

# GREATER LONDON AUTHORITY

## REQUEST FOR MAYORAL DECISION – MD3152

### Title: GLA Marketing Budget 2023-24

#### Executive summary:

The GLA has a duty to keep Londoners informed and engaged in the work of the Mayor of London and the London Assembly.

The GLA's centralised marketing, planning and budgeting process – introduced in 2017 to bring us in line with government best practice – allows the GLA to plan resource requirements, and communicate the work and priorities of the Mayor of London and the London Assembly, in an integrated, cost-effective and impactful way. It supports the GLA's strategic ambition to engage in a truly responsive dialogue with Londoners, reaching under-served communities with critical information on support and services. It also helps the GLA to plan its marketing efforts strategically, with a long-term view.

This MD seeks to approve expenditure of up to £1m in 2023-24 to deliver integrated, cost-effective marketing campaigns. This represents a lower level of funding in real terms than when the £1m budget was introduced in 2017.

#### Decision:

That the Mayor of London approves:

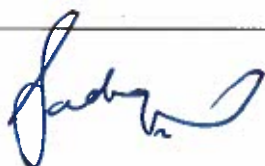
- i. expenditure of up to £1m in 2023-24 on services and tools required to deliver effective marketing communications, digital communications and engagement campaigns for the GLA
- ii. the delegation of decisions on the allocation of funding to campaigns to the Assistant Director, External Relations, in consultation with the Mayoral Director, Communications, without the need for further individual decision forms
- iii. the GLA's seeking, receipt and expenditure of additional sponsorship from suitable corporate partners for the activities of the GLA Marketing, Creative and Digital teams, in accordance with the Contracts and Funding Code and sponsorship policy, bringing both direct and indirect financial contributions, and in-kind support, to support their activities.

#### Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:

7/8/23

## **PART I – NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR**

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1 The GLA has a duty to keep Londoners informed about and engaged in the work of the Mayor and the London Assembly. This includes making Londoners aware of the Mayor's statutory responsibilities so that they may respond to statutory consultations or attend statutory events, such as People's Question Time with the Mayor and the London Assembly. It also includes making Londoners aware of wider opportunities that stem from the Mayor's work, including cultural events, programmes and services across the capital.
- 1.2 The centralised marketing budget is also used to promote the policies, programmes, events and activities of the Mayor of London and the London Assembly, enabling Londoners to better understand and engage with the work of City Hall. In addition to this core work, the need to align communications activity to cost-of-living support priorities will also drive new and additional campaign activity that will need to be supported by the central marketing budget. This covers a broad spectrum of marketing and communications-related activity, including strategy; research; creative services; advertising; digital; print and production; content production; and tools and services required to deliver the work of the Marketing Campaigns and Digital Communications teams.
- 1.3 This includes, but is not limited to the following:
  - media planning and buying, including print and digital advertising, social media, and paid search
  - printing, distribution and production costs associated with using TfL advertising space
  - media agency strategy and auditing fees
  - user research and testing (qualitative and quantitative research)
  - content production including a range of creative and digital assets, such as social media content
  - video and photography, including production tools, filming and editing services, and livestreaming
  - email marketing, including strategy, tools and assets
  - creative agency and freelance requirements
  - strategic work to maximise the impact of marketing campaigns and digital communications.
- 1.4 The GLA's Marketing Campaigns, Digital Communications, Creative, Digital and Press teams are collectively responsible for communicating and engaging with Londoners about the work and priorities of the Mayor of London and the London Assembly. The teams work alongside all of the organisation's departments that require marketing and public communications support. They collaboratively provide a strategic consultation service as well as campaign management, as required. The teams also work closely with TfL and other functional bodies on significant campaigns to maximise impact and ensure value for money.
- 1.5 If approved, this Mayoral Decision delegates decisions on the allocation of funding between the various campaigns, and communications and engagement activities, to the Assistant Director, External Relations, in consultation with the Mayoral Director, Communications, without the need for further individual decision forms.
- 1.6 This decision also approves the GLA's seeking, receipt and expenditure of additional sponsorship from suitable corporate partners for the activities of the GLA Marketing, Creative and Digital teams, in

accordance with the Contracts and Funding Code and sponsorship policy, bringing both direct and indirect financial contributions and in-kind support to support their activities. This will be determined based on campaign or project objectives.

- 1.7 Since its introduction in 2017, the centralised marketing, planning and budgeting process has enabled the Marketing Campaigns and Digital Communications teams to work more strategically; avoid duplication across the GLA; communicate with greater impact; and deliver better-integrated campaigns that promote and engage Londoners in the work of the Mayor of London and the London Assembly.

## **2. Objectives and expected outcomes**

- 2.1 A centralised marketing budget has proven successful. As such, the GLA intends to continue this way of working, given it is also best practice in government. Objectives and benefits of the centralised marketing budget include:
- strategic annual planning, and a coordinated and holistic view of how the GLA communicates to Londoners
  - full accountability and transparency over spend on marketing communications, digital communications and engagement campaigns
  - better value for money for Londoners – for example, visibility of annual budgets has helped to achieve cost savings
  - more efficient and effective use of the GLA's gifted 'on-system' inventory from TfL
  - more concise budget control, enabling the GLA's Marketing and Digital Communications teams to work with an agile approach, and to respond quickly to external factors and changing priorities
  - greater efficiency within the finance and procurement processes.

## **3. Equality comments**

- 3.1 Under section 149 of the Equality Act 2010, as a public authority the Mayor is subject to a public sector equality duty and must have 'due regard' to the need to:
- eliminate discrimination, harassment and victimisation
  - advance equality of opportunity between people who share a relevant protected characteristic and those who do not
  - foster good relations between people who share a protected characteristic and those who do not.
- 3.2 The duty involves having appropriate regard to these matters as they apply in the circumstances, including having regard to the need to: remove or minimise any disadvantage suffered by those who share a protected characteristic or is connected to a protected characteristic; take steps to meet the different needs of such people; encourage them to participate in public life or in any other activity where their participation is disproportionately low. This can involve treating people with a protected characteristic more favourably than those without a protected characteristic. Relevant protected characteristics under section 149 of the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 3.3 The development of all GLA marketing campaigns includes consideration of their target audiences. In every case, materials are assessed to ensure they are fully accessible and in line with the public-sector equality duty. The GLA will ensure that marketing materials reflect the diversity of London's

population. Staff are trained to recognise and compensate for their own unconscious bias, and communications are governed by brand guidelines that require us to show a truly representative London – reflecting the city's diversity. The guidelines also ensure that messages are simple and easy to understand with no jargon, ensuring that our campaigns are accessible. Our owned channels are also fully compliant with best practice on accessibility.

#### **4. Other considerations**

##### *Key risks and issues*

- 4.1 The GLA's centralised marketing, planning and budgeting process, introduced in 2017-18, has led to significant improvements in the GLA's marketing and digital communications function. This includes working more strategically and efficiently, and with agility, which enables the Marketing Campaigns and Digital Communications teams to respond quickly to external events and changing priorities.
- 4.2 This process has the following key benefits:
- streamlined messaging, ensuring we are not communicating to the same audience in an uncoordinated way; rather than communicating with the same (highly engaged) audience, this approach enables us to reach a greater breadth of Londoners, ensuring different audiences can engage with the messages that are most relevant to them
  - improved digital communications to ensure we are reaching Londoners effectively online with appropriate content
  - maximising the effectiveness of the marketing and digital resources to ensure we respond quickly to external factors and changing priorities
  - delivering better value for money for Londoners – for example, annual licences for tools as well as paid search strategies for London.gov.uk.
- 4.3 The GLA's marketing campaigns and digital communications function plans and delivers large-scale campaigns across a wide range of policy areas – for example, violence affecting young people, and against women and girls; and Streetlink referrals to combat homelessness. It also plays an important role in providing information and support to Londoners in response to external events and developments – for example, helping Londoners through the cost-of-living crisis with information about benefits, grants and discounts; linking Londoners with food-poverty support; improving access to affordable homes; connecting young people to mentorship and opportunities; and supporting migrant communities with information about their rights and services.
- 4.4 The proven success of this approach so far will be at risk if the centralised marketing budget is not approved, and if seeking other alternatives would reduce efficiency. A smaller budget, or a budget devolved to other departments across the GLA, would mean less impactful campaigns for Londoners, and would have a detrimental effect on the ways of working to deliver these campaigns and activities.

##### *Links to Mayoral strategies and priorities*

- 4.5 This work is linked directly to the GLA's core business objectives to:
- increase awareness of the work the Mayor, the London Assembly and the GLA are doing on behalf of Londoners
  - increase understanding, engagement and participation of Londoners in key projects, events and campaigns
  - increase Londoners' opportunities to access and influence London government.

### *Impact assessments and consultations*

- 4.6 The GLA will ensure services are procured competitively and sponsorship activities are managed in a fair and open manner in accordance with the GLA's Contracts and Funding Code and Sponsorship Policy. Officers consistently aim to secure value for money and make efficient use of funds.
- 4.7 The centralised marketing budget will be closely managed and monitored to ensure effective and appropriate use of GLA resources. It is not considered necessary or appropriate to consult any other bodies on this proposed decision before it is submitted for approval.

### *Conflicts of interest*

- 4.8 There are no conflicts of interest to note for anyone involved in the drafting or clearance of this decision form.

## **5. Financial comments**

- 5.1 This decision requests approval of expenditure, over 2023-24, of £1m to effectively deliver marketing and engagement campaigns for the GLA. The expenditure will be funded from the planned 2023-24 budget allocation that was approved as part of the 2023-24 budget-setting process. This budget is held within the External Relations Unit (part of the Strategy and Communications Directorate), which will be responsible for the delivery of the GLA marketing campaigns and the associated expenditure during 2023-24.
- 5.2 It should be noted, while it is intended that any sponsorship income secured for specific campaigns will be utilised in supplementing GLA resources, officers will look to make efficiencies to reduce the GLA contribution to campaign costs (wherever possible).

## **6. Legal comments**

- 6.1 Sections 1, 2 and 4 of this report indicate that the decisions requested of the Mayor concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or that are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment in Greater London; and in formulating the proposals in respect of which a decision is sought, officers have complied with the Authority's related statutory duties to:
- pay due regard to the principle that there should be equality of opportunity for all people
  - consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom
  - consult with appropriate bodies.
- 6.2 In taking the decisions requested, the Mayor must have due regard to the Public Sector Equality Duty – namely, the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010; and to advance equality of opportunity, and foster good relations, between persons who share a relevant protected characteristic (race, disability, age, sex, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment) and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to section 3 (above) of this report.
- 6.3 The Mayor may, under section 38 of the Act, delegate the exercise of the GLA's functions to the Assistant Director, External Relations, in consultation with the Mayoral Director, Communications.

6.4 The GLA may seek sponsorship under its power to charge third parties for discretionary services under section 93 of the Local Government Act 2003 provided that the charges levied do not exceed the costs of provision. If the delegation proposed in this MD be approved, the seeking, receipt and use of sponsorship may be approved by the Assistant Director, External Relations. Sponsorship arrangements entered into by the GLA must be in accordance with its Sponsorship Policy.

6.5 Should the Mayor be minded to make the decisions sought, officers must ensure that:

- any services and supplies required for the effective marketing communications, digital communications and engagement campaigns for the GLA are procured by TfL Commercial and in accordance with the GLA's Contracts and Funding Code
- the GLA and service providers/suppliers enter into and execute contracts for the provision of the same before the commencement of such services and supplies
- no reliance is placed upon sponsorship income before a legally binding commitment is secured from the sponsor
- at all times in undertaking marketing communications, digital communications and engagement campaigns, ensure that they follow the GLA's guidance on the use of GLA resources.

## 7. Planned delivery approach and next steps

Activity	Timeline
Delivery start date	April 2023
Project closure	April 2024

### Appendices and supporting papers:

None.

### Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will be published either within one working day after it has been approved or on the defer date.

### Part 1 – Deferral

#### Is the publication of Part 1 of this approval to be deferred? Yes

If YES, for what reason: The GLA will be seeking external sponsorship that will be used to either enhance campaigns or reduce GLA net expenditure. The existence of this budget may make it harder for the GLA to secure that sponsorship. The budget will also be supporting several procurement exercises; providing advance notice of GLA budgets, prior to launching the main procurement exercises, may compromise the GLA's ability to secure value for money.

Until what date: 30 July 2023

### Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under the FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

#### Is there a part 2 form – NO

### ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

#### Drafting officer:

Jared Shurin has drafted this report in accordance with GLA procedures and confirms the following: ✓

#### Sponsoring Director:

Niran Mothada has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities. ✓

#### Mayoral Adviser:

Sarah Brown has been consulted about the proposal and agrees the recommendations. ✓

#### Advice:

The Finance and Legal teams have commented on this proposal. ✓

#### Corporate Investment Board

This decision was agreed by the Corporate Investment Board on 17 July 2023. ✓

### INTERIM CHIEF FINANCE OFFICER:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature:



Date:

20/07/2023

### CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor.

Signature:



Date:

17/07/2023

