

# MAYOR OF LONDON

**Tony Arbour AM**

Chairman of the London Assembly  
City Hall  
The Queen's Walk  
More London  
London SE1 2AA

**Our ref:** MGLA050417-8185

**Date:** 06 APR 2017

*Dear Chairma Arbour,*

**Confirmation Hearings Committee - 10 April 2017**

Further to your letter of 31 March, I have set out further details on the chair of Cultural Leadership Board and the priorities and issues for the role.

The Board will play a key role in delivering my ambitious plans for culture, supporting London's artists and creatives, embedding culture in the development of the capital and promoting access to culture for all Londoners.

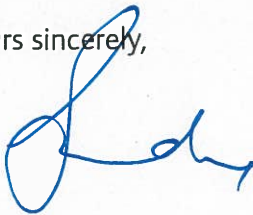
The priorities of my Cultural Leadership Board and the Chair will be to sustain London's reputation as a global creative capital and support the growth of the capital's creative economy. The Board will also address the challenges facing culture and the creative industries including the impact of Brexit, the loss of creative workspace and music venues and promoting increased engagement in cultural activities.

The role of the Chair will be to lead the development of my Cultural Leadership Board, shape the objectives of the board and steer the delivery of my policy priorities by providing expertise and guidance to the Board.

The Chair and the Board will advise me on the development of my culture strategy and will have a key responsibility to act as advocates for culture.

I very much look forward to working with both the new Chair and the Cultural Leadership Board to deliver my plan for the capital and believe they are best placed to deliver this ambition.

Yours sincerely,



**Sadiq Khan**

Mayor of London

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## **Ben Evans Short Curriculum Vitae**

### **Personal**

Aged 53, married, 4 adult children, born London.

### **Employment**

Director & Co Founder London Design Festival 2003 – present

Executive Director & Co Founder London Design Biennale 2015 – present

Partner & Creative Director LIVE Ltd 2000-02

Content Editor Millennium Dome NMEC 1997-2000

Tony Blair Campaign Team 1997 Election

Lecturer Royal College of Art & Central St Martins College 1989-98 [part-time]

Advisor to Lord David Puttnam 1994-97 [part-time]

Interim Management Team Design Council 1994

Advisor to Chairman & Chief Executive English Heritage 1993-96 [part-time]

Neil Kinnock Campaign Team 1992 Election

Researcher to Mark Fisher MP Shadow Minister of the Arts & Media 1989-92

### **Public Appointments**

Governor University of the Arts 2008 – 2016.

Member Mayor's Cultural Strategy Group 2013- 2016

Member Royal Institution Policy Committee 2011 – 2013

Trustee Artangel Trust 1997 – 2012

Trustee Roundhouse Trust & Chairman of Development Board 2001 – 2004

### **Education**

Manchester Polytechnic BA History of Art & Design 1984-87 2:1 degree

Royal College of Art - MA Cultural History (joint V&A/RCA course) 1987-1989

Royal College of Art Honorary Fellow 2010

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**Statement by Ben Evans in support of his application to be Chair of the Mayor's Cultural Leadership Board to the Confirmations Hearings Committee**

I have worked in the cultural and creative sector for most of my adult life and was educated creatively with a MA from the Royal College of Art. My professional and personal life is entirely focused around cultural activity.

Working in the sector for nearly 30 years, many of them at a senior level, has enabled me to build a strong and broad network of contacts. I either know personally or am in the position to directly contact senior figures in the sector.

My relevant professional career has ensured I am a public figure in the sector. My current directorship and ownership of both the London Design Festival and the newer London Design Biennale puts me in direct contact with over 300 cultural organisations and creative businesses each year [described as unique by a previous Culture Secretary].

Successful delivery of the event demands a smaller number of close strategic partnerships most notably with the V&A and Somerset House. Cohering this diverse network of partnerships around a delivery plan with tight financial and time constraints is the core skill I bring to ensuring a successful Festival each year.

Selling the story of the Festival is important to its success. This requires excellent communication skills. I have extensive experience of public speaking both here in London and across the world as well as giving numerous interviews to the press and media each year. My background as a speechwriter and university lecturer has helped hone those skills.

From a standing start I have built the London Design Festival into a global event that contributes greatly to London's reputation as the leading cultural & creative city. This has demanded delicate diplomacy, dogged determination, financial astuteness, and strong communication skills. I want to bring those skills to this Board.

I have a background in cultural policy at a national level. Devising and drafting policy for both Neil Kinnock and Tony Blair - as leaders of Labour Party - has given me a unique insight. During that period great steps were taken to develop the thinking and prioritizing the cultural sector politically. Indeed, recognition of the cultural & creative industries as an important sector, with data to support it, has enabled London to grow into its position of global dominance today and I have contributed to that.

Later as a member of the Mayor's Cultural Strategy Group I have been able to bring that experience directly to a London perspective. I was the lead member in preparing a brief for the Mayoral candidates and so was directly involved in the formulation of the policy initiatives that this new board is tasked with delivering.

My city is my passion. I am a born and bred Londoner and am particularly proud of my city's evolution into THE global city made culturally rich by the contributions of the most diverse body of citizens in the world. Our task is to keep that position and despite the 'golden age' our city is enjoying there are geopolitical threats to our status and increasing competition internationally. I believe this Board can make a significant contribution to securing our cultural and creative future.

My commitment to public service is strong. For the last 20 years I have continuously sat on the boards of public and charitable organisations in parallel with a complementary professional career.

I am always an active board member. At the Roundhouse, as well as being a trustee, I chaired the Development Board where we successfully met an ambitious fundraising target. The Roundhouse is now a leading cultural venue in London. At Artangel I was Chairman for two years [where we operated a revolving chair strategy] and under my leadership we successfully negotiated two new funding programmes with the Arts Council. Artangel is one of the countries leading commissioning contemporary arts organisations. At University of the Arts London [UAL] I was a governor for 8 years and sat on the Chairman's Committee, alongside Estates, Nominations and Conferment's where I was chair. It is a critical time for Art & Design Higher Education and the institution's role as a nurturer of new talent for the sector is paramount. UAL is the leading HE institution for Art & Design in the country.

My combination of experience makes me well placed to Chair the new Cultural Leadership Board. The combination of policy & strategy, public & private sectors, delivery & effectiveness, politics & diplomacy is I hope a persuasive one. I am prepared to commit the time, energy and support needed to deliver this cultural strategy. It speaks to everything that I am passionate about and that I believe in.

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**Our ref:** MGLA050417-8185

**Date:** 06 APR 2017

*Dear Chairman Arbour,*

## **Confirmation Hearing – Old Oak and Park Royal Development Corporation**

Further to your letter of 31 March, I have set out further details on the role of the Chair of Old Oak and Park Royal Development Corporation (OPDC) ahead of your meeting on 10 April.

As you will be aware, the Old Oak and Park Royal is one of the most important regeneration projects in London and the OPDC Board is responsible for promoting and delivering physical, social, economic and environmental regeneration at Old Oak and Park Royal. A central objective of the Board will be to ensure the organisation secures high-quality sustainable development and investment for the benefit of the area and the communities that surround it.

The priorities of the Chair are to deliver the outcomes of the review conducted into the OPDC which was completed in 2016, namely making a clear case to Government that we will only agree to a land deal that is in the best interests of London and delivering the highest level of genuinely affordable homes. I will expect a credible longer-term plan to be put in place for bringing forward a new commercial centre at Old Oak South.

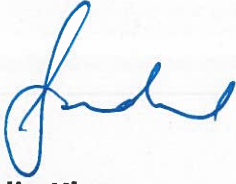
The Chair is responsible for leadership of the board and ensuring its effectiveness. I also expect any unnecessary cost and bureaucracy to be reduced in the organisation. I expect the Chair to play an active role in the governance of OPDC and set the direction on budget and delivery expectations.

I believe Liz Peace is the ideal candidate for the position with more than 35 years' experience in Government and property industries. She served as Chief Executive of the British Property Federation and has also been Honorary President of the Property Litigation Association, Chairman of the Centre for London think tank and Chairman of the Shadow Government Property Agency.

# MAYOR OF LONDON

I look forward to your response following the confirmation hearing.

Yours sincerely,



**Sadiq Khan**  
Mayor of London



## Short CV: ELIZABETH PEACE, CBE

### Career History

#### Current Portfolio

**December 2016 – President of the Property Litigation Association**

**October 2016 – Member of the Homes for Londoners Board**

**June 2016 – Chairman of the Centre for London (a think tank)**

**January 2016 – Chairman of Government Property Agency (shadow)**

- an asset management company that will control the disparate parts of the Government property portfolio.

**March 2015 – Chairman, Curzon Urban Regeneration Company, Shadow Board**

- an informal board that is overseeing the strategy for the regeneration of area where HS2 station will be built. **Ending May 2017**

**February 2015 – Chairman, Property Industry charity, LandAid**

**December 2014 – Chairman, Architectural Heritage Fund**

**December 2014 – Non-Executive Director, The Howard de Walden Estate Ltd**

**October 2014 – Non-Executive Adviser, Holtby Turner (search consultants)**

**June 2014 – Director and Founder Member of Real Estate Balance**

- One of a group seven senior women from the property industry who set up an organisation to encourage better gender diversity at senior level in property companies, funds and professional services firms.

**September 2014 – Non-Executive Director, Redrow plc, Chair of the Sustainability Committee**

**October 2013 – Trustee, Churches Conservation Trust**

**December 2012 - Non-Executive Director, Morgan Sindall plc, previously Chair of the Audit Committee.**

- **Ending 8 May 2017**

**December 2009 – Governor, Peabody, from May 2010 to Jan 2015 Chair of the Finance and Investment Committee, now Chair of Peabody Development Companies and Tilfen Land.**

- **Ending 17 July 2017**

#### Previous Executive Posts

**January 2002 to retirement in December 2014 - Chief Executive of the British Property Federation**, a trade association with 400 corporate members owning assets worth over £250 billion that represents the interests of the commercial property industry in the UK:

**March 1990 to January 2002 - Company Secretary and Director of Corporate Affairs for QinetiQ Group plc**, formerly the Defence Evaluation and Research Agency of the MOD, with 12,000 staff and turnover of £1 billion, responsible for delivery of scientific and technical advice to MOD. Position involved a seat on the main Board and a key role in defining strategic direction and policies of the organisation.

**Sept 1985 to March 1990 - Assistant Director in MOD Management Services**

**Sept 1983 to Nov 1984 - Assistant Director in MOD Army Secretariat**

**Sept 1980 to Sept 1983 - On promotion to Assistant Director, joined Defence Estates Secretariat**

**September 1974 to September 1980** - Joined MOD as graduate Administrative Trainee. Held a range of training posts including a period in the Army Legal Branch, central finance unit, Private Secretary to the Air Force Board Member responsible for Supply & Organisation, and a tour in the Secretariat responsible for Air Force Operations.

#### **Other Achievements and Appointments**

Trustee, Thames Gateway Institute for Sustainability (2010 - 2013)

Chairman, National Planning Forum – in 2007 and 2009

CABE Commissioner, member of the Audit Committee (2008 - 2011)

Member of Westminster City Council Standards Committee (2008 to 2012)

Non-Executive Director, Turley (2006-2015)

Non- Executive Director, Planning Inspectorate, member of the Audit Committee (2004-2008)

Chairman, Conservation Group at DERA Farnborough (1992-2002)

President, Farnborough Aerospace Consortium (1995-2002)

Trustee and Chair, Alton Counselling Service (2000-2010)

School Governor (1991-1995)

Property Personality of the Year 2004

Member of the Worshipful Company of Chartered Surveyors - 2007

Honorary Fellow of the College of Estate Management – 2008

Honorary Fellow of the Royal Institute of British Architects – 2010

Honorary Doctorate from University of Westminster – November 2011

Honorary Vice President of Cambridge University Land society

Estates Gazette Outstanding Contribution to Property Award – December 2015

Made a Commander of the British Empire in the New Year Honours 2008

#### **Personal Details**

**Education** : King Edward VI Camp Hill Grammar School for Girls, Birmingham  
: Royal Holloway College, University of London, BA Hons History III  
**Family** : Married with two grown up boys

## **Statement by Liz Peace CBE, in support of her application to be the Chair of the Old Oak and Park Royal Mayoral Development Corporation**

### **Experience and suitability**

(This statement re-iterates the points I made in my original application for the OPDC Chair role.)

I believe my experience of both the public and private sector, my knowledge of the property industry and particularly regeneration, and my ability to manage difficult situations through negotiation and consensus building mean I could make a real contribution to the challenges faced by the Old Oak and Park Royal Mayoral Development Corporation.

- My time as a civil servant, and particularly my involvement in setting up QinetiQ plc, has given me considerable experience of dealing with senior officials, Ministers and MPs as well as local authority leaders, members and chief executives.
- My subsequent career in the private sector working for the commercial property industry has overlain that experience with a range of commercial skills and knowledge regarding property development and regeneration.
- In particular, as Chair of the Curzon Urban Regeneration Company in Birmingham and Chair of the shadow Government Property Agency, I have been able to use my skills to bring together public and private interests to promote two complex but so far successful initiatives.
- More generally, both at the BPF and in subsequent portfolio roles I have had to use my experience of managing complex situations to effect change and to drive forward new strategies, taking both staff and board members with me.
- My time at the BPF gave me an excellent grounding in the policy of social and economic regeneration, working closely with Ministers in CLG (and its predecessor departments), in the HCA and in the LGA and a number of local authorities.
- My experience in both the public and private sectors mean that I am familiar and comfortable with financial management in both.
- I have worked closely with property investment professionals worldwide, particularly in those jurisdictions with REIT structures. My experience at both the BPF and at the Curzon URC has brought me into contact with potential investors.
- I base my management style around consensus building and establishing strong personal relationships which has always led to eventual success – albeit that it perhaps takes a little longer than a more confrontational approach.
- I have always championed diversity and equality, with a particular focus on gender diversity. I was the Board ‘patron’ for equality at QinetiQ plc; I became involved in a number of industry initiatives at the BPF; and more recently I was a founder member

of a new body, Real Estate Balance, aimed at promoting a gender diverse pipeline of talent in the property industry in order to achieve gender diversity at senior executive level.

- Although I left the civil service some 15 years ago, I have never lost my commitment to public service or the principles of public life, which is partly why I have been so pleased to get involved again with roles in local and central government.

### **Priorities for OPDC**

These have to a large extent been set by the high-level findings of the Mayor's Review of the OPDC. I would, therefore, expect in my first 6 months to address the following:

- The agreement with central Government in relation to Government owned land at Old Oak Common. I will be exploring the strengths and weaknesses of the deal in order to be able to start a dialogue with the relevant officials and, where appropriate, Ministers.
- The scope and nature of the development opportunities – and also the constraints imposed by features such as the Crossrail Depot and the already identified large infrastructure requirement. This will require discussions with a range of stakeholders, not least central Government, over the possibilities for funding the infrastructure requirement.
- Governance arrangements and in particular the composition and role of the Board. I believe there would be benefit in strengthening the private sector element of the Board in order to support negotiations with commercial and other stakeholder interests.
- The resourcing of the OPDC, in order to ensure that we operate as efficiently and effectively as possible, making full use of other resources within the GLA and leveraging off other activities such as the Homes for Londoners delivery team.

As a starting point – and before endeavouring to come to any conclusions on the above - I intend to meet with the key stakeholders, starting with the relevant members and officers at the GLA and the Borough leaders. I would expect also to have early contact with the relevant officials in central Government, with the key private sector interests in the site and with representatives of the relevant local communities.

### **Conflicts of Interest**

As is apparent from my CV, I have a number of other non-executive positions related to the property industry but I believe they can all be managed in such a way as to ensure that there is no conflict of interest with my role at OPDC which I intend to fulfil with total impartiality and in furtherance of the interests of the people of London.

**Liz Peace CBE**



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