny, in this context is there anything we need to be aware of that may come to light and could call into question the reputation of the Mayor?

## Ruth Phillips

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**From:** David Bellamy  
**Sent:** 26 April 2018 18:38  
**To:** [REDACTED]  
**Subject:** RE: Job Description  
**Attachments:** Deputy Mayor Transport 26042018.doc; DM- Transport April 2018.docx

Thanks [REDACTED]. Both attached:

- Bits of the JD were rather archaically worded so I have updated. Hopefully not controversial but shout if you have any questions
- Have edited the Qs a bit, and dropped the media one as I think the required skills are safely evidenced by demonstrable experience which if necessary could be reviewed via YouTube!

Let me know if you have any feedback on either doc. Thanks again for all your help.

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**From:** [REDACTED]  
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**To:** David Bellamy [REDACTED]@london.gov.uk>  
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I've attached the JD, and also the proposed questions we discussed.

I have put in a question about media performance and also rail devolution, that we discussed. Let me know if you'd like me to make any amendments.

Let me know if there's anything else you need before 11am tomorrow.

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Chief of Staff  
Mayor's Office  
Greater London Authority  
City Hall, London, SE1 2AA  
Tel: 020 7983 [REDACTED]

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**Reports to:** The Mayor's Chief of Staff

### **Job purpose**

1. To lead the provision of policy advice and policy direction on behalf of the Mayor, in relation to transport.
2. To oversee the relationship between GLA and TfL to ensure the delivery of the Mayor's priorities, including ensuring the smooth running of the transport system
3. To deputise for the Mayor as required on transport and related issues.
4. To act as Deputy Chair of the TfL Board (subject to an Assembly confirmation hearing)

### **Principal accountabilities**

1. To provide strategic policy advice to the Mayor on transport and the functioning of TfL and to work with senior officers of the Authority and functional bodies to ensure the appropriate strategic approach is taken to deliver the Mayor's priorities on transport.
2. To represent the Mayor in liaison with key stakeholders on transport issues, including TfL, building effective relationships to deliver the Mayor's agenda.
3. On behalf of the Mayor or with the Mayor undertake negotiations with central government, local authorities and other relevant organisations concerning transport issues, and to influence this to ensure no detriment to London or the Mayoral priorities.
4. Lead the development of future transport policy direction. Establish relationships to ensure the requisite specialist input and expertise is available to the Mayor and suitably coordinated, in relation to transport issues.
5. Support the Mayor in the development of the TfL business plan and budget.
6. Work with other Mayoral advisers and colleagues to support a coordinated approach to the management of Mayoral business and priorities.
7. Represent the Mayor in media appearances as required.
8. Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities.

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## **Person Specification**

1. Extensive experience of policy development at a strategic level, within a local authority, government department or agency and/or large, multifunctional organisation with comparable scope, responsibilities, budget and resources.
2. In depth and comprehensive knowledge of transport issues and the working and functions of Transport for London.
3. Extensive experience of media appearances and stakeholder management.
4. An understanding of devolved government and experience of successfully working with politicians within a democratic process or a comparable high-pressure organisation.

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## **Deputy Mayor - Transport**

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2. What will be your approach to working with TfL and monitoring its performance, including delivery of the Transport Strategy?
3. How would you seek to secure further rail devolution to London; is this something you see as a priority?
4. Can you tell us about how you build strong working relationships with stakeholders and, your experience of doing so with Boroughs and Trade Unions in particular?
5. Your appointment will be subject to significant public scrutiny, in this context is there anything we need to be aware of that may come to light and could call into question the reputation of the Mayor?

## Ruth Phillips

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**From:** [REDACTED]  
**Sent:** 26 April 2018 18:51  
**To:** David Bellamy  
**Subject:** RE: Job Description

Thanks David. Just had a look at the updated JD versus the 2016 version and that all makes sense, I can see the slight change and addition of accountabilities. But it's broadly still the same.

Thanks for reviewing the questions, point about media makes sense! I will print off 2 sets of the JD and interview questions for both of us tomorrow.

See you tomorrow.

Thanks  
[REDACTED]

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**From:** David Bellamy  
**Sent:** 26 April 2018 18:38  
**To:** [REDACTED]  
**Subject:** RE: Job Description

Thanks [REDACTED]. Both attached:

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**Sent:** 26 April 2018 18:16  
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**Subject:** Job Description

**Importance:** High

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D.

David Bellamy  
Chief of Staff  
Mayor's Office  
Greater London Authority  
City Hall, London, SE1 2AA  
Tel: 020 7983 [REDACTED]

**Ruth Phillips**

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**From:** [REDACTED]  
**Sent:** 27 April 2018 10:13  
**To:** David Bellamy  
**Subject:** Re: Draft letter - any thoughts?

Hi David

I think that covers everything necessary and as you said before, the right tone to reflect her long service.

The reference to section 67(6) I think you just need to put that it's GLA Act 1999. Unless I'm mistaken, I've just looked at the 2 Acts and the GLA Act 2007 doesn't refer to 67(6) as I believe it's an addition to the 1999 Act rather than replacing.

Tiny point, I thought you don't potentially even need to state that it's for 'personal reasons'. But this is up to you.

I will come up before 11am.

Thanks

[REDACTED]

Sent from my iPhone

On 26 Apr 2018, at 19:03, David Bellamy [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)> wrote:

Dear Jennette,

**Deputy Mayor for Transport**

I am writing to notify the Assembly that Val Shawcross CBE, Deputy Mayor for Transport has decided for personal reasons to retire effective 8 June 2018.

As you will be aware, Val originally intended to retire from the GLA at the 2016 elections. However, she agreed to remain at the GLA to join my team and I am immensely grateful for her contribution, including leading the development of my transport strategy. I know that all Assembly Members will join me in thanking Val for her 18 years of service to the GLA and Londoners.

I hereby notify you that, under section 67 (1) (b) of the GLA Act (as amended), I have appointed Heidi Alexander MP as the new Deputy Mayor for Transport with effect from 11 June 2018. Heidi will cease to serve as a Member of Parliament before taking up this role and I am confident that she has the requisite skills and experience to take forward my plans for a modern, accessible and affordable transport network for Londoners and visitors.

This appointment was made on merit and involved an interview process, in accordance with the merit requirements under section 67 (6) of the GLA Act. The terms of appointment will mirror normal GLA terms and conditions. The annual salary for this post will remain £127,513 and the job description will be posted on the GLA website.

I will write to you in due course regarding the post of Deputy Chair of Transport for London.

Yours sincerely,

Sadiq Khan

David Bellamy  
Chief of Staff  
Mayor's Office  
Greater London Authority  
City Hall, London, SE1 2AA  
Tel: 020 7983 [REDACTED]



## Ruth Phillips

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**From:** David Bellamy  
**Sent:** 01 May 2018 11:08  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Confidential- conditional offer letter

Thanks [REDACTED]

The letter is fine, apart from the date – we can't send until the date we announce.

Heidi's address is [REDACTED].

David.

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**From:** [REDACTED]  
**Sent:** 27 April 2018 17:08  
**To:** David Bellamy [REDACTED]@london.gov.uk>  
**Cc:** [REDACTED]@london.gov.uk>  
**Subject:** Confidential- conditional offer letter

Hi David

As discussed please find attached the conditional offer letter which can be sent out to Heidi. Her personal address will need to be inserted.

Offer letters for all colleagues at all grades are signed off by HR, so myself in this case.

Please could [REDACTED] share a copy of the letter once the address has been inserted, as this will start to form Heidi's HR file.

Thanks  
[REDACTED]

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**From:** David Bellamy  
**Sent:** 26 April 2018 18:38  
**To:** [REDACTED]@london.gov.uk>  
**Subject:** RE: Job Description

Thanks [REDACTED]. Both attached:

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