

Statutory Officer Protocol

Issue date	November 2018
Amendments made from previous version (November 2015)	Appendix 2 of the Protocol (performance, disciplinary and dismissal procedure) establishes Assessment Panel to sift complaints about a statutory officer. Minor drafting changes.
Approved by	Mayor via MD 2395- 27 November 2018 Assembly at Plenary meeting- 6 December 2018
Review date	November 2020
Senior owner	Chief Officer
Document owner	Assistant Director, Finance and Governance

Statutory Officer Protocol

1. The statutory officers

- 1.1 Under the Greater London Authority (GLA) Act 1999 (as amended), the Authority is required to have the following statutory officers:
- Head of Paid Service¹ (HoPS);
 - Chief Finance Officer²; and
 - Monitoring Officer³.
- 1.2 The statutory functions exercisable by these officers are listed in Appendix 1 to this document.

2. Appointment or designation without an external recruitment and selection process

- 2.1 The Mayor and the Assembly acting jointly may allocate the function / role of a statutory officer to an existing post occupied by an existing member of staff (and therefore designate that postholder as a statutory officer) without following an external recruitment and selection process (in which case sections 3 and 4 of this protocol do not need to be followed)⁴.
- 2.2 In these circumstances the Assistant Director of Human Resources & Organisational Development (HR & OD) should, where appropriate, establish an internal competition involving appropriately senior and experienced officers / postholders as to their posts being attributed with the function of a statutory officer. In the event that there is:
- (i) Only one candidate, that postholder may be permanently designated as a statutory officer if the Mayor and the Assembly agree to the designation and its terms and conditions; or
 - (ii) More than one suitable expression of interest, an appropriate selection and appointment process shall be determined by the Mayor and by the Assembly's staffing committee with both parties acting jointly⁵.

¹ Required under the GLA Act 1999 (as amended) s 72(1)

² Required under the GLA Act 1999 (as amended) s 127 and 127A

³ Required under the GLA Act 1999 (as amended) s 73 (1)

⁴ This is provided for in the Local Authorities (Standing Orders) Regulations 1993/202

⁵ Noting that, whilst the Assembly's staffing committee can determine this, the full Assembly must take any decision to appoint and also any decision relating to the terms and conditions of the appointment

3. External recruitment and shortlisting

- 3.1 Where it is not proposed or possible to designate a statutory officer in accordance with paragraph 2.1 above, a recruitment and selection process must be followed. The Assistant Director of HR & OD will⁶⁷:
- a. Draw up a job description and person specification which sets out:
 - (i) the duties and accountabilities of the officer concerned; and
 - (ii) any qualifications, skills and experience required;
 - b. Make arrangements for a copy of the documents mentioned at (a) above to be sent to any person on request; and
 - c. Make arrangements for the post to be brought to the attention of persons who are qualified to apply for it (i.e. through advertising and / or executive search).
- 3.2 Where a post has been advertised as set out in paragraph 3.1 above, the Mayor and the Assembly (through its staffing committee) shall approve the arrangements for the selection of a shortlist of such qualified applicants to be interviewed in accordance with section 4 of this protocol below.
- 3.3 Where no qualified person has applied, the Assistant Director of HR & OD shall make further arrangements for advertisement in accordance with paragraph 3.1 above.

4. Appointment

- 4.1 The Mayor and Assembly are required to make appointments to the three statutory officer posts with both parties acting jointly.
- 4.2 Unless there is an express decision of the Mayor and / or the Assembly to the contrary, the interviews for a vacant statutory officer post should be conducted by the Mayor and Assembly acting together as one panel and taking a joint decision through the use of one of the following options (to be determined by the Mayor⁸ and Assembly as necessary):
- A. The Mayor, and also a member of staff appointed under s 67(1) of the GLA Act acting as an adviser to the Mayor if the Mayor so chooses, and a sub-committee of the Assembly's staffing committee with such membership being politically proportional as per the usual rules on proportionality; or
 - B. Up to two representatives of the Mayor, who must be staff appointed under s 67(1) of the GLA Act, and a sub-committee of the Assembly's staffing committee (with membership as set out in option A. above)
- 4.3 Formal decisions after the conclusion of the interview process on the appointment and the terms and conditions of that appointment will be taken by the Mayor via a Mayoral Decision form (following a recommendation from one of the Mayor's appointees if under option B.) and by the Assembly via the Assembly's staffing sub-committee recommendation to the full Assembly. Any offer of employment will need to be made conditional on, and subject to, the formal approval of the Mayor and the Assembly.
- 4.4 The HoPS will participate in an advisory capacity in the interviews of candidates for the roles of Chief Finance Officer and Monitoring Officer.

⁶ The following provisions incorporate the requirements of the Local Authorities (Standing Orders) Regulations

⁷ /202

⁸ With a formal written delegation being made to one of the Mayor's appointees where this is required

- 4.5 The Mayor, or the Mayor's representative, and the Assembly, through its staffing committee, may jointly agree to invite any external persons to provide expert, independent advice to them (concurrently) during the recruitment process and / or at the interviews.
- 4.6 Other than in exceptional circumstances, the composition of the interview panel should remain the same for all candidates in all rounds of interviews.
- 4.7 Any proposed appointment will be subject to references and the Authority's usual pre-employment checks.

5. Terms and conditions

- 5.1 The Mayor and Assembly are required, acting jointly, to determine the terms and conditions of the statutory officers.
- 5.2 The Mayor's approval must be given via a Mayoral Decision form. The full Assembly must decide any changes to the statutory officers' terms and conditions.
- 5.3 By adopting this document the Mayor and Assembly jointly agree that, as a matter of principle, the GLA standard terms and conditions that apply to all staff appointed by the HoPS⁹ should normally also apply to the statutory officers.
- 5.4 To this end, when the HoPS consults with the Mayor and the Assembly's staffing committee on proposed changes to terms and conditions of employment that apply to staff appointed by the HoPS¹⁰, the Mayor should be asked, and the Assembly's staffing committee should be asked to recommend to the full Assembly, whether or not (on the HoPS agreeing to the proposed changes) to apply the proposed change to the GLA standard terms and conditions in respect of the statutory officers.
- 5.5 In some circumstances, and due to the nature of their roles, the statutory officers do need to have terms and conditions of employment that are different to those that apply to all staff appointed by the HoPS.
- 5.6 Such terms and conditions must be approved by the Mayor and the Assembly acting jointly. They are attached at Appendices 2 and 3 to this Protocol and have been so approved.
- 5.7 Before any proposals to change the terms and conditions of the statutory officers are submitted to the Mayor and the Assembly, the statutory officers themselves must be consulted on the proposals. Their views will be taken into account but will not be determinative.

6. Disciplinary action and investigations

- 6.1 This is dealt with at Appendix 2 to this document.

⁹ "Terms and conditions" here includes any employment protocols or policies that confer contractual rights upon all staff appointed by the HoPS

¹⁰ Or proposed changes to employment protocols or policies that confer contractual rights upon all staff appointed by the HoPS

7. Dismissal

- 7.1 The statutory officers may only be dismissed by the Mayor and the Assembly acting jointly.
- 7.2 Detailed procedures in respect of how the statutory officers may be dismissed as a result of probationary, disciplinary or capability (excluding ill health) action are contained in Appendix 2.
- 7.3 Appendix 3 modifies the GLA's sickness policy and sets out a procedure in respect of how the statutory officers may be dismissed as a result of ill health.

Statutory functions

A. The Head of Paid Service (HoPS)

1. Functions of the proper officer of the Authority for the purposes of Parts I and II of the GLA Act 1999 (as amended), other than those relating to:
 - i. The functions of the Greater London Returning Officer (GLRO); and
 - ii. Part VA of the Local Government Act 1972 (access to information) as applied to the Assembly by Section 58 of the GLA Act 1999 (Openness).
2. Functions of the HoPS under the GLA Act 1999, including the functions of consulting with the Mayor and the Assembly and appointing staff under s 67(2) of the GLA Act and determining such staff members' terms and conditions of employment under s 70(2) of the GLA Act.
3. Functions of proper officer of the Authority for the purposes of Part III of the Local Government Act 1974 (local government administration) as applied to the Authority by Section 74 of the GLA Act 1999.
4. Functions of the proper officer of the Authority for the purposes of Sections 225 (deposit of documents) and 228 (inspection of documents) of the Local Government Act 1972 as applied to the Authority by Section 75 of the GLA Act 1999.
5. Functions of the HoPS under Part I of the Local Government and Housing Act 1989 generally, including under Section 4 (designation and reports of the HoPS) as applied to the Authority by Section 72 of the GLA Act 1999.
6. Functions of the proper officer under the Local Government and Housing Act 1989.
7. The functions under any other enactment (whenever passed) of a proper officer or responsible officer (or other similar designation used in the enactment) as regards areas not falling within the above paragraphs.

B. The Chief Finance Officer

8. Functions of the chief finance officer responsible for the proper administration of the financial affairs of the authority under Section 127(1) of the GLA Act 1999.
9. Functions of the responsible officer under Local Government Finance Act 1988.
10. Functions of the proper officer under the Local Government Finance Act 1988.
11. The functions under any other enactment (whenever passed) of a chief finance officer, proper officer or responsible officer (or other designation used in the enactment) concerning the Authority's accounting practices, audit arrangements or its financial affairs and arrangements.

C. The Monitoring Officer

12. Functions of the monitoring officer for the Authority under Section 5 of the Local Government and Housing Act 1989 and section 73 of the GLA Act 1999.

13. Functions of the monitoring officer under Part I of the Localism Act 2011.
14. Functions of the proper officer of the Authority under Sections 229 (photographic copies of documents) and 234 (authentication of documents) of the Local Government Act 1972 as applied to the Authority by Section 75 of the GLA Act 1999.
15. The functions under any other enactment (whenever passed) of a monitoring officer, proper officer or responsible officer (or other designation used in the enactment) concerning the Authority's legal affairs and arrangements, including compliance with the law.

Performance, disciplinary and dismissal procedure

Only the Mayor and the Assembly acting jointly can authorise action being taken against a statutory officer on grounds of capability or misconduct.

A. Action regarding allegations of misconduct and/or capability failings

1. Action may only be taken in respect of:
 - a) Misconduct, after the GLA's Disciplinary Procedure has been complied with; and / or
 - b) Capability, after the GLA's Capability Procedure has been complied with.
2. In applying the above procedures, the HoPS will usually exercise management responsibilities in respect of the Chief Finance Officer and the Monitoring Officer. At any time the Mayor and Assembly, acting jointly, and in such manner as they agree, may undertake these responsibilities.
3. The Mayor and Assembly acting jointly, and in such manner as they agree, shall exercise management responsibilities under the above procedures in respect of the HoPS.
4. A decision to take disciplinary action against any of the statutory officers in connection with their role as a statutory officer must be taken by the Mayor and Assembly acting jointly and is subject to the GLA's Standing Orders.

B. Dismissal

5. This procedure applies where a GLA employee who has been designated as a statutory officer may potentially be dismissed for reasons of poor performance (capability) or misconduct¹¹, whether in their probationary period or otherwise.

C. Procedure

6. Where there is an allegation or complaint of poor performance or misconduct ("the allegation"), then the procedures set out in paragraphs 6.1 to 13 below shall apply.

Assessment Panel hearing

- 6.1 The allegation must be referred to a panel ("the Assessment Panel") comprising the following members:
 - a) Two Assembly Members to be nominated by the Assembly; and
 - b) The Mayor's Chief of Staff or a member of staff appointed by the Mayor under s 67(1) of the GLA Act.
- 6.2 The members of the Assessment Panel will decide amongst themselves who will chair its meetings. In the absence of such an agreement, the Chair of the Assembly determines who will act as chair.

¹¹ The Regulations apply to disciplinary action, which is defined as including "any proposal for dismissal of a member of staff for any reason other than redundancy, permanent ill-health or infirmity of body or mind, but does not include failure to renew a contract of employment for a fixed term unless the Authority has undertaken to renew such a contract."

- 6.3 The purpose of the Assessment Panel is to review the allegation on the basis of the evidence submitted to the Panel and to determine whether there are reasonable grounds (a prima facie case) to refer the allegation to the Review Panel (see below). It is not to determine whether or not the allegation is proved. If the Assessment Panel determines that there are no such reasonable grounds, then the allegation shall be dismissed and no further action taken in respect of it.
- 6.4 The chair of the Assessment Panel shall confirm the Assessment Panel's findings and the reasons for those findings in respect of the allegation in writing, which shall be sent to the Review Panel (if applicable – see below), the person making the allegation and the statutory officer who is the subject of it.

Review Panel hearing

- 6.5 If the Assessment Panel makes a finding that there are reasonable grounds for the matter to be considered by a "Review Panel" (unless there is an express decision of the Mayor and / or the Assembly to the contrary), then the allegation should be referred to the Review Panel. The Panel should consider the allegation within 20 working days of the written confirmation being provided as at paragraph 6.4 above. The Review Panel members will comprise the following:
- a) The Mayor and / or, if the Mayor so chooses, up to two of the Mayor's staff appointed under section 67(1) of the GLA Act;
 - b) An advisory sub-committee of the Assembly which is politically proportionate as per the usual rules as to proportionality; and
 - c) An Independent Person¹², who will not have voting rights.
- 6.6 The HoPS should attend and participate (in an advisory non-voting capacity) in any meeting of the Review Panel considering allegations concerning the Chief Finance Officer or the Monitoring Officer.
7. Meetings of the Assessment and Review Panels must be convened and conducted in accordance with legal advice. They are not meetings to which Part 5A of the Local Government Act 1972 applies. The Panels may resolve to conduct their meeting in private if they consider confidential or exempt information (as falling within the same categories so defined in Part 5A of the Local Government Act 1972) is likely to be disclosed.
8. The Review Panel must decide who to appoint to investigate the allegation and must permit the statutory officer to attend a meeting of the Review Panel to make representations.
9. The Review Panel must produce a report ("the Report") containing the Panel's advice, views and recommendations to the "whole Authority" (both the Mayor and the Assembly) on the allegations, their conclusions into the proposed dismissal (including whether or not the statutory officer should be dismissed) and any representations from the statutory officer concerned.

Whole Authority meeting

10. At the next appropriate time, providing that it is at least 20 working days after the Review Panel's final meeting, the whole Authority must consider the Report, the conclusions of any investigation and any representations from the statutory officer concerned. It must then decide whether or not the statutory officer should be dismissed.

¹² An Independent Person appointed under section 28(7) of the Localism Act (see the Local Authorities (Standing Orders) (England) Regulations 2001 Schedule 3 paragraph 1). Any remuneration, allowances or fees paid by the Authority to an Independent Person appointed to the Panel must not exceed the level of remuneration, allowances or fees paid to that person in respect of that person's role as an Independent Person in relation to the standards regime under Part 1 Chapter 7 of the Localism Act 2011

11. The Authority must do what is set out in paragraph 10 above by means of convening a concurrent meeting of the Mayor and the Assembly, to be convened and conducted in accordance with legal advice. The meeting is not one to which Part 5A of the Local Government Act 1972 applies. The Mayor and the Assembly may resolve to conduct this meeting in private if they consider confidential or exempt information (falling within the categories so defined in Part 5A of the Local Government Act 1972) is likely to be disclosed.
12. The Authority may decide to dismiss a statutory officer if the Mayor and a majority of the Assembly both agree to do this.
13. If the Authority decides to dismiss a statutory officer, notice of dismissal must be given in accordance with their terms and conditions of employment.

Sickness policy

The GLA's sickness policy applies to the statutory officers but with the following modifications:

- All the statutory officers shall report their sickness absence to their line manager;
- The HoPS shall exercise management responsibilities under the procedure in respect of the Chief Finance Officer and the Monitoring Officer (unless the Mayor and the Assembly acting jointly decide to exercise their powers in this regard);
- The Mayor and the Assembly acting jointly, and in such a manner as they agree, shall exercise management responsibilities under the procedure in respect of the HoPS; and
- Final formal interviews under the sickness policy should only be conducted in respect of the statutory officers strictly in relation to their ill health (otherwise, for matters of capability and conduct, Appendix 2 above applies). Prior to any final formal interviews, the Authority should consider appointing an independent medical adviser (at its own cost), where the medical opinion of the statutory officer's medical adviser and the Authority's own medical adviser are not in agreement. The Mayor and Assembly acting jointly, and in such a manner as they agree, will conduct and determine all final formal interviews, and appeals against dismissal, under the sickness policy and in respect of all of the statutory officers.

Job title: Monitoring Officer

Grade: 15 (0.5 FTE)

Directorate: Chief Officer's Directorate

Reports to: Chief Officer

The GLA's Monitoring Officer is one of three statutory roles appointed by the Mayor of London and the London Assembly, acting jointly under s.73 of the Greater London Authority Act 1999.

This important role includes promoting and maintaining high standards of conduct, dealing with allegations of misconduct by the Mayor and London Assembly Members and the reporting on contraventions or likely contraventions of any enactment or rule of law.

The GLA is seeking a highly skilled regional/local government professional with substantial governance experience at a senior level to undertake this role. They may be a qualified Solicitor or Barrister with extensive post qualification experience. We anticipate that this role will be circa 0.5 FTE and will operate with some flexibility to ensure periods of high workload can be appropriately managed.

The successful candidate will have significant in-depth knowledge and experience of working in a complex political, high-profile organisation at a senior level, with experience of advising elected Members and senior officers on constitutional and/ or complex and nuanced legal and governance issues.

They will have excellent interpersonal skills and a reputation for being impartial and fair, the ability to handle confidential and sensitive information in an appropriate way, to act as a trusted advisor and be comfortable with making difficult decisions. They will be skilled as a mediator/counsellor with high levels of personal resilience.

This job is 'politically restricted' under the Local Government and Housing Act 1989.

Job purpose

Rule of law

- Report on contraventions or likely contraventions of any enactment or rule of law.
- Where a suspected incident of fraud involves an allegation of improper behaviour by the Mayor or an Assembly Member, work together with the Executive Director of Resources to ensure a process is followed that aligns both with the GLA's standards regime and the GLA's Fraud and Corruption Response Plan (Anti-Fraud and Corruption Policy & Response Plan).
- Provide advice on vires issues, maladministration, and probity to the Mayor and Assembly Members.

Conduct

- Play a key role in promoting and maintaining high standards of conduct for officers, the Mayor and Assembly Members.

- Receive allegations of misconduct by the Mayor and Assembly Members.
- Investigate misconduct of the Mayor and Assembly Members in compliance with the GLA's procedure for handling complaints, including liaising with Independent Members.
- Provide advice to the Mayor and Assembly Members on interpretation of the Code of Conduct.
- Review, update and issue guidance relating to the handling of complaints against the Mayor of London and Assembly Members.
- Receive reports from Members or officers of any concerns regarding the conduct of another statutory officer (Member-Officer Protocol). Such concerns will be dealt with in accordance with the Statutory Officer Protocol.
- Receive complaints about any breach of the relevant planning protocol by a Mayoral appointee and where appropriate, make a report of the matter to the Mayor and the Assembly (Protocol on Mayoral Appointments).
- Review, update and issue guidance relating to the GLA's Unified Planning Code of Conduct for elected and co-opted Members of the Authority, noting this Unified Planning Code also applies to GLA senior staff and mayoral appointees.
- Provide advice in relation to officers' standards of conduct.

Interests, Gifts & Hospitality

- Set and keep under review under guidance associated with gifts and hospitality and interests.
- Establish and maintain registers of interests and gifts and hospitality for the Mayor, Assembly Members and officers.

Use of resources

- Review, update and issue guidance, together with the Head of Paid Service (Chief Officer) and the Chief Finance Officer, on the GLA's use of resources.
- Various responsibilities identified in the GLA's Use of Resources Guidance such as: the review and consideration of the use of hyperlinks on the GLA web pages of Assembly Members and the Mayor; and the receipt of notifications of any decision to undertake initiatives/events and/or to issue announcements and publicity material on matters that could be regarded as significant or politically sensitive or controversial during the pre-election period.
- Provide guidance and advice to officers, the Mayor and Assembly Members during the pre-election period regarding the use of GLA resources.
- Review and maintain guidance about the use of personal/private social media (and not GLA social media) by officers on their own time and equipment (para 47 GLA Code of the Use of GLA Resources).

Police and Crime Committee delegation

- Handle complaints on behalf of the Police and Crime Committee about the Mayor in his MOPAC capacity and the Deputy Mayor for Policing and Crime.
- Review, update and issue guidance relating to the handling of complaints related to the Mayor in his MOPAC capacity and the Deputy Mayor for Policing and Crime.

Other functions

- Undertake the functions of the proper officer of the GLA under Sections 229 (photographic copies of documents) and 234 (authentication of documents) of the Local Government Act 1972 as applied to the GLA by Section 75 of the GLA Act 1999 (included in the functions of the MO listed in Appendix 1 of the Protocol for Statutory Officers).
- Lead for the GLA Group on group-wide review of the Corporate Governance Framework Agreement (each mayoral term).
- Liaise with responsible officers to ensure consistency across the GLA Group in respect of codes, documents and procedures referenced in and flowing from the GLA Group Corporate Governance Framework Agreement.
- Report on any findings by the Local Government Ombudsman.
- Appointment of Deputy MO as required.
- Rule on questions relating to the Scheme of Delegation in relation to the day-to-day conduct of decision making by the GLA (Scheme of Delegation of Functions of the London Assembly). This includes letters of dispensation.
- Deliver new elected Member induction on the GLA Code of Conduct for elected Members and related matters, and deliver ongoing elected Member training as required.

Key relationships

Accountable to: The Mayor of London; The London Assembly; The GLA Chief Officer

Person specification

1. The GLA is seeking a highly skilled regional/local government professional with substantial governance experience at a senior level to undertake this role. They may be a qualified Solicitor or Barrister with extensive post qualification experience.
2. Significant in-depth knowledge and experience of working in a complex political, high-profile organisation at a senior level with experience of advising elected Members and senior Officers on constitutional and/ or complex legal and governance issues.
3. Proven ability to operate in highly pressurised environment and manage conflicting priorities, which may be high profile in nature.

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

Managing and Developing Performance

... is setting high standards for oneself and others, guiding, motivating and developing them to achieve high performance and meet the GLA's objectives and statutory obligations.

Level 4 indicators of effective performance

- Creates an organisation that learns from experience
- Sets clear organisational objectives, cascading challenging yet achievable deliverables to directorates
- Identifies strategic level performance indicators and communicates these clearly
- Leads and sets an example for desired behaviour and performance for GLA staff
- Instils a culture of high performance and outstanding results where staff are encouraged to perform to their best

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 instils 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

Reasonable adjustment

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