

AGENDA

Meeting **GLA Oversight Committee**
Date **Wednesday 17 October 2018**
Time **10.00 am**
Place **Chamber, City Hall, The Queen's
Walk, London, SE1 2AA**

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Members of the Committee

Gareth Bacon AM (Chairman)
Len Duvall AM (Deputy Chair)
Jennette Arnold OBE AM
Sian Berry AM
Tom Copley AM

Steve O'Connell AM
Keith Prince AM
Navin Shah AM
Peter Whittle AM

A meeting of the Committee has been called by the Chairman of the Committee to deal with the business listed below.

Ed Williams, Executive Director of Secretariat
Tuesday 9 October 2018

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Lorena Alcorta, Principal Committee Manager; Telephone: 020 7983 4425; Email: lorena.alcorta@london.gov.uk; Minicom: 020 7983 4458

For media enquiries please contact Alison Bell, External Relations Manager; Telephone: 020 7983 5769; Email: alison.bell@london.gov.uk. If you have any questions about individual items please contact the author whose details are at the end of the report.

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Certificate Number: FS 80233

**Agenda
GLA Oversight Committee
Wednesday 17 October 2018**

1 Apologies for Absence and Chairman's Announcements

To receive any apologies for absence and any announcements from the Chairman.

2 Declarations of Interests (Pages 1 - 4)

The Committee is recommended to:

- (a) Note the offices held by Assembly Members, as set out in the table at Agenda Item 2, as disclosable pecuniary interests;**
- (b) Note the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s); and**
- (c) Note the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at Agenda Item 2) and to note any necessary action taken by the Member(s) following such declaration(s).**

3 Minutes (Pages 5 - 32)

The Committee is recommended to confirm the minutes of the meeting of the GLA Oversight Committee held on 4 September 2018 to be signed by the Chairman as a correct record.

The appendices to the minutes are set out on pages 11 to 32 are attached for Members and officers only but are available from the following area of the GLA's website:

www.london.gov.uk/mayor-assembly/london-assembly/oversight

4 Summary List of Actions (Pages 33 - 44)

Report of the Executive Director of Secretariat

Contact: Lorena Alcorta; lorena.alcorta@london.gov.uk; 020 7983 4425

The Committee is recommended to note the completed and outstanding actions arising from previous meetings of the GLA Oversight Committee.

5 The Emergency Services Network Update (Pages 45 - 50)

Report of the Executive Director of Secretariat

Contact: Richard Derecki; richard.derecki@london.gov.uk; 020 7983 4899

The Committee is recommended to note the report as background to putting questions to guests regarding progress on the Emergency Services Network.

6 Assembly Budget Requirement 2019-20 (Pages 51 - 56)

Report of the Executive Director of Secretariat

Contact: Ed Williams, ed.williams@london.gov.uk; 0207 983 4399

The Committee is recommended to:

- (a) Agree the London Assembly's draft budget requirement for 2019-20 for recommendation to the Mayor, subject to any changes that might be necessary prior to the final agreement on the budget in February 2019 to reflect:**
 - i. Any further advice from the Executive Director of Resources on contingencies and financial reserves; and**
 - ii. Any changes that emerge during the remainder of the budget process.**
- (b) Approve the general use of the Assembly's budget, as allocated to the relevant teams within the Secretariat by the Committee in March each year, as set out in the report.**

7 Proposed Premature Birth and Neonatal Care Policy (Pages 57 - 64)

Report of the Assistant Director of Human Resources and Organisational Development

Contact: Laura Heywood, laura.heywood@london.gov.uk; 0207 983 5557

The Committee is recommended to respond to the proposed new Human Resources policy and provide any feedback.

8 Draft Committee Timetable 2019/20 (Pages 65 - 70)

Report of the Executive Director of Secretariat

Contact: Laura Pelling; laura.pelling@london.gov.au; 020 7983 5526

The Committee is recommended to approve in principle the draft timetable of London Assembly and Committee meetings for the 2019-20 year, noting that the final programme of meetings is subject to relates decisions by the London Assembly to be taken at the Annual Meeting in May 2019.

9 Work Programme for the GLA Oversight Committee (Pages 71 - 74)

Report of the Executive Director of Secretariat

Contact: Richard Derecki; richard.derecki@london.gov.uk; 020 7983 4899

The Committee is recommended to note its work programme for the remainder of 2018/19 and identify any additional issues it wishes to consider at future meetings.

10 Date of Next Meeting

The next meeting of the Committee is scheduled to be held on Thursday, 15 November 2018 at 10am in the Chamber, City Hall.

11 Any Other Business the Chairman Considers Urgent

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Subject: Declarations of Interests

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 17 October 2018

This report will be considered in public

1. Summary

- 1.1 This report sets out details of offices held by Assembly Members for noting as disclosable pecuniary interests and requires additional relevant declarations relating to disclosable pecuniary interests, and gifts and hospitality to be made.

2. Recommendations

- 2.1 **That the list of offices held by Assembly Members, as set out in the table below, be noted as disclosable pecuniary interests¹;**
- 2.2 **That the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s) be noted; and**
- 2.3 **That the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at below) and any necessary action taken by the Member(s) following such declaration(s) be noted.**

3. Issues for Consideration

- 3.1 Relevant offices held by Assembly Members are listed in the table overleaf:

¹ The Monitoring Officer advises that: Paragraph 10 of the Code of Conduct will only preclude a Member from participating in any matter to be considered or being considered at, for example, a meeting of the Assembly, where the Member has a direct Disclosable Pecuniary Interest in that particular matter. The effect of this is that the 'matter to be considered, or being considered' must be about the Member's interest. So, by way of example, if an Assembly Member is also a councillor of London Borough X, that Assembly Member will be precluded from participating in an Assembly meeting where the Assembly is to consider a matter about the Member's role / employment as a councillor of London Borough X; the Member will not be precluded from participating in a meeting where the Assembly is to consider a matter about an activity or decision of London Borough X.

Member	Interest
Tony Arbour AM	
Jennette Arnold OBE AM	European Committee of the Regions
Gareth Bacon AM	Member, LB Bexley
Shaun Bailey AM	
Sian Berry AM	Member, LB Camden
Andrew Boff AM	Congress of Local and Regional Authorities (Council of Europe)
Leonie Cooper AM	Member, LB Wandsworth
Tom Copley AM	Member, LB Lewisham
Unmesh Desai AM	
Tony Devenish AM	Member, City of Westminster
Andrew Dismore AM	
Len Duvall AM	
Florence Eshalomi AM	
Nicky Gavron AM	
Susan Hall AM	Member, LB Harrow
David Kurten AM	
Joanne McCartney AM	Deputy Mayor
Steve O'Connell AM	Member, LB Croydon
Caroline Pidgeon MBE AM	
Keith Prince AM	Alternate Member, European Committee of the Regions
Caroline Russell AM	Member, LB Islington
Dr Onkar Sahota AM	
Navin Shah AM	
Fiona Twycross AM	Deputy Mayor for Fire and Resilience; Chair of the London Local Resilience Forum
Peter Whittle AM	

[Note: LB - London Borough]

3.2 Paragraph 10 of the GLA's Code of Conduct, which reflects the relevant provisions of the Localism Act 2011, provides that:

- where an Assembly Member has a Disclosable Pecuniary Interest in any matter to be considered or being considered or at
 - (i) a meeting of the Assembly and any of its committees or sub-committees; or
 - (ii) any formal meeting held by the Mayor in connection with the exercise of the Authority's functions
- they must disclose that interest to the meeting (or, if it is a sensitive interest, disclose the fact that they have a sensitive interest to the meeting); and
- must not (i) participate, or participate any further, in any discussion of the matter at the meeting; or (ii) participate in any vote, or further vote, taken on the matter at the meeting

UNLESS

- they have obtained a dispensation from the GLA's Monitoring Officer (in accordance with section 2 of the Procedure for registration and declarations of interests, gifts and hospitality – Appendix 5 to the Code).

3.3 Failure to comply with the above requirements, without reasonable excuse, is a criminal offence; as is knowingly or recklessly providing information about your interests that is false or misleading.

- 3.4 In addition, the Monitoring Officer has advised Assembly Members to continue to apply the test that was previously applied to help determine whether a pecuniary / prejudicial interest was arising - namely, that Members rely on a reasonable estimation of whether a member of the public, with knowledge of the relevant facts, could, with justification, regard the matter as so significant that it would be likely to prejudice the Member's judgement of the public interest.
- 3.5 Members should then exercise their judgement as to whether or not, in view of their interests and the interests of others close to them, they should participate in any given discussions and/or decisions business of within and by the GLA. It remains the responsibility of individual Members to make further declarations about their actual or apparent interests at formal meetings noting also that a Member's failure to disclose relevant interest(s) has become a potential criminal offence.
- 3.6 Members are also required, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £25 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.
- 3.7 The obligation to declare any gift or hospitality at a meeting is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The on-line database may be viewed here:
<https://www.london.gov.uk/mayor-assembly/gifts-and-hospitality>.
- 3.8 If any gift or hospitality received by a Member is not set out on the on-line database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £25, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.
- 3.9 It is for Members to decide, in light of the particular circumstances, whether their receipt of a gift or hospitality, could, on a reasonable estimation of a member of the public with knowledge of the relevant facts, with justification, be regarded as so significant that it would be likely to prejudice the Member's judgement of the public interest. Where receipt of a gift or hospitality could be so regarded, the Member must exercise their judgement as to whether or not, they should participate in any given discussions and/or decisions business of within and by the GLA.

4. Legal Implications

- 4.1 The legal implications are as set out in the body of this report.

5. Financial Implications

- 5.1 There are no financial implications arising directly from this report.

Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Officer: Lorena Alcorta, Principal Committee Manager

Telephone: 020 7983 4425

E-mail: lorena.alcorta@london.gov.uk

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MINUTES

Meeting: GLA Oversight Committee
Date: Tuesday 4 September 2018
Time: 3.30 pm
Place: Chamber, City Hall, The Queen's Walk, London, SE1 2AA

Copies of the minutes may be found at <http://www.london.gov.uk/mayor-assembly/london-assembly/oversight>

Present:

Gareth Bacon AM (Chairman)
Len Duvall AM (Deputy Chair)
Jennette Arnold OBE AM
Tom Copley AM
Steve O'Connell AM
Caroline Russell AM
Keith Prince AM
Peter Whittle AM

1 Apologies for Absence and Chairman's Announcements (Item 1)

- 1.1 Apologies for absence were received from Sian Berry AM for whom Caroline Russell AM attended as a substitute and from Navin Shah AM.

2 Declarations of Interests (Item 2)

2.1 **Resolved:**

That the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, be noted as disclosable pecuniary interests.

3 Minutes (Item 3)

3.1 Resolved:

That the minutes of the meeting of the GLA Oversight Committee held on 17 July 2018 be signed by the Chairman as a correct record.

4 Summary List of Actions (Item 4)

4.1 The Committee received the report of the Executive Director of Secretariat.

4.2 Resolved:

That the completed and outstanding actions arising from previous meetings of the GLA Oversight Committee be noted.

5 Proposed Changes to the GLA Establishment - Culture and Creative Industries (Item 5)

5.1 The Committee received the report of the interim Head of Paid Service.

5.2 The Deputy Mayor for Culture and the Creative Industries made opening remarks during which she set out the rationale for the restructure of the Culture Team and stated that the comments from the last GLA Oversight Committee meeting regarding the restructure had been considered.

5.3 As a consequence, the paper before the Committee at the meeting was a stabilisation proposal. The previously proposed increase in establishment would be pursued as a growth bid through the budget process.

5.4 A transcript of the discussion is attached at **Appendix 1**.

5.5 Resolved:

That the report and discussion be noted.

6 The Mayor's Marketing Expenditure (Item 6)

- 6.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions to Leah Kreitzman, Mayoral Director, External and International Affairs and Emma Strain, Assistant Director, External Affairs on the Mayor's marketing expenditure.
- 6.2 A transcript of the discussion is attached at **Appendix 2**.
- 6.3 During the course of the discussion the Mayoral Director for External and International Affairs undertook to provide:
- The metrics used to measure the effectiveness of each campaign;
 - Information comparing the Greater London Authority's (GLA) advertising spend with that of regional assemblies, such as the Welsh Assembly;
 - A breakdown of the number of views of the London is Open videos into those that were promoted and those that were as a result of shared views; and
 - A breakdown of the budget for the London is Open campaign.
- 6.4 **Resolved:**
That the report and the subsequent discussion be noted.

7 People's Question Time - October 2018 (Item 7)

- 7.1 The Committee received the report of the Assistant Director, External Relations.
- 7.2 **Resolved:**
- (a) That the proposals for the next People's Question Time event to be held in the London Borough of Islington on Tuesday 23 October 2018 be noted; and**
- (b) That the Chair of the meeting be Jennette Arnold OBE AM.**

8 Action Taken Under Delegated Authority (Item 8)

8.1 The Committee received the report of the Executive Director of Secretariat.

8.2 **Resolved:**

That the following action taken by the Chairman under delegated authority be noted, following consultation with the Deputy Chair and/or Party Group Leads, namely to:

- (a) Write to the Mayor of London, Sadiq Khan, regarding risk mitigation around air quality;**
- (b) Approve non-routine Secretariat expenditure associated with management development;**
- (c) Approve non-routine Secretariat expenditure associated with upgrading the Mayor's Question Time database; and**
- (d) Approve non-routine Secretariat expenditure for a part-time resource to act as Secretariat and Web Resource Manager to the Committee Secretariat Network.**

9 Work Programme for the GLA Oversight Committee (Item 9)

9.1 The Committee received the report of the Executive Director of Secretariat.

9.2 **Resolved:**

That the work programme for the remainder of 2018-19 be noted.

10 Date of Next Meeting (Item 10)

10.1 The next meeting of the Committee was scheduled to be held on 17 October 2018 at 10.00am in the Chamber.

11 Any Other Business the Chairman Considers Urgent (Item 11)

11.1 There were no items of urgent business.

12 Close of Meeting

12.1 The meeting closed at 4.47pm.

Chairman

Date

Contact Officer: Lorena Alcorta, Principal Committee Manager; Telephone: 020 7983 4425;
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GLA Oversight Committee – Tuesday 4 September 2018

Transcript of Item 5 - Proposed Changes to the GLA Establishment - Culture and Creative Industries

Gareth Bacon AM (Chairman): I would like to welcome the Deputy Mayor for Culture and the Creative Industries, Justine Simons, OBE; the Interim Executive Director for Communities and Intelligence, Emma Strain; and the Assistant Director of Culture and the Creative Industries, Shonagh Manson. Thank you for attending.

Now, Members, to refresh memories, we had this item before us at the last meeting. Members had some concerns around it and so it has been taken away and has been amended to a degree and the Deputy Mayor has agreed to attend today. Deputy Mayor, do you have some opening remarks?

Justine Simons OBE (Deputy Mayor for Culture and the Creative Industries): I do, yes. First of all, thank you very much for the invitation. I really welcome the opportunity to discuss the proposed Culture Team staffing plans with the Committee. What I want to do is to just make a very short statement to outline the vision and ambition for culture, which will set out the rationale for the Culture Team.

Before I start, I just wanted to begin by reassuring the Committee that the officers have taken on board the feedback from the recent GLA Oversight Committee about aligning the proposed restructure with the Greater London Authority's (GLA) budget-setting process. Following my statement, Emma and Shonagh are here to answer any questions about the proposal that you have now received, which is, in summary, to stabilise the existing team and not increase the headcount.

Just to set a bit of context, why is culture so important to us? Culture brings in massive benefits to the economy. It is the driver for tourism, it generates jobs and it is the key ingredient in regeneration. Of course, it is much more than this. It brings communities together and it is a powerful tool to engage people, especially those in need of an alternative path.

I wanted to share a quote from a young woman who had done some art classes in prison. She said, "The thing about art is it allows you to think differently, so you behave differently, so you get different results". To me, that is the definition of rehabilitation.

As well as being a world-class cultural capital, there is much potential for Londoners' lives to be enriched by culture, but of course London has its challenges. Infrastructure is collapsing, talent is draining, not enough Londoners are making the most of the culture we have here on offer in this city, and over recent months there has been a spike in youth violence. The good news is Sadiq [Khan, Mayor of London] has made culture a core priority. We have the most ambitious Culture Strategy ever produced by City Hall, and we know for sure that culture can offer an alternative path to young people and help them to make positive life choices. The cross-policy potential is huge across environment, regeneration and health, and the creative economy is growing fast with big job opportunities on the horizon.

That was a few words about the context. Now I wanted to say a few words about the Culture Team.

To make the most of all this potential I have just outlined, we need brilliant people and, luckily, we have brilliant people in the Culture Team. I just wanted you to know how important it is to me that they receive the support they deserve. I can say hand on heart that the level of talent and commitment of the Culture officers at City Hall is genuinely unparalleled in government. For everyone in the Team, it is not just a job, it is a

purpose. They all care at a deep and personal level about the positive contribution that culture can make to London and to the lives of Londoners. They work supremely hard, many late nights and weekends. You will see them helping young musicians with their kit for the annual Gigs Competition. You will see them going the extra mile to save pubs and small music venues. You will see them making the case to embed culture in planning, environment, regeneration and health. The Culture Team has of course welcomed Sadiq's commitment to raise the ambition for culture in London, but this has meant that the volume of work has more than doubled. We have major new programmes like the brand-new London Borough of Culture Programme, new innovations like the Creative Enterprise Zones. We are doing major works saving culture at risk. We have 300 venues on the books and counting. We have a number of programmes that are squarely targeted at young Londoners and communities.

The Culture Team is still not a big team, relatively speaking, when we look at it in the context of the GLA as a whole. The Assembly is the largest unit with 61 staff. Environment has 60 staff and Regeneration 56. At 28 roles, in context, the Culture Team is still not a very big team. It is also worth noting that the character of the work the Culture Team does is also quite different from the other teams. For example, the Transport Team relates to a single delivery agency in Transport for London (TfL). The Mayor's Office for Policing and Crime (MOPAC) relates largely to the Metropolitan Police Service (MPS). The Culture sector has no neat delivery agency. It is made up of thousands of organisations, small and medium enterprises (SMEs) and individuals, and so delivering major culture initiatives is complex and multifaceted. Something like the London Borough of Culture [Programme] has hundreds of partners and funders.

However, current conditions for the Culture Team do fall well below the GLA's average. On average, staff in the Culture Team are working 20% overtime a week and that is a day a week extra for each member of staff, unpaid, on average. If you added it up over the year, it equates to over five posts. Also, if we look at the percentage of permanent posts within the teams, we will see further evidence of concern. Across the GLA, the average number of permanent posts in any unit is 80% and so 80% of roles are permanent; the rest are temporary and fixed-term. Taking the Assembly as an example, you have a great record. Of your 61 posts, 92% of these are permanent. If we look at the Culture Team, only 30% of those roles are permanent. We currently have only one member of staff with an accurate job description on a permanent contract and that is our new Director, Shonagh [Manson]. Everyone else is either a temp, on a fixed-term contract that is about to run out or is acting up into a more senior role as the work has grown in scale and ambition. We really need to address this and provide some stability for the officers.

I am sure what you are thinking is, "How have we ended up here?" When Sadiq was elected, we immediately did put in place temporary arrangements to address this capacity issue very quickly. Then we appointed our new Director, Shonagh Manson, and then we wrote the new Culture Strategy. Therefore, there is a logic to the staff proposal coming after the Director has been appointed and the Strategy written. Shonagh put a proposal together to deliver this, which, as I said, will now be considered as part of the GLA's budget-setting process, but the temporary arrangement we had has run its course. We are at risk of losing the great talent in the Team and so we do need to stabilise the unit.

This stabilisation proposal is not without consequences. A number of programmes have been given new timetables and Shonagh will take you through the detail of that, but I just wanted to express today that my priority is really the people in the Team. I hope you will agree with me that we have a duty of care to the Culture Team. We need to ensure that they have job security and are paid appropriately for the level of work they are delivering and for the benefit of London and Londoners. We at the GLA as a whole need to demonstrate our support for these committed and talented officers. Thank you.

Gareth Bacon AM (Chairman): Thank you very much for that.

Jennette Arnold OBE AM: Can we just get on record the timeline you are talking about? You are saying we are talking about from, what, 2016?

Justine Simons OBE (Deputy Mayor for Culture and the Creative Industries): Do you mean in terms of the restructure or --

Jennette Arnold OBE AM: In terms of the staff that you have outlined. You basically said you have had only 30% full-time staff?

Justine Simons OBE (Deputy Mayor for Culture and the Creative Industries): Permanent, yes.

Jennette Arnold OBE AM: If we said 2016, new world?

Justine Simons OBE (Deputy Mayor for Culture and the Creative Industries): Yes.

Jennette Arnold OBE AM: What was the establishment when you became Deputy Mayor? That is what I am not clear about.

Justine Simons OBE (Deputy Mayor for Culture and the Creative Industries): It was about eight or nine, I think, permanent posts.

Emma Strain (Interim Executive Director for Communities and Intelligence): Historically, though, there has always been a higher number of fixed-term and contract-type posts within the Culture Team in both the previous administration and the current one than there are in other teams.

Shonagh Manson (Assistant Director, Culture and Creative Industries): There were about 18 or 19 full-time equivalents if you take into account freelance and contract roles at that point of the administration change.

Jennette Arnold OBE AM: It is because I am familiar with some of the work that you do and it just seems to me that you have been able to perform at an extraordinary level with your staff in 2016 and beyond and before that. It is just that I am not clear about this imperative that you are giving us in terms of this need to change everything --

Tom Copley AM: We need to be a good employer.

Jennette Arnold OBE AM: -- and that everything's going to suddenly change because of this new approach that you want to take.

Justine Simons OBE (Deputy Mayor for Culture and the Creative Industries): Emma can talk to this, too, but what has happened is that the workload has grown and grown and grown, and what has happened is temporary contracts have been added on and people have acted up into more senior roles as the work has developed. What has not happened is a proper restructure to actually rebuild the permanent structure to relate to the core and current workload. It was a cumulative thing and what we are saying is that it has reached its breaking point now. We have so few staff now on permanent contracts with lack of security. Five people in the Culture Team are on one week's notice. Rather than doing another round of temporary fixes, we were at the edge of human resources (HR) protocols. You need people to be on proper contracts that reflect the work that they are doing.

Jennette Arnold OBE AM: OK. Just one question which I am not clear about in the papers. Are you saying then that your proposal is not to open vacancies that will be created but to then make your establishment permanent with the staff that you have currently? You are going to make everybody you now have on payroll permanent?

Justine Simons OBE (Deputy Mayor for Culture and the Creative Industries): Everyone who is in the Team is in a safe place. That is the purpose of the stabilisation proposal. That means quite a few people who are on temporary contracts or fixed-term contracts will move to permanent and temporary will move to fixed-term. Everyone will get more security, but this is very much an interim stabilisation plan for right now at this moment. What we will do is the original proposal will move forward into --

Jennette Arnold OBE AM: Yes, but it is fair to say that none of these people who will be getting a permanent contract ever -- their jobs were never advertised and so these permanent jobs --

Justine Simons OBE (Deputy Mayor for Culture and the Creative Industries): There are no new jobs.

Jennette Arnold OBE AM: -- that will be created will not be advertised because you will be slotting into them --

Emma Strain (Interim Executive Director for Communities and Intelligence): Yes, but we have done this through HR and so we are really clear that we have followed the protocols properly. When people came in to do a fixed-term post, that post would have been advertised as a fixed-term post at that point for perhaps six, 12 or 18 months. They will have gone through a competitive recruitment process to be allocated into that post. We have gone through each of the changes proposed in here with HR to make sure that we are dealing with the current staff properly but also ensuring that we are not giving anybody a job without a fair and due competition process.

Jennette Arnold OBE AM: Thanks. That is much clearer.

Gareth Bacon AM (Chairman): Any other Members? OK. You have got off fairly lightly. Thank you very much for your attendance.

GLA Oversight Committee – Tuesday 4 September 2018

Transcript of Item 6 – The Mayor’s Marketing Expenditure

Gareth Bacon AM (Chairman): Members, item 6 is the Mayor’s marketing expenditure. I would like to welcome to the meeting Leah Kreitzman, the Mayoral Director for External and International Affairs, and Emma Strain again, who is, as we have just heard, now wearing a different hat, which is called Assistant Director of External Affairs. Welcome to you both. Leah, would you like to make some opening remarks?

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes, just very briefly. I would like to thank you for inviting me here again. It would be really useful to discuss some of the facts and figures that are now out there in the public domain and it would be good for us to add some clarity to them. Also, it has been a full financial year since we centralised the marketing budget and it is a great opportunity for us to tell you a little bit more about how that is going, answer your questions specifically about that and hopefully take away some lessons and opportunities to extend some of the work further, particularly in supporting the work of the Assembly as well, which of course is part of the remit of Emma’s marketing team, too.

Gareth Bacon AM (Chairman): Thank you. What was the reason for creating the centralised marketing budget? What was the thinking behind it?

Leah Kreitzman (Mayoral Director for External and International Affairs): I think we would all agree that part of the Mayor and the Assembly’s role is to inform Londoners about what happens here and how our policies and programmes affect them and their lives.

The document prepared for the incoming mayoral administration, whoever that might be, in March 2016 set out a number of strategic weaknesses, as they saw it, in the Greater London Authority’s (GLA) engagement efforts. It pointed out that marketing campaigns and budgets were held with policy and programme delivery teams, who were not planning marketing and communications of their policies and programmes to Londoners. It said the approach meant that audiences were being targeted with multiple campaigns simultaneously, which was undermining the effectiveness of campaigns, and also that large swathes of Londoners were being missed out and so the harder-to-reach Londoners were not being reached by communication from the Mayor or the Assembly. Market research conducted by the GLA towards the end of 2015, just ahead of this document being prepared, said that only 26% of Londoners reported being adequately informed by the Mayor and the Assembly about their work.

One of the central recommendations from that document was that we centralise the planning and budgeting process and the marketing work of the GLA. This puts us in line with all Government departments and most councils across the country, including London boroughs, and so this is an entirely normal practice. It is worth noting that central Government has had a marketing budget in place for the last eight years under the Government Communication Service and in 2018 that budget is £300 million. The GREAT campaign was the largest campaign with an annual budget of £60 million. That is just to give you some context. What we have done with the central marketing budget is something that Emma’s [Strain] team had proposed, that whoever the new mayoral administration was implemented that, and it puts us in line with the best practice of central Government and local governments around London and the country.

That is the thinking behind it, really: to have better planning and better preparation, making sure that we were communicating with all Londoners and with messages that they wanted to hear in terms of policies and

programmes they can access and how, and also to add a bit of transparency to this process, as will come out in this discussion. Traditionally, it has been very difficult to track different parts of marketing communication spends because they have been held across the organisation in different policy teams and tagged to different codes - Emma is going to have to go into more detail on this - and it is not always consistent and so it has been very difficult to track spend. Now that is a lot more straightforward. Emma's team codes things. They know how and why and therefore, year on year, it should be much more transparent and easier.

Gareth Bacon AM (Chairman): From a budgetary point of view, it is effectively a tidying-up exercise. How do you measure the effectiveness of what you are spending? How are you measuring the cut-through?

Leah Kreitzman (Mayoral Director for External and International Affairs): That is a really good question. There are different ways for different campaigns and they are measured differently. We can have shorter-term, clear, calls to action. For example, take the winter campaign we did around rough sleeping. We know that that is a really big problem for Londoners. They have said that at any opportunity directly to the Mayor and also through research into what their concerns and priorities are. We have seen the increase across the country in rough sleeping and it is very visible when you see people sleeping on the streets. We did a campaign last year to try to support those people who are rough sleeping. We had a really clear call to action. You could donate and you could refer rough sleepers to StreetLink. We had really clear key performance indicators (KPIs). We wanted to drive £150,000 in donations. That was our KPI for that campaign. We wanted to increase the number of referrals via StreetLink. At the end of the campaign, a total of £197,000 had been donated and referrals had been increased from 5,000 to 8,000 on the previous year. Those were quite clear KPIs that we were able to deliver against. Then we had other things about the reach of the campaign, etc.

It is harder for campaigns like *Behind Every Great City* and *London is Open*, but we have different kinds of metrics for measuring those. Some are around the reach of our content, like how many people have seen some of that campaign content. We know that over five million people have watched the *London is Open* videos. That is a very high number for organic reach. With *Behind Every Great City*, we wanted to make sure we were really engaging directly with Londoners, particularly women Londoners, who are underrepresented at senior levels. We have been doing that more with a partner approach through events. For example, 500,000 Londoners, I think, have been reached through partners and our events. We also have figures against whether women in particular see the GLA as prioritising gender equality and that has gone up by four points, which is useful.

We measure success in terms of policies delivered as well through those campaigns. The *Our Time* initiative was launched earlier this year and the first cohort - including someone from the Secretariat, which is great, and so it is genuinely across the GLA but also across all of our functional bodies - are participating in this scheme for the first time. We have Transport for London (TfL), the Metropolitan Police Service (MPS), the London Fire Brigade, our development agencies and the whole GLA family embarking on a new initiative to increase gender equality in our organisations. We also had a matrix about partners taking that on. We wanted four. We have six private-sector and public-sector organisations taking on that initiative.

The way we measure campaigns depends on the campaign and depends on the objectives and outcomes. We can share the metrics we use for each campaign if you would like, rather than have me flip through here and read them out, but broadly speaking they are around reach and engagement. Then, if there is a clear call to action, we can measure that as well.

Gareth Bacon AM (Chairman): That would be very useful. We will take you up on that. It would be quite useful to see the metrics because I was going to ask. The two examples you gave right at the beginning were good examples of different kinds of campaigns. With the first one, the homelessness one, you can measure

the success of that by how many referrals. That was key because these are X number of people that you have helped. With the second one, *London is Open*, I accept your point that it is much more difficult to measure the impact of that because it is not something that is leading to a definite outcome that you can measure in that way.

I was going to ask you - and maybe it will be kept in the report that you are going to send us - what the balance is in your marketing spend. How much of it is on the outcome-based things such as homelessness, where you can measure the number of people who benefit by it, and how much of it is on the messaging side of things, like *London is Open* and that sort of thing?

Leah Kreitzman (Mayoral Director for External and International Affairs): I can tell you. Again, it depends a little bit on the audience and the channel. We try to be quite focused on who we want to reach. If you take something like the renting strand of our housing campaign, renting is particularly relevant to younger Londoners and we know that a really good way of reaching those Londoners is through social media and we also know that social media is a very cost-effective way of reaching people. We know that with our campaign last year on better boilers - you could get a grant to upgrade your boiler if you were in fuel poverty, essentially - those people are much harder to reach. It is more expensive. It is more hand-to-hand. You have to go out and find those people to ensure that they are aware of the work that we are doing. Therefore, the cost does depend on what you are trying to achieve and with which audience. It is more cost-effective and cheaper to reach an audience that is very active on social media in lots of ways than it is other audiences.

Broadly speaking, we have a breakdown of what we have budgeted for each campaign. The highest amount is actually our events for Londoners because that covers quite a wide range of events and we go out and try to encourage lots of Londoners to engage with that. That is our highest marketing spend for campaigns. Then, beyond that, there is a fairly similar breakdown. The housing campaign, including rough sleeping, was £148,000. *London is Open* was £133,000 in total. There is not a huge spectrum but, broadly speaking, they are around that amount.

We try to maximise our in-kind support. Whilst we have invested £125,000 or thereabouts in *Behind Every Great City*, the Government gave us a grant of over £400,000 to deliver that campaign and different elements of it. We really do try to maximise other revenue and investment channels. *London is Open* has received a huge amount of in-kind support. Just one example is the flags around Regent Street and Oxford Street. The commercial value of that is over £250,000. We did not pay anything to the [New] West End Company for that; they wanted to do it. MTV and the Europe Music Awards (EMAs) is a great example of how we worked with a commercial organisation for *London is Open*, knowing that they had a global audience, mainly in Europe, of over 19 million and we were the headline sponsor, as it were, of the EMAs. Normally, that would cost in a commercial deal over £3 million but we did not spend anything on that. We really do try to maximise and amplify the campaigns in kind.

Gareth Bacon AM (Chairman): I have one other clarificatory question and then I am going to ask Assembly Member Arnold to come in. The centralised budget is around £1 million and it is about how you categorise that, the question I am going to be asking. About half of it, according to the figures that we have, about £511,000, is on advertising design, production and printing, and there is a quarter spent on publicity and public relations (PR). From your classification perspective, what is the difference between spending on advertising and spending on publicity? What is the difference between the two?

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes. Emma can go into detail here because, maybe, the figures you are referring to are from a Freedom of Information request (FOI) that included the spend to that date rather than the total financial year. Obviously, we have that now and so we can update on that.

The difference is advertising we include our paid-for advertising. That could be social media advertising, for example. It could be if we have a radio ad or something in a newspaper. Publicity and PR is the generation of the content that we then use organically or in that paid advertising.

I will say that, again, they are not always coded perfectly and there is an issue with the way our finance system works for things that could potentially be coded in a different way. If you were in a policy team and you were producing a leaflet, you might say that is advertising or you might say that is content production. A different team and a different person could code the same thing quite differently and, until now, we have not been able to account for that.

Gareth Bacon AM (Chairman): Yes. Has that changed now?

Emma Strain (Assistant Director External Relations)(Assistant Director External Relations): The centralised marketing budget is what gives us that huge benefit because now we are centralising all of the major campaigns and we are running much more integrated campaigns. It is much easier for us to track that ourselves and to be much clearer about what is being spent on what, whereas previously, in 2016 and prior to that, the activity was happening all over the building. Therefore, as Leah says, one person's piece of advertising content is the next person's printed document, and so the data gets quite difficult to comprehend.

It is just worth me saying that I noted that there is a table of data that you guys have put together as part of this process. That data is the communication spend across the whole of the GLA and so that is more than just the central marketing budget from a 2017/18 perspective. That includes, for example, the London Plan and the statutory communications printouts that they need to do and a whole bunch of other printed materials that the building does. Just to be really clear, those figures are pan-GLA and, while the vast majority of the marketing budget is now centralised with us, there is of course other communications activity that the building still needs to do. Those figures, for example, would include the media monitoring budget. That is the press team, as you will be aware because you all receive the press cuts that come through on a regular basis. That figure will fall into the press and PR category of spend. There is about £170,000 of spending there and that services both of us.

Gareth Bacon AM (Chairman): Is there a separate Mayor's office marketing budget?

Emma Strain (Assistant Director External Relations)(Assistant Director External Relations): No.

Gareth Bacon AM (Chairman): That is within the central budget?

Emma Strain (Assistant Director External Relations): Yes.

Gareth Bacon AM (Chairman): Does the Mayor - or the Mayor's office - have any particular influence over marketing and advertising that, say, TfL or any of the other functional bodies do?

Leah Kreitzman (Mayoral Director for External and International Affairs): There has always been - and this precedes me - fortnightly meetings with TfL's marketing team that continued when this administration came in. I tend not to attend those, but I get readouts from those from Emma and the team. That is basically so that we know what is going to be on the TfL network, but TfL has its own marketing budget and agencies and they do their work to promote their services as they as they wish. I sit on the steering committee for the TfL advertising policy, but that is the commercial advertising rather than TfL advertising.

Gareth Bacon AM (Chairman): There is some interaction but it is --

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes.

Gareth Bacon AM (Chairman): It would be surprising if there were not, but it is not coming out of your budget line in any way?

Emma Strain (Assistant Director External Relations): No, it does not come out of the budget and I do not have any oversight of what strategically TfL decides to communicate from a marketing perspective either, but what they do use me for is a safe pair of hands. I look through the materials that they are producing. I might look at a piece of cycling advertising and look at it from a diversity perspective because sometimes cycling can be a topic which is not as diverse as it can be. For some of the representations from a visual perspective, they use us as a sounding board. Those fortnightly meetings have been going on since I have been in post and so for about the last four years.

Jennette Arnold OBE AM: Just following on from that then, when we see posters about GLA activities on TfL, are you saying that there is no payback in terms of no chargeback?

Leah Kreitzman (Mayoral Director for External and International Affairs): No, it is a gifted inventory. For many years, certainly not just the last two, TfL has gifted the GLA a certain amount of inventory, a certain number of poster spots or digital spots that the GLA can use to promote its activities. As you will see, we tend to use them for events, to drive people to mayoral events --

Tom Copley AM: People's Question Time (PQT).

Leah Kreitzman (Mayoral Director for External and International Affairs): Exactly. PQT goes up there. If the next PQT is in your patch, we can say, "Can you please put the posters in your stations in that area so that local people will see those?" We can direct them in that sense, as in we would like our inventory to be in the areas where it is most relevant to the people locally: PQT, the State of London Debate, the fireworks. We want to tell people, firstly, "You can buy tickets", and then, secondly, "If you do not have a ticket, please do not come", and those kinds of things. TfL does gift us an amount of inventory, which totals just over £2 million every year.

Jennette Arnold OBE AM: I was going to say that, even if gifted, there has to be a cost to that. For TfL, that gift to the GLA is about £2 million.

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes, but it is space that they have not sold. Do you see what I mean? It is not like we are taking up spots. The inventory will change depending. There are times of the year when there is not as much paid-for advertising on the network and we might have more inventory at those times, for example.

Jennette Arnold OBE AM: That answers that because it does bring about a little bit of clarity. The specific question that I had relating to the budget is about when people say or when departments say they have only £1 million and you think to yourself, "Well, so what?" You have to see that in the context of how much other organisations spend. I know we are unique and all of this stuff, but, in terms of budgets and the work that you are required to do in terms of delivering on the mayoral priorities, how does this relate to the spend, say, from the Scottish Parliament, despite them being a parliament but in terms of the work? There is the Welsh Assembly and we know the Government starts off at a huge amount of something like £200 million, but where on the scale of things does the GLA budget sit?

Leah Kreitzman (Mayoral Director for External and International Affairs): Do you know, Emma?

Emma Strain (Assistant Director External Relations): I do not.

Leah Kreitzman (Mayoral Director for External and International Affairs): We will tell you where on the scale we are. We will try to find equivalent organisations. What we did to reach this £1 million figure, just so you are aware, is that that was basically what was being spent across the organisation. It was not an additional figure. It is not more money spent on marketing. It is saying, "This is how much, roughly, based on what we could tell from the financial system and codes and, therefore, this is what we will centralise and then spend".

Jennette Arnold OBE AM: And that is what you are living within and so you are living within that budget. That then leads me to my question. You have identified some really great campaigns that nobody would argue with, but surely there are areas that are in need of similar great campaigns. I could give you a whole list of them and so could Tom [Copley AM] and so could everybody else. What are we to say to Londoners if their area is not prioritised even though it may be referenced in the mayoral manifesto?

Leah Kreitzman (Mayoral Director for External and International Affairs): Obviously, it is a decision-making process where there is prioritisation. You know that I am all ears when you have ideas about things that we should be doing. I have sat down with Tom to discuss some of his ideas for campaigns and how we can integrate them better into things like *London is Open*. I am really happy to continue to do that, of course.

Behind Every Great City is a really good example of where we have had tremendous support from the Assembly, including from you, on delivering that campaign and there is now an Assembly working group on a strand of that campaign. My team is working directly with both Carolines [Caroline Pidgeon MBE AM and Caroline Russell AM] and with you, Jenette, and with Andrew Boff AM. That is really positive. We definitely want to ensure that when we are doing things that are very much about London and its reputation and its history, whether that is *London is Open* or *Behind Every Great City*, that we are extremely inclusive in the ethos of those campaigns and we want to work with the Assembly.

If there are any other ideas for campaigns that we should be doing and are not at the moment, then we are all ears. We try to do things that reflect the priorities and needs of Londoners and so that is why we are focusing on housing, on crime and on promoting London's economy and its values at this quite challenging time for the city.

Jennette Arnold OBE AM: That will do for now because I am coming back with a question about how you work with the Assembly on marketing.

Keith Prince AM: I just wanted to come in on the comparison of the advertising spend budget by us and that by other regional assemblies. I was just going to say that, in industry, the advertising spend is usually expressed as a percentage of the turnover and there are acceptable levels for that. Clearly, we are not an industry and so we are not selling packets of crisps. It is a different matrix, but it would be interesting to know, compared to, say, maybe local government, what our spend is as a percentage and what the mean, mode and average is for local government. It is a bit difficult with the Scottish Parliament but maybe the Welsh Assembly, perhaps?

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes, we will have a look at that.

Keith Prince AM: Just carrying on the advertising bent, I noticed that in 2016/17 over £2 million was spent on advertising and design compared to £500,000 according to the figures in 2017/18. Why is there such a big difference in that spend?

Leah Kreitzman (Mayoral Director for External and International Affairs): Emma can go into detail but, in short, there was an election in 2016 and the Authority spent quite a lot of money promoting the fact that there was an election. That falls under that budget.

Emma Strain (Assistant Director External Relations): That comes to the point I was making about that set of data. It is all communications and so every single piece of communication coded against those particular codes in our finance system will be brought out. The booklet for the elections and the elections marketing campaign would have been captured in those costs. The £500,000 figure is a part-year figure. The full figure for 2017/18 is roughly £1 million and it is comparable to the £2 million that you have quoted, but of course that includes election spend.

Keith Prince AM: OK. You say that we get complementary ad space from TfL, but of course there is still the design cost involved in that, is there not?

Emma Strain (Assistant Director External Relations): Yes. We do cover the design cost, yes, and we also cover the print and production, as you would expect, and posting them up.

Keith Prince AM: Yes, obviously. How do we split that budget? We have a Mayor's budget and we have the overall budget and there is no differential between the Mayor and the Assembly. How do we ensure that the Assembly is getting a fair crack of the whip?

Emma Strain (Assistant Director External Relations): We used space on the TfL inventory for both the PQT events particularly and the way we --

Keith Prince AM: I would say that benefits the Mayor more than the Assembly, if I may be so bold.

Emma Strain (Assistant Director External Relations): The way we split the assets there is that we would have a set of assets associated to PQT and we would divide those equally. We would run two different poster campaigns, one featuring the Assembly and one featuring the Mayor, and would divide it up fifty-fifty.

Keith Prince AM: On all of that?

Emma Strain (Assistant Director External Relations): For the PQT event, yes.

Keith Prince AM: The entire budget is run like that as well, is it?

Emma Strain (Assistant Director External Relations): No.

Keith Prince AM: No? What about the rest of the budget?

Leah Kreitzman (Mayoral Director for External and International Affairs): We do it depending on the different campaign and priority. We do things that will never make it onto the TfL network. Not everything that we are doing or talking about or communicating or using marketing spend on from the GLA goes onto the TfL network.

Keith Prince AM: Just finally, do we get contra? In the advertising industry, contra is quite a common thing. For instance, to give you an industry example, if I was a crisp manufacturer, staying with that, I might give you loads of packets of crisps and then you would give me free advertising. Is there any contra that we do at all or have we explored that aspect?

Leah Kreitzman (Mayoral Director for External and International Affairs): I am trying to think of what we could give someone.

Keith Prince AM: You gave an example earlier about the £3 million worth of advertising --

Leah Kreitzman (Mayoral Director for External and International Affairs): That is just basically when we have a campaign. Something like *London is Open* is a really good example. We engaged business very early and we said, "We think we share your concerns about the immediate aftermath of the European Union (EU) referendum and what it says about our city to visitors, to tourists and to Londoners, and we want to ensure that we are able to put across the message that London is still openminded, outward-looking and welcoming". Businesses shared that and wanted to, therefore, support that campaign. Also, because that campaign had quite a clear and distinct brand - the David Shrigley [British visual artist] 'London' that I think you would probably all recognise - they felt it was something they could use and get behind. It was not a mayoral brand; it was not a GLA brand; it was not political. It was about London and they supported it. That is how we do that. There is no *quid pro quo*.

Keith Prince AM: There is, actually, but you probably have not realised it. You are giving the credibility of the GLA to support what they are doing. That is what we have and this is where we are missing out.

Leah Kreitzman (Mayoral Director for External and International Affairs): Except that there is no GLA branding on any of this material and only 26% of Londoners have any idea about what we are doing.

Keith Prince AM: Then that is an indictment, but the point I am trying to make is that we have a brand and it is a strong brand and people do know what the GLA is and we should be using it. It is the same as when the MPS went out to procure MetTrace. They got a massive discount from SmartWater because they now allow SmartWater to let other people in the world know that it is the sole supplier of MetTrace. We have a brand and we should --

Leah Kreitzman (Mayoral Director for External and International Affairs): The Mayor of London has a brand. I would honestly dispute whether the GLA has a strong, recognisable brand and whether it needs one. We can have that conversation.

We price ourselves well when it comes to trying to get support for our campaigns. We understand that from a budget of £130,000 for *London is Open* we have generated in the region of about £6 million in kind, which is pretty impressive. We are very proud of that campaign. We think we have had a lot of impact with that campaign. If you compare that to the *GREAT* campaign, which has an annual budget of £60 million, we are doing very well.

Also, we have been working with the Foreign and Commonwealth Office (FCO) and with embassies around the world. They really like to use the *London is Open* campaign because they understand that *GREAT* does not resonate brilliantly in lots of countries when you are trying to talk about the United Kingdom (UK). *London is Open* does. We share all of our content with those embassies around the world and they use them to promote London in their local capitals.

I totally take your point. There is not an obvious *quid pro quo*. We do not offer anything to them in return. We ask them to be involved where we think that there is a good strategic fit and we price that well.

Keith Prince AM: Just finally, then, what are we doing to raise awareness of the GLA brand if it is as bad as you say?

Emma Strain (Assistant Director External Relations): There is a difference for me between the brands of the Assembly, the Mayor and the GLA. Since Sadiq [Khan, Mayor of London] has been there but also when Boris [Johnson MP, former Mayor of London] was the Mayor, too, we have been really clear from research that Londoners do not know what the GLA is. There was a press article only last week when we were referred to as the 'Greater London Assembly' when they meant the 'Greater London Authority' and there is every other combination of that acronym you could put together. People do not really understand. They understand what City Hall is as a building and that is why we have used City Hall emblematically for things. They understand that the Assembly and the Mayor sit here, but they do not really understand what the GLA itself is and who the staff are.

Leah Kreitzman (Mayoral Director for External and International Affairs): We think it is important that we promote the work of the Assembly and how Londoners can engage with that work and the Mayor and how Londoners can engage with that work. Just promoting the brand of the GLA would not be a good use of taxpayers' money.

Emma Strain (Assistant Director External Relations): Also, if you take the London.gov.uk website, we co-brand that with the Mayor and the Assembly but not with the GLA for the same reason.

Keith Prince AM: Yes, I have seen that. Thank you.

Peter Whittle AM: Just before I ask this question, how closely do you ever work with the Assembly press people? Do you ever work with them? Just going on from what Assembly Member Prince just said, there is this problem of profile and all the rest of it. I know they also have that problem that they are facing with how to get people to know what we are, what we do and everything.

There is a separate budget line here of £1.39 million for marketing staff. That is quite a growth, is it not? I think it is 40%. In fact, it is doubling in the past eight years. I just would like to know what all these extra people are doing.

Leah Kreitzman (Mayoral Director for External and International Affairs): I am really glad that you have raised this because, obviously, we would have otherwise because it is quite important to clarify. That figure that you have quoted and the Assembly has quoted in your press release and in a tweet earlier today - which came from the Assembly rather than any one of you - includes the Digital Transformation Team. That is not the figure for the Marketing Team.

Peter Whittle AM: Really? What difference does that make to the figure?

Leah Kreitzman (Mayoral Director for External and International Affairs): That is the Digital Transformation Team, the increase for which this Committee signed off on last year. That includes all of the back-office maintenance of the website, which hosts all of the Assembly's content as well as the Mayor's, and that figure represents an increase, but the marketing staffing increase has grown by 10% since Sadiq [Khan] was Mayor. However, it is worth noting that under the previous Mayor the marketing staff budget grew by 33% between 2013 and 2016. We have seen a 10% increase in the last two years. That is partly in recognition of the fact that the GLA has changed responsibilities and also we have increased to meet the new demand

around engagement and social media and trying to increase the relevance and engagement with Londoners. We have had a 10% increase in staffing and marketing since 2016, not 40%. You are including the Digital Transformation Team in that, which is the back end of the website.

Peter Whittle AM: How many people are in that team?

Emma Strain (Assistant Director External Relations): In the Marketing Team?

Leah Kreitzman (Mayoral Director for External and International Affairs): I can actually clarify as well. I do not do any day-to-day management of either the budget or the staff of the Marketing Team. That is Emma's role. Emma and I work very closely together on setting the priorities and working out the best campaign routes, but when it comes to actual staffing and things like that, I am going to have to defer.

Emma Strain (Assistant Director External Relations): It is also just worth pointing out that the growth that is showing in the budget, if you look at the 2017/18 figure, is the posts that came to [the GLA] Oversight [Committee] in March 2017 that were approved. A number of those posts were about changing people from fixed-term posts into permanent posts, which was a legacy from when we rebuilt the website. We brought in some additional digital people to enable us to do a much better job in building that website, being able to represent the Mayor's content, the Assembly's content and also the Mayor's Office for Policing and Crime's (MOPAC) and the Old Oak and Park Royal Development Corporation's (OPDC) content much more appropriately from a website perspective. That growth was signed off.

The way the finance system works - and Martin [Clarke, Executive Director of Resources] confirmed this to me - is that we had an [GLA] Oversight Committee in March 2017 but they did not reflect that into the actual date of final budgets until the following year. That is where that looks like there has been a growth, but that growth has all come through this Committee.

Peter Whittle AM: I see. It is 10%, not 40%, and that is the main thing we should know. It has gone out in press releases and what-have-you, though. Thank you very much.

Caroline Russell AM: I want to pick up on two of the big campaigns, *London is Open* and *Behind Every Great City*. First of all, with *London is Open*, you have spoken, Leah, about how that has been very useful abroad with people using it. It is a brand that does not feel political and people feel comfortable using it. I just wonder in terms of Londoners who you are trying to reach with it and whether you are reaching them through conventional advertising or through social media advertising.

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes. It is a brand that works quite hard because it can do quite a lot of things. It can speak to an international business audience about London being open for business and also to Londoners, who in the aftermath of the election - and still some of them - feel quite insecure and vulnerable. We saw a spike in hate crime against European Londoners in the immediate aftermath, which was dreadful and also one of the reasons that sparked us starting this campaign to really try to say to those Londoners that they are welcome. We have used this campaign to go out to community groups. For example, during religious festivals, we encourage them to use *London is Open* as an umbrella if they are trying to do community events. We had lots of interfaith iftars and things like that that used *London is Open* as a way of demonstrating that we have this unifying force around different communities. We worked in places and community groups or other organisations where people convene; for example, Queens Park Rangers (QPR), Chelsea and other London [football] clubs got behind the campaign because they know that they have lots of reach into London communities.

Therefore, yes, we have tried to reach Londoners first and foremost with the London is Open campaign. It has the dual function of speaking to an international business audience as well, which we think is incredibly helpful.

Caroline Russell AM: You are contacting them and you have the event-based use of the brand, but should we be seeing it on the Tube or seeing it on social media or is it specifically around events and community stuff?

Leah Kreitzman (Mayoral Director for External and International Affairs): You will remember that we did have it on the Tube in 2016 when we launched the campaign. You might remember seeing quite big commissioned posters, not just David Shrigley but we had several different artists, whether it was Jeremy Deller [British artist] at Brixton Tube Station and things like that. We went out to the creative industries and said, "Help us. We want to create a campaign that feels like it is open source in the ethos of *London is Open*. Use it. Create what you like with it". Some really beautiful creations came back and we then exhibited them on the network. We worked with Art on the Underground to do that.

We would like to revisit that again this year because we think there is a need to really give that message another boost. Yes, any ideas of how to particularly reach specific communities or groups would be helpful. We are doing pan-London on the TfL network and on social media.

The *London is Open* videos were deliberately made to be very shareable and so we did not actually need to do a lot of seeding or any spend behind a lot of those.

Caroline Russell AM: What kind of reach did you get with those videos?

Leah Kreitzman (Mayoral Director for External and International Affairs): It has had five million views. I will have to check the number of shares but it is in the hundreds of thousands.

Caroline Russell AM: Was that organic reach or was that promoted?

Leah Kreitzman (Mayoral Director for External and International Affairs): I would have to give you the actual breakdown of what was seeded and what was not. We can do that, yes.

Caroline Russell AM: That would be interesting. How much did you actually spend on the *London is Open* campaign?

Leah Kreitzman (Mayoral Director for External and International Affairs): £133,000. That is off the top of my head.

Caroline Russell AM: In big chunks, how does that break down in terms of social media and design of actual materials?

Leah Kreitzman (Mayoral Director for External and International Affairs): Do you have a breakdown of the budget?

Emma Strain (Assistant Director External Relations): I do not.

Leah Kreitzman (Mayoral Director for External and International Affairs): We can send you a breakdown of the budget, bearing in mind that it will be against those codes that are sometimes not entirely accurate. We would do our best in terms of that. For example, we paid for the production and design for

everything that went on the TfL network and so we can tell you how much that cost. We can tell you how much the video production cost and that thing.

Caroline Russell AM: You have these very different ways that those *London is Open* campaign messages are being got out. You have got your international businesspeople and you also have your community interfaith work that is about pulling Londoners together. How do you evaluate those two different strands of the work and how do you know that you are successful with that campaign?

Leah Kreitzman (Mayoral Director for External and International Affairs): Some of it is around the partners that we have on board. We know which partners have shared the campaign, bearing in mind that we feel that, if they have shared it, they feel like it resonates and the message works for them. We know that for a business audience and how they have engaged. We also know that from a community audience because we can track the hashtag. Some of it is through reach and engagement of our content.

Offline content is quite difficult to gauge and so we try to do some sentiment testing. We ask people. London & Partners (L&P) ask their international business audiences often which messages are working best in terms of promoting London as the best place for investment, for students and for tourists. We try to get that information from L&P and then adjust our international messaging appropriately.

Caroline Russell AM: That obviously works with the international business types, but I am thinking about the community. How do you know how successful that campaign is? Do you have a sense of how many different organisations have used it?

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes. We have a sense of how many organisations have shared it and used it, yes, and also from engaging with them we know from sentiment testing essentially how they feel about it. We know, for example, that the Polish community are keen to use it around some of their 100-year anniversary celebrations later this year. We held a roundtable of the EU ambassadors who represent the largest diaspora communities in London in 2016 and we are having another one in a few months' time. We were able to ask them at that point which of these messages are really working with their communities and asking them to share it, which they did. There are different ways, but it is not as easy as saying how many people have watched this film and shared it. I appreciate that.

Caroline Russell AM: Sure. Then, just finally on the *Behind Every Great City* campaign, how are you trying to reach what you have described as the harder-to-reach communities of women who really are the women behind this great city? What are you doing and which audiences there? How are you trying to reach them?

Leah Kreitzman (Mayoral Director for External and International Affairs): We have been working with organisations that know how to reach those women and are working with them already, particularly focusing on young women. We have worked with the Fawcett Society in partnership with their schools programme. We launched the campaign with them, actually, in a school and have been engaging with them throughout. That has been a really helpful way of reaching a group of younger people that we always find quite difficult to reach, particularly younger women. We have also been engaging with the groups that try to particularly work with more vulnerable women. Redbox works with young girls and women in period poverty, for example.

We have been trying to work in particular with black, Asian and minority ethnic (BAME) media outlets because we know that this building has a particular difficulty engaging with younger BAME women. They are a very disengaged group. This is through podcasts that we know that they listen to and through media that we know that they consume. That is how we have been trying to do that. It is much smaller scale but more targeted as well.

Caroline Russell AM: Do you report back on that monitoring of that reach?

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes. For example, we had an ambition that we wanted to engage 150 partners in this campaign and we have 65 so far and so we do have a little way to go by the end of the year in terms of partner engagement, but we did set ourselves that stretched target because we knew that was going to be the best way for us to get to the women that we wanted to see this campaign.

Caroline Russell AM: Thank you.

Len Duvall AM (Deputy Chair): Just listening to this all this afternoon, for all the moaning Minnies who go on about the expenditure in this area, if you think about how much you have spent on the *London is Open* campaign and the many ways it can be used and repositioning what this great world-class city is about, we should be congratulating you, really.

Then, moving on to *Behind Every Great City*, it is trying to establish something that is long overdue about the role and worth of women in our society and what part they play in our society. I just have admiration for the work. It is setting the pace. If we did the reverse issue, it is quite interesting about the private sector and how much we have done that from a municipal point of view. We are not some product. It is not like a brand and which brand is stronger. It is trying to sell over an image that is so important. I cannot underestimate how important the London is Open campaign in these difficult times has been from a business perspective, never mind from a community perspective, and I am saying, "Let us start reaching out and let us start understanding each other and what we are about". I want to congratulate you on that.

I want to turn to a difficult issue now in terms of the most recent campaign you have undertaken, very difficult and contentious, the knife crime prevention campaign, *London Needs You Alive*, another important message. Everyone takes it for granted that that is what we want and so I understand that. On the mechanics of that, is this your budget or is this MOPAC's budget? How do we do it? You have accumulated in the previous administration and in this administration a whole host of experience and expertise that, quite frankly, others will not have, including those who have been around for a lot longer, I suspect. How does it work when you work with partner organisations? What are they contributing? You are not solely in control, but how do you work this through with MOPAC or the MPS, even, around this?

Leah Kreitzman (Mayoral Director for External and International Affairs): You are right. That is the most tricky campaign that we are doing in terms of the audience, in terms of the message, definitely, and in terms of the number of stakeholders involved. One thing that is worth noting is that *London is Open*, *Behind Every Great City* and *London Needs You Alive* are really good examples of campaigns that would not have happened had we not centralised the marketing budget because they do not fit in any one policy or team. That would have required Emma to have gone cap-in-hand to the different policy teams in a way that we do not have to now. The London Needs You Alive budget has come from MOPAC but the marketing team runs the campaign. That is how we have done it.

Len Duvall AM (Deputy Chair): All right. Are they the client?

Leah Kreitzman (Mayoral Director for External and International Affairs): We try not to treat it like that genuinely because it is a team of people. We are drawing on MOPAC expertise, drawing on marketing expertise and how to deliver a message, and then drawing on the youth and education team, and so it is really across the organisation. Those are the three main group teams involved: marketing, MOPAC, and education and youth.

It is quite a good example of how we can take something that had it been run by MOPAC or by the MPS would have probably carried a very different message if they had said, "We want you to lead on delivering this campaign. This is the budget and this is the outcome that we really want to see", because they acknowledge that the police, MOPAC and the Mayor are not the best message-carriers to a group of 13 to 16-year-old people vulnerable to picking up a knife. We worked with an agency on that campaign and did quite a lot of testing with those young people about who they listen to and respect and want to hear from and what messages they think are missing. The most recent Met Youth Voice survey has said that over 53% - the majority - of young people surveyed said that the *London Needs You Alive* campaign has made them think more about what the consequences of carrying a knife can be, which is encouraging. There is still a long way to go on this issue.

It is something that, similarly, the Government has picked up. They did a campaign much shorter in timeframe but much bigger in terms of scope and value that similarly targeted at that group.

It has also taken us to quite a different place than usual when it comes to reaching those people. We have been advertising via PlayStation, for example, which we would not do on some of the other things. We have really tried to make sure that that campaign is going in front of the right people, on phone boxes and bus stops near their schools, directly through PlayStation, Snapchat and Instagram, rather than Facebook, for example, where they just are not [on]. None of them are on Facebook. That has been an interesting learning for the team working very closely with MOPAC in a way they have not previously and also bringing MOPAC and the education and youth team together.

Len Duvall AM (Deputy Chair): Logically, we are looking at children at risk and that, but we know it is a very small percentage that are a risk to themselves and a risk to the community. The next logical step is to take that campaign and - dare I say it - put it to drill music and postings on YouTube or not because, if we believe what we are being told by media and others about what is driving that up, we might get to that small percentage that is causing harm to themselves and to others. It is small numbers relatively. We are talking about 95% of our young people who are not criminals --

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes, absolutely.

Len Duvall AM (Deputy Chair): -- who are not carrying knives, who are not a threat to us, who are law-abiding citizens and who will be great law-abiding citizens in the future. It is a small percentage that do that. Is that where you take the campaign next? Then, I suppose logically, *London Needs You Alive* is not just about knife crime. It is about violent crime, is it not?

Leah Kreitzman (Mayoral Director for External and International Affairs): That is right, yes.

Len Duvall AM (Deputy Chair): There are some issues that we can go back into about women in terms of facing violence or facing threats and intimidation around that. Where do they get advice or not? Where are you going with this campaign and where do you target it next and where do we widen it out? I am just conscious of the knife crime issue. We always tend to think it is that younger cohort that is being murdered in the city, but actually there is a substantial number of over-26s. In amongst that 100, we have at least 15 or so domestic violence murders.

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes, you are quite right. We are looking at different ways now that we can provide counter messages to people who are going online and looking for things that are probably quite dangerous. Some of that is on YouTube and then also on Google Search and things like that. That is something the team is looking at.

It is worth saying that we are constantly testing and learning what is working and what is not. The *London Needs You Alive* campaign evolved from its initial campaign push to then a focus on this toolkit for educators and parents and things like that. We had a target of downloads which we did exceed but still we have more to do on that because that is a much more detailed, much higher bar entry into a campaign. That is asking them to do some quite proactive things. Then also, the Our London Summer work, again, was for all young Londoners, not just those either at risk or actually carrying [knives]. We did find, though, that whilst we were targeting the younger age group, it was their parents who were using information. We were not necessarily expecting that and that is something we now need to learn from. We targeted a group and it was actually their parents who were using the service. That is still good and we want their parents too, but it is not what we had intended and we need to now think about how we make this more relevant to that group. It is a constant process of iteration.

I totally agree with you about the complexities of this and the other people involved and the victims involved, and we can certainly take that back. I would be keen to discuss that. Certainly, violence against women and girls and domestic violence is something that we are looking at.

Len Duvall AM (Deputy Chair): This work is a bit pacemaker-ish in the sense that no other city in this country is working on that level of trying to test in unknown areas. Certainly, we have the Chair of the Police and Crime Committee (PCC) here. We should try to share some of that work back into our debates that we are doing. I am very excited by it. All your work is quite serious but this is one of the ones we need you to crack long-term. It should be quite interesting to see how it progresses. Well done!

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes. Thank you.

Steve O'Connell AM: Just on that, exactly. It is probably the most important work that you are doing, but I probably would say that. We did have guests at the PCC who were somewhat critical - and you have probably heard this - of the coverage and the rate of engagement, bearing in mind the investment. That is not to be a moaning Minnie or critical, but we did hear that. Briefly, did they get that a bit wrong or were they not looking at it in the same manner?

Leah Kreitzman (Mayoral Director for External and International Affairs): If there are people who have ideas of how we can change and adapt this campaign to make it more effective, we want to hear them, genuinely. We have tried to do this through a process of engagement with young people because we are not the target audience of this campaign. It is really important that we do that. If there are people who work with those young people or who are those young people who have feedback, we always want to hear it. I would say though that some of that was broader, about engagement more generally and other parts, not focused just on *London Needs You Alive*.

We have had good feedback as well. I do not know - sorry - if you were here when we talked about the MPS survey which said that a majority of young people did feel like the message was getting through.

Steve O'Connell AM: Yes, I heard that.

Leah Kreitzman (Mayoral Director for External and International Affairs): Which is important, but we absolutely want constructive feedback that can make our campaign better, of course.

Steve O'Connell AM: That is good to hear. Thank you, Chairman.

Jennette Arnold OBE AM: This is the most important question --

Tom Copley AM: It is the most important question for us.

Jennette Arnold OBE AM: -- because, as you have seen, a number of Members have tried to come in on this and I wonder why. The question is: what are we getting out of this spend? Let me just say that we know about the PQT posters and we know that, clearly, we have a website. It could be better.

Let me ask seriously and bring in my friend's point. Can you just tell us briefly about your working relationship with the Assembly communications and media team? That would seem an important relationship to have. In the same way that you have a sense of what you are going to promote in terms of mayoral priorities which are set, ours are evolving in terms of our programme of work, but I do not know - and I may be wrong - of any conversations that are had that flag up maybe one or two subjects in the year. If we have not done that yet, why have we not? Would you agree with me that we should as soon as possible start to work that way?

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes, absolutely. I would say that, for example, there are several events that we work very closely on with the communications team for the Assembly, whether that is Holocaust Memorial Day, Armed Forces Day, the 7/7 memorial, the things that we do as the GLA that are joint. There is very close co-ordination and collaboration. That is important and obviously that will continue, but I am extremely happy to sit down with members of the team as appropriate and do that forward planning, absolutely.

Jennette Arnold OBE AM: We are not aware of that. Let me just use an example of, say, a particular population piece and use my own example. I have just finished a report on the issues to do with special educational needs London-wide. It was well received by the press - and I thought I knew the structure - but at no time did I think I could look to get in some sort of marketing link or hook with the Marketing Team. Is that because that would be inappropriate or is that because the Assembly and our work and the way we work has not moved into that territory yet?

Leah Kreitzman (Mayoral Director for External and International Affairs): We probably need to have the conversation because it would depend who it was important to have seen that. We never just market something to everyone in the hope that the right --

Jennette Arnold OBE AM: No, we would not expect that, but the conversation should be had.

Leah Kreitzman (Mayoral Director for External and International Affairs): Absolutely, and we can have that conversation for sure, yes.

Jennette Arnold OBE AM: I do not get the feeling that scrutiny - I may be wrong - know that they can have that conversation. I am right or wrong, Emma?

Leah Kreitzman (Mayoral Director for External and International Affairs): I will say that there has been an increase in the communications team in the Assembly by three additional posts, which should be helping to do that work.

Emma Strain (Assistant Director External Relations): Alison [Bell, External Communications Manager] and I have a really good relationship, but I agree with you. We do not do enough talking and it is probably because we are all just a bit busy rushing around doing stuff. I am very happy to formalise that relationship more. Alison and I sit down regularly and look at what is coming forward and where there might be synergies and overlaps.

Jennette Arnold OBE AM: I am just putting it to you because, if this job is about promoting the Mayor and the Assembly, then there should be some conversations about the Assembly's output and that has not been had. We need to get that going.

Emma Strain (Assistant Director External Relations): One of the things that we do is that Alison and her team talk to the Marketing Team and the Digital Communications Team around some of the more technical things as well, things like streaming of Assembly events and mayoral events. We have now worked together so that we do those things much more consistently. When we have technical learnings around the way that things like Facebook advertising and things work, we share those with Alison and her team. I suspect that we do not do it in a very formal manner at the moment. There is definitely more opportunity for us to work together from that perspective at the very least.

Jennette Arnold OBE AM: I am pressing the point only because, when you get surveys that talk about the awareness and understanding about the Mayor, where would it peak at? I do not know. What percentage is that? You will know, Leah, about understanding of the Mayor.

Leah Kreitzman (Mayoral Director for External and International Affairs): We have not done one of these awareness surveys for a while, though.

Jennette Arnold OBE AM: It would be, say?

Leah Kreitzman (Mayoral Director for External and International Affairs): Awareness of the Mayor and his work?

Jennette Arnold OBE AM: Yes, the Mayor and his work.

Leah Kreitzman (Mayoral Director for External and International Affairs): I imagine it would be quite high.

Jennette Arnold OBE AM: Awareness of the Assembly?

Leah Kreitzman (Mayoral Director for External and International Affairs): That would be lower.

Jennette Arnold OBE AM: That would be lower. Therefore, there is a piece of work to be done using marketing and using the expertise that is in a central team like yours.

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes. Just to be clear, though, we use our marketing to ensure that Londoners are aware of the policies, programmes and services. It is not about promoting the Assembly or promoting the Mayor.

Jennette Arnold OBE AM: No, it would not be about --

Leah Kreitzman (Mayoral Director for External and International Affairs): It is about the work that you do. We are very happy to have a conversation about how we can better get across to Londoners the work that the Assembly is doing.

Jennette Arnold OBE AM: It is only about knowing the work that we do that they can understand the Assembly. That is what I am putting to you. I would not suggest for a moment that you would be marketing --

Leah Kreitzman (Mayoral Director for External and International Affairs): No, we are not going to do a brand campaign on the London Assembly.

Jennette Arnold OBE AM: -- Tom Copley because what value is he to us?

Tom Copley AM: I do not know!

Jennette Arnold OBE AM: I am talking about specifically his work on, say, championing issues to do with justice for London's Travellers or a particular piece of work, then. That is, to me, as relevant as the campaign you have on *London is Open*. Do you know what I mean? I am just saying that if we have not had those sorts of conversations before about the Assembly's work programme and looking at that and asking what pieces of work the Assembly is doing, that could be promoted to say, "This work has been done by the Assembly for Londoners". That is something that should happen.

Leah Kreitzman (Mayoral Director for External and International Affairs): Yes, we will do that. Like Emma said, the conversations do happen but we can formalise them and we can make sure that there are clearer outcomes of those conversations that are shared with you, definitely.

Jennette Arnold OBE AM: Thanks, Chairman.

Gareth Bacon AM (Chairman): OK. We have reached the end, for you, anyway. We still have a bit more to do. Members, can we note the report and can we also thank our guests for their attendance and the answers they have given?

Leah Kreitzman (Mayoral Director for External and International Affairs): Thank you very much.

Gareth Bacon AM (Chairman): Thank you very much.

Subject: Summary List of Actions

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 17 October 2018

This report will be considered in public

1. Summary

- 1.1 This report updates the Committee on the progress made on actions arising from previous meetings of the GLA Oversight Committee.

2. Recommendation

- 2.1 **That the Committee notes the completed and outstanding actions arising from previous meetings of the GLA Oversight Committee.**

Action Arising from the Meeting held on 4 September 2018

Item	Topic	Action	Action By
6	<p>The Mayor's Marketing Expenditure</p> <p>The Mayoral Director for External and International Affairs undertook to provide:</p> <ul style="list-style-type: none"> • The metrics used to measure the effectiveness of each campaign; • Information comparing the Greater London Authority's (GLA) advertising spend with that of regional assemblies, such as the Welsh Assembly; • A breakdown of the number of views of the London is Open videos into those that were promoted and those that were as a result of shared views; and • A breakdown of the budget for the London is Open campaign. 	<p>The Chairman wrote to the Mayoral Director, External and International Affairs on 12 September 2018 requesting this information.</p> <p>Complete. Correspondence from the Mayoral Director is at Appendix 1 and the response from the Chairman is at Appendix 2.</p>	<p>Mayoral Director, External and International Affairs</p>

Action Arising from the Meeting held on 11 October 2017

Item	Topic	Action	Action By
5	<p>Independent Review of the Garden Bridge and Lessons Learnt</p> <p>The Chair requested that:</p> <ul style="list-style-type: none"> • The Committee might wish to scrutinise the Greater London Land and Property Investment Fund once in operation in order to examine whether the new governance procedures are sufficiently robust; and • Officers examine the Investment Fund, scrutinising any other historical development deals, possibly in conjunction with the Assembly's Housing Committee. 	In progress	Executive Director of Secretariat

4. Legal Implications

4.1 The Committee has the power to do what is recommended in this report.

5. Financial Implications

5.1 There are no financial implications arising from this report.

List of appendices to this report:

Appendix 1 – Correspondence from the Mayoral Director, External and International Affairs, received 1 October 2018.

Appendix 2 – Correspondence from the Chairman to the Mayoral Director, External and International Affairs, dated 9 October 2018

Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Officer: Lorena Alcorta, Principal Committee Manager
 Telephone: 020 7983 4425
 Email: lorena.alcorta@london.gov.uk

Dear Gareth,

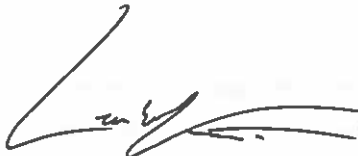
Thank you for inviting me to the GLA Oversight Committee on 4 September to discuss the central marketing budget and the campaigns that have been delivered as a result. Please pass on my thanks to the Committee for their interest and engagement and, in particular, the positive statements made by Assembly Member Duvall on the team's work which they greatly appreciated.

However, as noted in the meeting, it was disappointing to see the London Assembly issuing inaccurate statements about this budget and our headcount in the run-up to the meeting, both via press release and a tweet. I am sure that this is something that you and the other Assembly Members are keen to avoid in future, as was made clear at the committee meeting. I would be grateful if you are able to encourage Secretariat officers to get in touch with me, and with Emma, if they have any questions or wish to clarify data at any point, before issuing anything that may be inaccurate. We are very happy to discuss our work with Assembly Members and Secretariat staff and to keep you updated on our work as relevant. Emma has been in discussion with Ed on this matter.

Further to the discussion we had in the meeting on providing marketing support to the London Assembly, I am aware that Emma has been in touch with Ed and further discussions are planned on this.

Please find below the information requested in meeting and in your letter of 12 September.

Yours sincerely,



Leah Kreitzman
Mayoral Director, External & International Affairs

1. The metrics used to measure the effectiveness of each campaign:

Housing & rough sleeping campaign:

This multifaceted campaign covers renting, buying and rough sleeping.

- The campaign content has driven over 300,000 engagements to date and reached 5.2 million Londoners.
- The campaign has driven 79,000 visits to the Housing Hub so people can access information (against 50,000 target).
- The Homes for Londoners portal has seen a total of 587,000 unique page views since the start of the campaign.
- The Rogue Landlord & Agent Checker has seen 29,800 unique page views since the start of the campaign.
- The Rough Sleeping element of the campaign raised £197,000 in donations to support the rough sleeping charity coalition (18 charities) against a target of £150k.
- We also wanted to encourage people to report rough sleeping to StreetLink to help rough sleepers off the streets and into hostels. We measured this in terms of web traffic from source: London.gov.uk/roughsleeping and a year-on-year uplift in web traffic to StreetLink. There were 8,516 referrals to StreetLink (up from 5,892 the previous year).
- The rough sleeping campaign hub page saw over 50,000 unique visits.

Knife crime prevention campaign

The campaign aimed to challenge the perception that carrying a knife will make you safer and to raise awareness of the educational toolkit. It also focused on directing young people (and their parents) to activities and services funded by the Mayor and wider stakeholders

- The campaign has reached over 4 million people to date.
- According to the Met Youth Voice survey over 53% of the young people surveyed (approx. 1,300) said that the campaign made them think more about what can happen to people when they carry knives.
- The campaign has also been adapted by London's communities who have been creating their own content to promote the #LondonNeedsYouAlive message e.g. Waltham Forest College, Hendon Primary School and London Fire Brigade.
- The Education Toolkit has had over 1,000 downloads to date – over 100% over target for its initial launch goals.
- Our London Summer map has received over 8,000 page views (vs 2,000 target) with 36% of users actively looking at specific activities.

Behind Every Great City campaign

The campaign aims to celebrate the centenary of the first women winning the right to vote and mark London's significant role in this historic struggle. The campaign also sought to raise awareness of the Mayor's work on gender equality and women's rights and to establish City Hall as a beacon for gender equality – and encouraging London's business and institutions to do more to tackle gender inequality.

- To date the campaign has successfully engaged key influencers from the full spectrum of sectors, Londoners and media to drive conversation and engagement around the issue of gender inequality. This has resulted in over 50,000 social mentions of the campaign, over 15 million paid and organic impressions of the campaign across social media, 61 media articles on the campaign broadly and over 2,500 articles on the Millicent Fawcett statue unveiling alone.
- The launch video successfully reached 1.2m people between 27 Dec - 5 Jan. we secured support for the launch film on influential social media channels, including video talent: Naomi Campbell, Tinie Tempah, Laura Whitmore, Gurinder Chadha, Ray BLK, Abbie Eaton, Vanessa Kingori, Sonia Friedman and Susannah Rodgers, as well as stakeholders such as British Vogue, TfL, @London and London Fire Brigade.
- We introduced a new sponsorship initiative (Our Time: supporting future leaders) in May. This is the largest initiative of its kind in the public sector. The first cohort of women from across the GLA group is due to start on Our Time in September. We have already signed up 6 employers from across the public and private sector to implement the scheme – this is ahead of our target for getting organisations signed up in April 2019.
- The campaign has attracted a wide range of valuable partnerships, both cash and value in kind.
- We have secured £422,000 to date through grants and sponsorship is:
 - The Government Equalities Office awarded a grant of £300,000 from their Centenary celebrations fund to the GLA to provide two specific projects that will inform Londoners about London's story in the suffrage movement and raise the profile of the incredible women in London. This money will fund two projects - Street art project and Music mentoring programme.
 - We have also been awarded £95,000 from the Heritage Lottery Fund to fund a programme that tell the suffrage story to Londoners. This has funded a travelling cinema van which has been taking the suffrage story around London to local schools, community centres, libraries, etc.
 - Cash sponsorship of £27,000 contribution to the campaign's UCL research
- A wide range of leading London and international institutions have also supported the campaign including Google Arts and Culture, Bloomberg, Wikimedia Foundation UK, Wikipedia, The FA, British Athletics, Chelsea FC Women, England Netball, England Hockey, London Sport, Athletics World Cup, Exterion, JC Decaux, UCL, Red Box, Allbright, The Ambassador Theatre Group, The Old Vic, Tate Collective, Southbank Centre, Westfields, the Fawcett Society.

London Is Open campaign

This campaign launched following the referendum to leave the European Union – where it was crucial that we showed London was still open to business, investment and tourists from around the world, as well as providing reassurance to the one million EU Londoners. The campaign has achieved strong reach and engagement results:

- The London Is Open films have been viewed over 5 million times and shared over 40,000 times.
- The campaign has actively engaged over 475,000 (measured by social sharing).
- Sentiment following first year of #LondonIsOpen campaign in June 2017:
 - 86% of Londoners felt that “London welcomes people, businesses and talent from all over the world” in line with the key #LondonIsOpen campaign messages.
 - 84% of Londoners felt that “London is entrepreneurial, international and full of creativity”
 - 85% of Londoners felt that “Many people from all over the globe live and work in London, contributing to every aspect of life in the city”
- The campaign has also been embraced by London’s diverse communities and we have used #LondonIsOpen as the key message running through our programme of events and festivals on Trafalgar Square throughout the year for example Eid, St Patrick’s Day, Africa on the Square and New Year’s Eve. Our hosting of the UK premiere of The Salesman was also a #LondonIsOpen event.
- In addition to the impact delivered directly from GLA spend, LondonIsOpen has been picked up and used by partners from across sectors, helping us promote London nationally and internationally at no additional cost to the GLA.
 - #LondonIsOpen was adopted as the core message for the MTV EMAs in November 2017 to showcase London to a domestic and international audience. It was watched by more than 19 million viewers globally on TV, with an additional 257 million video views across digital/social platforms. All of the social content included #LondonIsOpen messaging.
 - There was gifted support from the West End, which displayed London Is Open Flags across the West End
 - Heathrow donated additional space to the #LondonIsOpen campaign, to show that London is united and ready to welcome the world, for both business and leisure. Almost 10 million passengers from across the world saw the artwork as they make their way through Heathrow, including over the busy Easter travel period.
 - The Mayor and Deputy Mayor for Business, Rajesh Agrawal promoted #LondonIsOpen during their trade and business mission trip to India. The 2018 Grant Thornton ‘India meets Britain Tracker’ reported London’s steady rise as the UK’s leading investment destination, with more than half of all Indian companies investing in the UK (53%) choosing the capital. This is up from 44% in 2017, 39% in 2016 and a quarter in 2015. Grant Thornton credited increase partly to the London is Open message.

- The campaign was also able to inspire an incredibly diverse range of audiences and was hugely successful in attracting many valuable partnerships. These include support from:
 - Businesses such as CBI, Lloyds of London, Heathrow Airport, Stansted Airport, United Airlines, Eurostar, Lego, EMA MTV;
 - Cultural institutions including the top West End theatres and productions including Hamilton, Phantom of the opera, Les Misérables, Harry Potter play; National theatre, Film London, British film Council, Sadler’s Wells, British Fashion Council, London Zoo, British Museum, Curzon, Natural History Museum, Somerset House, Museum of London, Tate, V&A, Bafta;
 - Sporting world such as Chelsea Football Club, NFL, British Athletics, NBA, Wimbledon;
 - Influencers – Henry Holland, Rita Ora, Quentin Blake, Mo Farah, David Shrigley, Jessie Ware
 - British embassies around the world and the British Council.

2. Information comparing GLA Advertising spend with that of other regional assemblies, such as the Welsh Assembly:

The table below shows the GLA marketing budget in comparison with the Welsh Assembly and Scottish Parliament.

	Marketing Budget	Population size	Cost per citizen
GLA	£1,000,000	8,700,000	£0.09
Welsh Assembly (17/18)	£8,000,000	3,063,000	£2.61
Scottish Assembly (16/17 spend)	£4,603,000	5,295,000	£0.87

3. A breakdown of the London is Open videos on social media into those that were promoted and those that were shared views:

The London Is Open films have been viewed over 5 million times and shared over 40,000 times. Of these video views 892,174 were associated with promoted social media posts, the remaining were organic views. The campaign has actively engaged over 475,000 (measured by social sharing of the hashtag).

4. London is Open Campaign Budget

London is Open total campaign spend to date is £127,095. This is less than the figure quoted in the meeting (of £133,000) as we have since noted a cost which was incorrectly coded to LondonIsOpen.

Item	Cost
Agency Fees	£75,000
Marketing Exhibitions & Events	£9,610
Photography	£565
Videography (11 films)	£29,447
Production Artwork and Design	£25,326
Promotions Incentives Merchandise	£7,692
Research	£5,550
Social Media and Digital Advertising	£11,405
Income	£-37,500

5. Clarification regarding the size of the Marketing Team and Digital Transformation Team, considering the proportion of growth in the marketing staff budget that is represented by the incorporation of that team:

£	BJ mayoralty		SK mayoralty	
	2014/15	2015/16	2016/17	2017/18
Marketing, creative & digital comms staffing budget	583,000	713,000	778,000	853,000
Digital transformation (London.gov) staffing budget	136,000	286,000	302,000	539,000
Total	719,000	999,000	1,080,000	1,392,000

The £1.39m the Assembly quoted includes the staffing budget for the digital transformation team and the marketing and creative teams.

Digital Transformation

- The Digital Transformation runs London.gov website, which is houses Mayor of London, the London Assembly, MOPAC and OPDC. This is a vital website for accessing the services we provide and programme we deliver.
- This team growth represents the changing nature of the way we communicate through digital channels
- The increase in the digital transformation team spend was authorised in the 2016/17 budget process and was approved at Oversight in March 2017. These changes were only reflected in the budget in 2017/18.
- There are currently 10 FTEs in the Digital Transformation team. There were 8 FTEs in this team in 2016. In 2016, a number of these posts were programme funded and were

not part of the establishment budget, this explain the more significant increase in budget than in staffing numbers.

Marketing

- The 2017/18 spend on marketing staff (which includes the marketing campaigns team, the digital comms team and the creative team) was £853,000 in 2017/18, and £778,000 in 2016/17 – an increase of 10% in the current administration. The marketing team budget rose from £583,000 in 2014/15 to £778,000 under the previous administration – an increase of 33%
- This growth was authorised in the 2016/17 budget process and was approved at Oversight in March 2017. These changes were only reflected in the budget in 2017/18.
- There are currently 21.5 FTEs in the Marketing and Creative and Digital Communications team. In 2016, there were 17 FTEs in these teams.

Ends.

Gareth Bacon AM, Chairman of GLA Oversight Committee

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Leah Kreitzman
Mayoral Director,
External and International Affairs

(Sent via email)

9 October 2018

Dear Leah

Thank you for your letter of 1 October 2018.

I agree with the sentiments expressed in the letter that it is important that Mayoral expenditure and the activity it drives is discussed in public in a transparent way. This is particularly the case for expenditure on marketing and communications which is designed to influence and persuade. As you stated, there is a wide range of marketing work being done that is focused on important issues to Londoners. I welcome that.

On your other points, information used in the meeting was based on: data provided to us by your staff; an FOI request that was on the GLA website; the GLA's published budget details (in relation to marketing spend); and from the relevant Mayoral Decision form. I'm not at all clear that statements based on that information could therefore be said to be inaccurate. Members ask questions, based on the information available, and guests respond, including by providing clarification where it is deemed necessary. That is the nature of scrutiny.

I could choose to suggest, in return, that you used completely inaccurate information when referring to "growth" in the Assembly's staffing establishment, clearly implying that the Assembly's marketing capacity had grown, just as the Mayor's marketing team has grown. For the record, at the time of the meeting, the Assembly had no marketing capacity at all, although one short-term post is now proposed. You were, in fact, referring to 3 media and public affairs posts (only one of which is actually a permanent post), thereby making a flawed comparison. Assembly officers could have corrected that public statement beforehand, if you had shared your briefing with them earlier. We do not, however, seek to make an issue of the fact that you did not. I might also suggest that the argument being advanced that the web site has nothing to do with marketing, in the broad sense, is one that could be interrogated further (different lines in the budget do not mean that the activities are entirely separate in reality). I do not, though, propose to continue this sort of pointless, tit-for-tat argument with you any further.

Thank you for the extra information you have provided particularly the information on the marketing team and Digital Transformation Team's staffing budgets. Thank you also for the offer of engagement with the London Assembly in relation to marketing activities – that is much appreciated, particularly if it relates to new, substantive areas of work, over and above the effective cooperation that already exists.

Yours sincerely



Gareth Bacon AM
Chairman of the GLA Oversight Committee

Subject: The Emergency Services Network Update

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 17 October 2018

This report will be considered in public

1. Summary

- 1.1 This report provides background for the Committee's meeting with representatives from the Home Office and Transport for London to discuss progress with the development of the new Emergency Services Network.

2. Recommendation

- 2.1 **That the Committee notes the report, puts questions on the Emergency Services Network to the invited guests, and notes the discussion.**

3. Background

- 3.1 In 2011, the Government set up a review of the communications system used by the emergency services in Great Britain. The aim was to generate options to replace the current system, Airwave. The programme is run by the Home Office and co-funded by the Department of Health and Social Care, and the Scottish and Welsh Governments. The review concluded that the best option was to replace Airwave, a radio-based communications system, with a new Emergency Services Network (ESN).¹ ESN will replace the radio-based communications network with one that is operated using mobile-data (4G) on EE's network.
- 3.2 The new ESN aims to deliver numerous improvements over the existing Airwave system, including providing high-speed data to users, providing more flexibility to make use of new technologies as they are developed, and securing cost savings. Switching from Airwave to ESN is expected to deliver over £3.6 billion of quantified benefits over 17 years.

¹ House of Commons Committee of Public Accounts, Upgrading emergency service communications, 18 January 2017, page 8.

- 3.3 At a national level, the ESN project is facing significant challenges. The National Audit Office and the Public Accounts Committee have both raised concerns with the ESN programme.²³ These concerns include: the timetable for awarding the main ESN contract, building and testing the system, and transitioning from Airwave to ESN; technology risks and user confidence.
- 3.4 There are also significant concerns about how the ESN will work in London. The city will require ESN coverage on the London Underground but 4G coverage is needed across the entire London Underground in order to roll-out the ESN. Transport for London (TfL) is taking the leading role in developing the ESN on the London Underground and there are questions both about the ability to deliver this level of coverage and about the level of funding being provided for by the Home Office.
- 3.5 These matters were considered by the GLA Oversight Committee at its 18 July 2017 meeting. In a letter to the Mayor, the Committee noted that while it had received a number of assurances from the expert panel (which included Home Office officials, TfL officers and others involved in the project from the emergency services), the Committee highlighted risks with the technology, the lack of a up to date timetable and issues with the delivery of the ESN on the London Underground. The Committee's letter made two recommendations to the Mayor: that the Mayor needed to monitor the progress of the ESN at a national level, to ensure that any delays did not put the safety of Londoners at risk and further that the Mayor needed to be sure that TfL had the right leadership in place and the necessary IT, technical and procurement skills to manage the delivery of the ESN across London's transport network.
- 3.6 The Mayor welcomed the Committee's review and noted that he shared many of the Committee's concerns. The Mayor supported both of the Committee's recommendations and set out the steps he intended to take in response. The Mayor's response is attached at **Appendix 1**.

4. Issues for Consideration

- 4.1 The meeting will seek an update on:
- High-level progress with the development of the ESN; and
 - Key risks and issues facing the development of the ESN in London, with a particular focus on the steps being taken to support the rollout of the ESN on the Underground.
- 4.2 The following guests have been invited to participate in the discussion:
- Bryan Cook, Programme Director, Emergency Services Mobile Communications Programme (ESMCP) – Home Office;
 - Stephen Webb, Senior Responsible Owner, ESMCP; and
 - Shashi Verma, Chief Technology Officer and Director of Customer Experience – TfL.

² House of Commons Committee of Public Accounts, Upgrading Emergency Service communications – recall, [Conclusions and recommendations 1](#), 18 April 2017.

³ National Audit Office, [Upgrading emergency service communications: the Emergency Services Network](#), 15 September 2016, page 29.

5. Legal Implications

5.1 The Assembly has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – Correspondence from the Mayor dated 19 October 2018

Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Officer:	Richard Derecki, Senior Manager
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Len Duvall AM
City Hall
The Queen's Walk
More London
London SE1 2AA

Our ref: MGLA050917-6311

Date: 19 OCT 2017

Dear Len,

Re: Emergency Services Network

Thank you for your letter of 5 September setting out the findings and recommendations from you're the GLA Oversight Committee's recent review of the Home Office's plans for a new Emergency Services Network (ESN) in London.

I share your view that this is a challenging project and that all parties need to work together to ensure that London gets a system that is up to the challenges of keeping this city safe. I agree that it is important that progress is closely monitored and will be doing so; I welcome the contribution of your committee to this.

The breadth of the representation at your meeting, especially from users of the planned ESN service, is encouraging. I am pleased that, overall, you found the meeting reassuring, especially with respect to the resolution of the significant issues that were previously identified by the National Audit Office's (NAO's) report in 2016.

Programme Challenges

I note your concern regarding the gap between EE's current 4G coverage in London and that provided by the existing Airwave service; coverage which ESN is intended to match. I will be interested to read the Home Office's response to your request for greater clarity as to how this gap will be addressed before transition starts.

Similarly, I share your concern about the current uncertainty regarding the overall timetable for implementing ESN and, especially, what this might mean for the timing of ESN transition in London. I believe we urgently need greater clarity in this area so that all impacted parties can better assess the implications of any delay on their operations and budgets. It is vital that the Home Office sets out a revised timetable for the programme as soon as possible so that we can establish greater certainty regarding the preparations for transition in London.

ESN on the Underground

Airwave is a critical service for allowing our emergency services to operate effectively on the Underground and ensure that Londoners feel safe as they travel within our city. Any replacement for Airwave must enable our emergency services to operate as well as, if not better than, they do today. However, as you note, the Underground is a uniquely challenging environment and establishing the necessary 4G infrastructure to support ESN is difficult. This is especially so – as Transport for London's (TfL) Chief Technology Officer noted during your meeting – within the demanding timescales of the Emergency Services Mobile Communications Programme (ESMCP).

MAYOR OF LONDON

However, I am clear that working with the Home Office to establish ESN on the Underground is a priority for both my team and for TfL. I understand that TfL and the Home Office were able to jointly agree on the delivery option for achieving ESN on the Underground in July and that work is underway in line with this decision. It is vitally important that TfL and the Home Office continue to work closely together, and with the Home Office's coverage supplier, EE, if the project is to deliver a successful outcome for our emergency service users.

At the TfL Board meeting that I chaired on 19 September, we discussed this project and agreed to delegate the necessary authorities to our Programme & Investment Committee (PIC) to enable this work to proceed, subject to funding being made available by the Home Office. You highlight the need for TfL to ensure that it has access to all the necessary expertise to ensure the successful delivery of the project, both in terms of the underlying technology and the challenges of infrastructure delivery on the Underground. I fully expect PIC will monitor this risk going forward.

Recommendations

With regards to your specific recommendations, I fully support both. I will continue to monitor progress of the programme with interest. I would also welcome further updates from your Committee as you receive the information you have requested as part of your recent review.

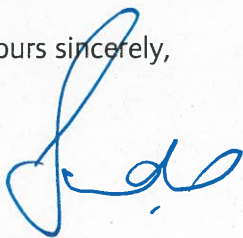
About the specific efforts to implement ESN on the Underground, my team receives copies of the fortnightly joint project reports that are provided to the TfL Commissioner and Permanent Under-Secretary of the Home Office. This project will also be regularly reviewed at our PIC Board meeting and, as a result, I expect that regular updates will be provided by the PIC Chair to the TfL Board.

Regarding your specific concerns about TfL's delivery capability and the importance of ensuring TfL's procurement processes are sufficiently robust to contribute to a successful outcome, the Commissioner recently moved Director responsibility for the project to our Chief Technology Officer to provide the necessary level of delivery focus. I will also be asking the Commissioner for a briefing on the steps being taken to ensure that we can be confident that the planned procurement activity for this project will support a successful delivery and avoid some of the previous issues that you highlight in your letter.

I would like to thank you and your Committee for its efforts in reviewing what is a vital programme for London.

Thank you again for taking the time to write to me.

Yours sincerely,



Sadiq Khan
Mayor of London

Subject: Assembly Budget Requirement 2019-20

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 17 October 2018

This report will be considered in public

1. Summary

- 1.1 This report sets out the timetable and process for the Assembly to inform the Mayor of the Assembly's estimated 2019-20 budget requirement in advance of the Mayor issuing a draft budget proposal and requests the Committee to agree and recommend to the Mayor the proposed Assembly budget submission for 2019-20.

2. Recommendations

- 2.1 **That the Committee agrees the London Assembly's draft budget requirement for 2019-20 for recommendation to the Mayor, subject to any changes that might be necessary prior to the final agreement on the budget in February 2019 to reflect:**
- (a) Any further advice from the Executive Director of Resources on contingencies and financial reserves; and**
 - (b) Any changes that emerge during the remainder of the budget process.**
- 2.2 **That the Committee approves the general use of the Assembly's budget, as allocated to the relevant teams within the Secretariat by the Committee in March each year, as set out in this report.**

3. Background

- 3.1 The GLA Act 2007 introduced separate component budgets for the London Assembly and the Mayor, with the aim of giving the Assembly more control over its own budget and thus protecting its ability to continue to carry out its statutory functions.
- 3.2 The component budget for the Assembly comprises the estimates for defined expenditure (essentially direct expenditure), income and appropriate contingencies and financial reserves. The component budget for the Mayor comprises those items for the rest of the GLA.
- 3.3 The expenditure that is to be regarded as incurred by the Assembly in the performance of its functions includes any expenditure by the Authority in the performance of its functions which is incurred in respect of any of the following:

- a) The Assembly Members;
 - b) The Assembly Secretariat (defined as employees of the Authority who normally work as support staff for the Assembly or Assembly Members);
 - c) Goods or services procured solely for the purposes of the Assembly; and
 - d) The London Transport Users' Committee (London TravelWatch).
- 3.4 Expenditure incurred on accommodation in relation to the Assembly's business and goods and services provided or procured for the Authority in general are deemed by the legislation to be part of the Mayor's budget.
- 3.5 The legislation defines the Assembly's functions as:
- a) Such of the functions of the Authority as are exercisable only by the Assembly acting on behalf of the Authority; and
 - b) The Assembly's function of acting jointly with the Mayor in the case of those functions of the Authority which are exercisable only by the Mayor and the Assembly acting jointly on behalf of the Authority.

4. Timetable and Process

- 4.1 Prior to the Mayor issuing draft budget proposals for the GLA Group for wider consultation (normally in December each year), the Mayor must consult the Assembly before proposing draft budgets for the Mayor and the Assembly. The Assembly's Budget and Performance Committee (in accordance with its agreed terms of reference) will consider those proposals (the draft budgets for the Mayor and Assembly) at its meeting to be held in November 2018.
- 4.2 This report provides the basis for the Committee, on behalf of the Assembly, to inform the Mayor of the Assembly's estimated 2019-20 budget requirement in advance of him issuing a draft budget proposal. It also then provides Members with a reference point for any future discussion with the Mayor on the Assembly's budget throughout the budget process.
- 4.3 The planned timetable and process that will then follow is set out below:

Mid-December to mid-January	The Mayor consults the Assembly and other appropriate bodies on the draft consolidated budget.
Mid to late January	The Mayor determines the final contents of his draft consolidated budget and presents it to the Assembly at its meeting on 24 January 2019 for the Assembly to approve with or without amendment.
Early to mid-February	The Mayor prepares and presents his final draft consolidated budget with or without Assembly amendments (in the latter case the Mayor must provide a written statement of reasons) to the Assembly on 25 February 2019. The Assembly then approves the Mayor's final draft consolidated budget with or without amendment. The only amendments which can be made are those agreed by at least two-thirds of the Assembly Members voting in favour.

- 4.4 At the final budget stages, the Committee will note that the GLA Act 2007 limits the Assembly's powers to amend the Mayor's draft component budget requirement for the Assembly by reference to the year-on-year change in the Mayor's draft component budget requirement for the Mayor.

5. The Assembly

- 5.1 The primary purpose of the London Assembly is to hold the Mayor to account and investigate matters of interest to Londoners. This is done in a variety of ways including questioning at Mayor's Question Time meetings and other Assembly meetings, investigations and monitoring by the Assembly's committees and panels, individual rapporteurships by Assembly Members and bringing the work, recommendations and views of the Assembly to the attention of key stakeholders. Assembly Members also have a representative role in relation to their constituents.
- 5.2 The Secretariat supports the Assembly's functions primarily through the work of five services:
- (a) Member Services (the staff working for each Party Group/single Member). The Member Services budgets support the staffing and corporate (pay, IT, FM, recruitment, printing, travel and subsistence, stationery, catering, fixtures and fitting for offices) resource for the party groups teams and activities such as staff training, Members' stakeholder communications, engagement and events, Member development and support for interns / work experience placements;
 - (b) Scrutiny and Investigations – the Scrutiny team's budget supports staffing and corporate (pay, IT equipment, FM, recruitment, printing, travel and subsistence, stationery, catering) resource for this team, and activities such as staff training & development, and includes a programme budget that supports the Assembly scrutiny committees' work, including events, site visits, surveys, focus groups, stakeholder engagement (including the Secretariat's stakeholder management service) and consultancy support for projects (once approved by the Assembly);
 - (c) Committee Services – the Committee Services team budget supports staffing and corporate (pay, IT equipment, FM, recruitment, printing, travel and subsistence, stationery, catering) resource for this team, and activities such as staff training & development, transcription services for Assembly and committee meetings and the Secretariat's agenda management and MQT database systems, as well as support for the Secretariat's participation in the UK-wide Committee Secretariats' Network. In addition, the Assistant Director for Committee & Member Services is also the budget holder for the Assembly Members' cost centre, which funds Members' salaries and pension payments, Member development, catering, IT equipment and printing costs (as necessary);
 - (d) External Communications – the External Communications team's budget supports staffing and corporate (pay, IT equipment, FM, recruitment, printing, travel and subsistence, stationery, catering) resource for this team, and activities such as the Secretariat's media monitoring services, the provision of specialised equipment and software for video and digital content and the provision of newspapers and journals; and
 - (e) Executive Director – the Director's budget supports staffing and corporate (pay, IT equipment, FM, recruitment, printing, travel and subsistence, stationery, catering) resource for the Director and Executive Support function.

5.3 The Assembly's budget requirement for 2018-19 totalled £7.8 million, as follows:

Budget	2018-19 £000
Assembly Members	1.8
Member Services	2.2
Scrutiny & Investigations	1.5
External Communications	0.3
Committee Services	0.7
Director/Business Support	0.3
London TravelWatch	1.0
Total	7.8

5.4 The total of £7.8 million is funded as follows:

	2018-19 £000
Business Rates Retention	5.2
Council tax	2.6
Total	7.8

5.5 The Mayor's budget guidance, issued in June 2018, proposed that the Assembly's budget requirement should be £7.8 million in 2019-20 and then £7.9 million in the three financial years thereafter. Following further discussions, it is now proposed that the Assembly budget requirement in 2019-20 is £8.0m. This is as a result of factoring in to the Assembly budget component the full financial impact of the staff pay awards for 2018-19 and 2019-20.

5.6 Following the GLA elections in May 2016, Assembly budgets were re-allocated to take account of the changes to the membership of the Assembly and staffing structures revised to support the Assembly Members and committee structure. The current total includes provision for Assembly Members' new pension scheme, for the support required for the London Assembly's Fire, Resilience and Emergency Planning scrutiny committee, and for the pay rises approved in 2018.

6. Reserves

6.1 The Assembly currently has reserves of £1.49m of which £0.86m is earmarked for commitments in relation to Assembly Members Resettlement Grant payments and the remainder is to cover any potential redundancy costs in the future and other unforeseen demands on the Assembly's budgets. The maintenance of this reserve becomes even more important as the pressure on the budgets increase.

6.2 The Authority's chief finance officer has a duty to report on the robustness of the adequacy of the proposed financial reserves and this will be covered in advice to the Mayor and the Assembly when final budgets are set in 2019.

7. Pay

- 7.1 The Assembly's proposed budget requirement of £8.0m for 2019-20 includes provision for a 2% pay rise for staff and Assembly Members, and additional funding for the final 2018-19 pay settlement, as shown in the table here:

Relating to actual 2018-19 award	39
2% pay inflation	111
2019-20 increase from 2018-19	150

8. Proposed budget submission

- 8.1 In light of the information provided above, noting that no additional growth proposals are proposed at this stage but subject to any changes that emerge during the remainder of the budget process, the proposed budget submission that Members are asked to agree and recommend to the Mayor is currently as shown below.

Budget

	2019-20
	£m
Assembly Members	1.9
Member Services	2.3
Scrutiny & Investigations	1.5
External Communications	0.3
Committee Services	0.7
Director/Business Support	0.3
London TravelWatch	1.0
Total	8.0

9. Legal Implications

- 9.1 Under the GLA Act 1999 (as amended) Schedule 6 paragraph 1(1) the Mayor and the Assembly must prepare and approve for each financial year, in accordance with Schedule 6 of that Act, a component budget for each constituent body and a consolidated budget for the Authority.
- 9.2 By virtue of section 85(3) of the GLA Act 1999 (as amended), the Mayor and the Assembly are separate constituent bodies, for the purposes of budget setting, and the Assembly has its own component budget. Sections 85 and 86 of the GLA Act 1999 (as amended by the 2007 Act) contain formulae for calculating each constituent body's component budget requirement.
- 9.3 The Assembly's functions are defined in the GLA Act 1999 (as amended) section 85(14) as such functions of the Authority as are exercisable only by the Assembly acting on behalf of the Authority; and the Assembly's functions of acting jointly with the Mayor in the case of those functions of the Authority which are exercisable only by the Mayor and the Assembly acting jointly on behalf of the Authority.

- 9.4 In addition, the GLA Act 1999 (as amended) section 85 (11) defines what expenditure is to be regarded as incurred by the Assembly in the performance of its functions (and therefore to be included within its component budget) as any expenditure by the Authority in the performance of its functions which is incurred in respect of any of the following:
- (a) the Assembly Members;
 - (b) the Assembly Secretariat (defined as employees of the Authority who normally work as support staff for the Assembly or Assembly Members);
 - (c) goods or services procured solely for the purposes of the Assembly; or
 - (d) the London Transport Users' Committee (known as London TravelWatch).
- 9.5 It does not, however, include expenditure by the Authority in respect of (i) accommodation provided or procured in whole or in part for the conduct of the business of the Authority, or (ii) goods or services provided or procured for the Authority in general (see GLA Act 1999 (as amended) section 85 (11-12)).
- 9.6 The GLA Act 1999 (as amended) Schedule 6 sets out the procedural requirements for determining the component budget requirements of the constituent bodies. This applies to the Assembly's component budget and includes a requirement for the Mayor to consult with the Assembly.
- 9.7 Under paragraph D1 of the Terms of Reference of the Assembly's GLA Oversight Committee, that Committee has the power to recommend to the Mayor a budget proposal for the London Assembly for the following financial year.
- 9.8 Recommendations 2.1 and 2.2 of this report fall within the powers of the Assembly's GLA Oversight Committee.

10. Financial Implications

- 10.1 The Mayor's proposed GLA budget for 2019-20 will be issued in November 2018 and will be considered by the London Assembly's Budget and Performance Committee. The Mayor will consider the Assembly's proposed budget requirement for 2019-20 prior to issuing those budget proposals.

List of appendices to this report:

None.

Local Government (Access to Information) Act 1985
List of Background Papers: 'Allocation of Assembly Budget 2018-19' , report to GLA Oversight Committee on 20 March 2018
Contact Officer: Ed Williams, Executive Director of Secretariat
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Subject: Proposed Premature Birth and Neonatal Care Policy

Report to: GLA Oversight Committee

Report of: Assistant Director Human Resources & Organisational Development

Date: 17 October 2018

This report will be considered in public

1. Summary

- 1.1 This report sets out a proposed new Human Resources (HR) policy, Premature Birth and Neonatal Care Policy, which will be applicable to employees of the GLA.

2. Recommendation

- 2.1 **That the Committee responds to the proposed new Human Resources policy and provides any feedback.**

3. Background

- 3.1 Every year, more than 95,000 babies are cared for in neonatal units in the UK because they have either been born prematurely (before 37 weeks of pregnancy), or full term (at or after 37 weeks) but are sick¹. Parents can wait weeks for their new-born baby to be allowed to come home, often having to travel back and forth from hospital.
- 3.2 Waltham Forest Council led the way in January 2018, by being the first council in the UK, and they believe the first organisation, to launch a premature birth policy. Sony Music followed in July 2018. The GLA HR unit have worked collaboratively with Waltham Forest Council, to understand their experience of implementing their premature birth policy.
- 3.3 It was recognised by the GLA HR unit and the Women's Policy group led by Leah Kreitzman, that such a policy on premature birth, to support working parents, would be a positive addition to the GLA employee policies, supporting the overall diversity agenda of the organisation. The policy would strengthen the support given to working parents and strongly align to the #BehindEveryGreatCity campaign. It is planned that it will also be included in the 'The Good Work Charter', with the Mayor calling on other employers across the UK to match this policy.

¹ Bliss Neonatal care: <https://www.bliss.org.uk/research-campaigns/research/neonatal-care-statistics>

- 3.4 Early internal feedback and research identified that a proposal to launch a premature birth policy was hugely welcomed, but that this policy should be extended to support all babies who require neonatal care, including those born at full term. A policy which encompasses both premature babies and those born full term that require neonatal care, will be a leading employee policy in the UK and put the GLA at the forefront.
- 3.5 A recent review of the GLA's current maternity and shared parental leave policies confirmed that the policies are fully compliant with legal requirements. The introduction of the new Premature and Neonatal Care policy will complement the existing policies. A further piece of work to improve the quality of the guidance available to line manager and employee before, during and after a period of leave will conclude the piece of work in this area.

4. Issues for Consideration

- 4.1 The charity Bliss² states that 12.5% of all babies born (regardless of the gestation of the baby at birth) require neonatal care. As of July 2018, there were 22 employees on maternity leave, and 7 employees on paternity leave, on this basis an informed estimate may be that approximately 3-4 members of staff a year may need to access this policy and additional paid leave.
- 4.2 The policy will provide significant and important support to the small number of parents who may be eligible.

5. Legal Implications

- 5.1 Under section 70(1) of the Greater London Authority Act 1999 (as amended) ("the Act"), a person appointed under section 67(1) shall be employed on such terms and conditions as the Mayor thinks fit, within the financial resources available to the Authority.
- 5.2 Under section 70 (2) of the Act, a person appointed under section 67(2) of the Act shall be employed on such terms and conditions as the Head of Paid Service, after consultation with the Mayor and the Assembly, thinks fit. The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 The terms and conditions of employees incorporate several of the GLA's policies and procedures. Therefore, the introduction of a new policy is a change to the terms and conditions of employees. In order for such changes to be effective, employees must agree the proposed change to their employment contracts.
- 5.4 It is a contractual term of the employees' contracts that UNISON is able to negotiate terms and conditions on behalf of employees and any changes to such terms can be made further to agreement between UNISON and the Greater London Authority. As set out below, the GLA will be consulting with UNISON to obtain their agreement to the introduction of the new Premature Birth and Neonatal Care Policy before it is implemented.

² Bliss Neonatal care: <https://www.bliss.org.uk/research-campaigns/research/neonatal-care-statistics>

6. Financial Implications

- 6.1 The cost implications are hard to quantify, however there would not appear to be a significant cost to the organisation, based on the estimate of employees who may need to access this policy under 'Issues for consideration'.
- 6.2 Cost relating to Premature Birth and Neonatal Care will be met from within existing budgets (more specifically, the budget where the employee's salary is usually charged).

7. Details of the proposed policy

- 7.1 The full proposed policy is attached in **Appendix 1**, however the key points to highlight are:
- Premature Baby Leave and Pay**
- 7.2 The birth parent of a baby born before 37 weeks will be entitled to have their Maternity leave and pay extended by the number of days their baby was born prior to their due date, regardless of whether the baby is required to stay in hospital during this time. They will receive Premature Baby leave and pay for this period.
- 7.3 For a parent who would be entitled to Paternity leave, if their baby is born before 37 weeks, they will be entitled to:
- 2 weeks of Premature Baby leave and pay; or
 - A day's Premature Baby leave and pay for every day their premature baby spends in hospital up until their due date, whichever is greater.

Neonatal Care Leave and Pay

- 7.4 Parents of babies who are born at or after 37 weeks but requiring neonatal care during their first 28 days of life, will be granted Neonatal Care leave and pay for every day their baby spends in Neonatal Care during their first 28 days.
- 7.5 Both types of additional leave and pay will be added to the end of the employee's Maternity/Paternity Leave period after the Maternity/ Paternity Leave entitlement has been exhausted.

8. Consultation

- 8.1 Consultation with employees via UNISON and the staff networks was commenced on 3 October 2018 for a period of 2 weeks.
- 8.2 In accordance with the GLA Staffing Protocol, formal consultation with the Mayor and the Assembly is required as this proposed new policy is a change to terms and conditions of employment for staff. The Assembly has delegated its consultation response to the GLA Oversight Committee.

List of appendices to this report:

Appendix 1 - Proposed Premature Birth and Neonatal Care Policy

Appendix 2 - Equalities Impact Assessment

Local Government (Access to Information) Act 1985	
List of Background Papers: None	
Contact Officer:	Laura Heywood, HR Business Partner, HR Unit
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Proposed, subject to formal consultation
GREATERLONDONAUTHORITY

Premature Birth and Neonatal Care Policy

1. Purpose and Scope

This policy sets out support available to staff in dealing with the premature birth of their baby or if their baby is born full term and requires neonatal care. The policy is available to all employees, including those in a same sex relationship and is available regardless of gender identity or gender expression.

2. Premature Baby Leave and Pay

The GLA recognises that premature birth is a stressful and difficult experience that any parent can face and wants to take proactive measures to assist its employees.

Therefore, with effect from 1 November 2018, the birth parent of a baby born before 37 weeks will be entitled to have their Maternity leave and pay extended by the number of days their baby was born prior to their due date, regardless of whether the baby is required to stay in hospital during this time.

For the parent entitled to Paternity leave, if their baby is born before 37 weeks, they will be entitled to:

- 2 weeks of Premature Baby leave and pay; or
- A day's Premature Baby leave and pay for every day their premature baby spends in hospital up until their due date, whichever is greater.

Premature Baby leave and pay will be added to the end of the employee's Maternity/Paternity leave period after the Maternity/Paternity leave entitlement has been exhausted. It is important to note that the employee's normal entitlement to Maternity/Paternity pay will continue to apply and will not be affected by this scheme. Therefore, any Premature Baby pay will be paid on top of any Maternity/Paternity pay an employee is entitled to receive.

3. Neonatal Care Leave and Pay

The GLA also recognises that parents with babies who are born at full term, requiring Neonatal Care, for the same reasons listed above, should be supported.

Therefore, with effect from 1 November 2018, parents of babies who are born at or after 37 weeks but requiring Neonatal Care during their first 28 days of life, will be granted additional Neonatal Care leave and pay for every day their baby spends in Neonatal care during their first 28 days.

Neonatal Care leave and pay will be added to the end of the employee's Maternity/Paternity Leave period after the Maternity/Paternity Leave entitlement has been exhausted.

It is important to note that the employee's normal entitlement to Maternity Pay will continue to apply and will not be affected by this scheme. Therefore, any Neonatal Care pay will be paid on top of any Maternity/ Paternity pay an employee is entitled to receive.

4. Guidance

Employees are eligible for the Premature Baby leave and pay or Neonatal Care leave and pay, if they are the birth parent, the biological parent of the child, adoptive parent or the birth parent's partner.

For both the Premature Baby leave and pay Neonatal Care leave and pay, it is important that line managers advise HR of the birth, so that the necessary arrangements can be made for additional pay and leave to be implemented. Parents should retain a copy of the discharge papers that they received when their baby leaves hospital. Any queries regarding this scheme can be discussed with HR.

5. Supporting employees

Premature birth and/or having a sick new born baby is one of the most stressful experiences a new parent can face. Although congratulations may not feel appropriate, it is important that the line manager acknowledges the birth of the baby and approaches all conversations regarding the situation with compassion and sensitivity.

To support employees during this difficult time the GLA asks that the line manager:

- Ensures that employees have provided documents required to commence their maternity leave payments. Due to the unexpected nature of premature birth this may not have happened. If this is the case employees should be reminded of the requirements to ensure that their Statutory and Occupational Maternity payments can commence as quickly as possible following the birth.
- Discuss the best method of and regularity of contact to be maintained between the GLA and the employee or their nominated representative during this time, respecting the employee's right to privacy if the employee would prefer to be left alone during this difficult time.
- Discusses with the employee the information that they would like their colleagues to be told about the situation.
- It is important to understand that parents of premature and sick babies are likely to experience a range of emotions caused by their babies' health; these emotions could include anxiety, depression, isolation, stress and fear. Through the GLA's Employee Assistance Programme employees can access information and support.

6. Support available from the Employee Assistance Programme (EAP)

The GLA's Employee Assistance Programme 'Be Supported' is hosted by AXA PPP Healthcare. Be Supported is available on a confidential basis 24/7 to all GLA employees and their family members who reside at the same address. They offer high quality information, support and counselling for all aspects of life.

Employees can speak directly to 'Be Supported' nurses, midwives and pharmacists for information and support. These professionals are not able to diagnose or prescribe, but can provide valuable information which may reduce the stress of your medical worries.

Employees may contact the EAP by telephone, email or use their website tools and resources. The services are confidential and free to the employee and their household members, having been pre-paid by the employer.

Further information is available on the internal intranet - <http://intranet.london.gov.uk/node/9078>

Equalities Impact Assessment (EqIA)

An EqIA has been conducted to consider the impact of the proposed change on categories of employees that fall within the Equalities Act legislation. All nine protected characteristics have been considered.

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

The proposed new policy is available to all employees, including those in a same sex relationship and is available regardless of gender or gender identity. Gender neutral language has been used to ensure that the policy is inclusive. In the case of premature baby leave and pay, the additional paid leave for the birth parent is potentially longer than the additional paid leave for the second parent. However, this is in line with the difference between paid maternity and paternity leave.

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Subject: Draft Committee Timetable 2019-20	
Report to: GLA Oversight Committee	
Report of: Executive Director of Secretariat	Date: 17 October 2018
This report will be considered in public	

1. Summary

- 1.1 The programme of meetings for the London Assembly and its Committees is agreed in principle each year by the GLA Oversight Committee before being submitted to the Assembly's Annual Meeting.

2. Recommendation

- 2.1 **That the Committee approves in principle the draft timetable of London Assembly and Committee meetings for the 2019-20 year, noting that the final programme of meetings is subject to related decisions by the London Assembly to be taken at the Annual Meeting in May 2018.**

3. Background

- 3.1 The draft calendar of Assembly and Committee meetings for 2019-20 has been subject to consultation within the Greater London Authority and has been provided to the Functional Bodies. The timetable avoids where possible scheduling meetings to coincide with school holidays, party conferences and significant religious holidays. Mayor's Question Time (MQT) meetings are set first as statutory meetings.
- 3.2 The Mayor's Office has been consulted on the dates of MQT. The draft timetable has been circulated to the London Fire Commissioner, the Mayor's Office for Policing and Crime, Transport for London, the London Legacy Development Corporation and the Old Oak Common and Park Royal Development Corporation.
- 3.3 At the meeting of the then Business Management and Appointments Committee (BMAC) held on 9 February 2005, it was agreed that, if during the year a committee modified its approved work programme and/or number of meetings in response to topical events, and an ad hoc extra meeting was called for, that would be permitted if the members of the committee concerned agreed; if two or more members of that committee did not agree to a proposal for an extra meeting, the matter would be referred to BMAC – now the GLA Oversight Committee – for determination (noting that

the Chair of GLA Oversight Committee has existing delegated authority from the Assembly to determine requests for additional committee meetings).

4. Issues for Consideration

- 4.1 The Annual Meeting is scheduled for 2 May 2019.
- 4.2 The timetable includes committee, sub-committee and panel meetings, with an assumption that the committee structure will be broadly unchanged. The calendar includes meeting dates for the EU Exit Working Group on the basis that it will be re-established by the GLA Oversight Committee.
- 4.3 Following the Budget and Performance Committee's review of the budget setting process, the Committee has agreed to bring forward the meetings it holds with the functional bodies from the first week of January to mid-December. This revised approach is being implemented on a trial basis and will be reviewed later in the year. The draft timetable for 2019/20 has been drafted on the basis that this scheduling will be continued. There will be an opportunity for the January meetings to be reinstated at a later date if necessary. As a result, and as in the previous few years, there are nine Plenary meetings scheduled rather than ten owing to the pressure on the Committee timetable in autumn. There is now no Plenary meeting scheduled for December.
- 4.4 The draft timetable includes 143 meeting slots. The breakdown of slots is as follows – and as always some committees may choose to hold informal meetings or site visits in some of these slots:
- 10 x Assembly MQT;
 - 9 x Assembly Plenary meetings;
 - 20 x Police and Crime Committee;
 - 10 x each of Budget and Performance, Economy, Environment, Housing, GLA Oversight, Regeneration & Transport Committees;
 - 6 x each of Health, Planning & Fire, Resilience and Emergency Planning Committees;
 - 5 x EU Exit Working Group;
 - 4 x each of Audit Panel & Budget Monitoring Sub-Committee; and
 - 3 x Education Panel.
- 4.5 All Members will receive calendar invitations to all relevant meetings and committee pre-meetings added to their electronic diaries.
- 4.6 The Committee is requested to approve in principle a draft timetable of meetings for 2018/19. A copy of the draft timetable is attached at **Appendix 1**. Any proposed changes will be discussed with Members over time and reported for approval to the Annual Meeting.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no direct financial implications arising from this report.

List of appendices to this report:

Appendix 1 - Draft Committee Timetable for 2019/20

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Laura Pelling, Principal Committee Manager
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Mon	Tue	Wed	Thu	Fri	Sat	Sun
May 2019						
		1	2 Annual Meeting Ch	3	4	5
6 Bank Holiday	7 Economy Ch	8 Regeneration Ch	9 Housing Ch	10	11	12
13	14 Police CR5	15 Transport CR5 / Oversight CR5 2pm	16 MQT Ch	17	18	19
20	21 Budget CR5	22 Environment CR5	23 Police Ch / Fire 2pm Ch	24	25	26
27 Bank Holiday	28	29	30	31		
June						
3	4 Police Ch	5 Eid al Fitr	6 Plenary Ch	7	8	9
10	11 Budget Ch	12 Transport Ch / BMS Ch 2pm	13 Health Ch / Housing Ch 2pm	14	15	16
17	18 Economy Ch	19 Police Ch / EU Exit Ch 2pm	20 MQT Ch	21	22	23
24	25 Oversight CR5	26 Planning CR5 / Regeneration Ch 2pm	27 Environment Ch	28	29	30
July						
1	2 Housing Ch	3 Police Ch	4 Plenary Ch	5	6	7
8	9 Economy Ch	10 Transport Ch	11 Budget Ch / Planning CR5	12	13	14
15	16 Oversight CR5 / Health Ch 3.30pm	17 Police Ch / Audit CR5 2.30pm	18 MQT Ch / Fire Ch 2.30pm	19	20	21
22	23 Regeneration	24 Environment	25	26	27	28
29	30	31				
August						
5	6	7	8	9	10	11
12 Eid al Adha	13	14	15	16	17	18
19	20	21	22	23	24	25
26 Bank Holiday	27	28	29	30	31	
September						
2	3 Housing Ch / Oversight CR5 3.30pm	4 Police Ch / Regeneration Ch 2pm	5 Plenary Ch	6	7	8
9	10 Economy Ch	11 Transport Ch BMS Ch 2pm	12 MQT Ch	13	14	15
16	17	18 Environment Ch / Planning CR5 2pm	19 Police Ch / Education Ch 2pm	20	21	22
23	24	25	26 Budget Ch / Fire Ch 2pm	27	28	29 Rosh Hashanah
1 Rosh Hashanah						
October						
1	2	3 Police Ch / Housing Ch 2pm	4	5	6	
7	8 Yom Kippur	9 Transport Ch Regeneration Ch 2pm	10 Environment Ch Health Ch 2pm	11	12	13
14	15 Police Ch	16 Oversight CR5 / Audit CR5 2pm	17 MQT Ch	18	19	20
21	22	23	24	25	26	27 Diwali
28	29 Economy Ch	30 Police Ch / EU Exit Ch 2pm	31 Plenary Ch			

Mon	Tue	Wed	Thu	Fri	Sat	Sun
November						
				1	2	3
4	5 Regeneration Ch	6 Health Ch / Education Ch	7 Environment Ch	8	9	10
11 Armistice Day	12 Transport Ch	13 Police Ch / Planning CR5	14 MQT Ch	15	16	17
18	19 Economy Ch	20 Housing Ch / Fire Ch 2pm	21 Oversight CR5	22	23	24
25	26 Budget Ch	27 Police Ch / EU Exit Ch 2pm	28 Plenary Ch	29	1	
December						
2	3 Regeneration Ch / Oversight CR5 3.30pm	4 Police Ch / BMS Ch 2pm	5 Environment Ch	6	7	8
9	10 Budget Ch / Audit CR5	11 Budget Ch / Budget Ch	12 MQT Ch	13	14	15
16	17 Transport Ch	18 Housing Ch	19 Economy Ch	20	21	22
23	24	25 Christmas Day	26 Bank Holiday	27	28	29
30	31					
January 2020						
		1 Bank Holiday	2	3	4	5
6 Budget Ch	7 Budget Ch	8 Transport Ch	9 Police Ch	10	11	12
13	14 Economy Ch	15 Environment Ch / EU Exit Ch 2pm	16 MQT Ch	17	18	19
20	21 Housing Ch	22 Police Ch / Health Ch 2pm	23 Oversight CR5 / Planning CR5 2pm	24	25	26
27 Holocaust	28 Regeneration Ch	29 Plenary (Draft Budget) Ch	30 Fire Ch	31		
February						
					1	2
3	4 Transport Ch	5 Police Ch / Education Ch	6 Plenary Ch	7	8	9
10	11 Housing Ch	12 Police Ch	13 Environment Ch	14	15	16
17	18	19	20	21	22	23
24 MQT (Final Budget) Ch	25 Economy Ch	26 Oversight CR5	27 Regeneration Ch	28	29	
March						
2	3 Housing Ch	4 Police Ch EU Exit Ch 2pm	5 Plenary Ch Fire Ch 2.30pm	6	7	8
9	10 Budget Ch Audit CR5 3.30pm	11 Health Ch / BMS Ch 2pm	12 Transport Ch Environment Ch 2pm	13	14	15
16	17 Oversight CR5 / Regeneration CR5 3.30pm	18 Police Ch / Planning CR5 2pm	19 MQT Ch / Economy Ch 2.30pm	20	21	22
23 Pre-election	24	25	26	27	28	29
30	31					
April						
		1	2	3	4	5
6	7	8 Passover	9	10 Good Friday	11	12 Easter Sunday
13 Easter Monday	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

All meetings start at 10.00am unless stated otherwise.

Key: Weekends and bank holidays
 School holidays
 Labour Party
 Conservative Party
 Liberal Democrats
 Green Party
 UKIP

Certain major religious holidays are shown in red.
 Ch for Chamber or committee room number shown for each meeting
 Pre-election period for 7 May 2020 London Mayoral and Assembly elections

Dates for school holidays in the majority of London boroughs; some schools may vary.
 Provisional dates for 2019 Party Conference season based on previous year's pattern

Key to Assembly meetings and committees:

- Audit:** Audit Panel
- BMS:** Budget Monitoring Sub-Committee
- Budget:** Budget and Performance Committee
- CHC:** Confirmation Hearings Committee
- Economy:** Economy Committee
- Education:** Education Panel
- Environment:** Environment Committee
- EU Exit:** EU Exit Working Group
- Fire:** Fire Resilience and Emergency Planning Committee
- Health:** Health Committee
- Housing:** Housing Committee
- MQT:** Assembly (Mayor's Question Time)
- Oversight:** GLA Oversight Committee
- Planning:** Planning Committee
- Plenary:** Assembly (Plenary)
- Police:** Police and Crime Committee
- Regeneration:** Regeneration Committee
- Transport:** Transport Committee

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Subject: Work Programme for the GLA Oversight Committee

Report to: GLA Oversight Committee

Report of: Executive Director of Secretariat

Date: 17 October 2018

This report will be considered in public

1. Summary

- 1.1 This report provides details of the proposed work for the meetings of the Committee in this Assembly Year 2018/19.

2. Recommendation

- 2.1 **That the Committee notes its work programme for the remainder of 2018/19, as set out in this report, and identifies any issues it wishes to consider at future meetings.**

3. Background

- 3.1 The GLA Oversight Committee has the following overall functions:

- Management and administration of the budget of the Assembly and Secretariat, and overseeing the Assembly's scrutiny work programme;
- Having oversight, on behalf of the London Assembly, of the Greater London Authority's (GLA) corporate governance policies and activities;
- Maintaining a watching brief in respect of the activities of the senior officers appointed by the Mayor; and
- Responding to consultations from the Head of Paid Service and scrutinising the Head of Paid Service function.

- 3.2 Additionally, it was agreed at the Assembly's Annual Meeting of 11 May 2012 that the GLA Oversight Committee's terms of reference include provision to scrutinise any actions or decisions taken by the Mayor on matters relating to education. The Committee can also scrutinise civil contingency arrangements in London, the provision of services to the public and the performance of utilities in London.

4. Issues for Consideration

4.1 The main work areas of the Committee are summarised below.

Assembly Budget and Scrutiny Work Programme

4.2 The Committee allocates the Assembly's budget and receives a report in March each year on that subject (following the approval of the overall amount of the budget and in advance of the start of the financial year in question).

4.3 The Committee receives quarterly monitoring reports from the Secretariat, scheduled for the Committee meetings in June, September, November and January.

4.4 The Committee approves individual proposals for non-routine expenditure from the scrutiny programme budget which are referred to the Committee by the subject-related committees during the year. The timing of these reports depends upon when the subject-related committees approve projects and refer proposals for expenditure.

4.5 The Committee approves proposals for rapporteurships referred from subject-related committees during the course of the year.

4.6 The Committee also has the power to consider any issue which does not fall into the remit of one of the subject-related committees (for instance, cross-cutting equalities and governance issues).

Staffing Consultations and Appointments

4.7 The Committee will be invited to respond to consultations from the Head of Paid Service (Chief Officer) from time to time during the year. The Committee's role in relation to these consultations is reactive and therefore the work programme does not predict what reports will be presented and when.

4.8 The Assembly has a role in appointing the statutory officers to the Authority, and this Committee has delegated authority to fulfil that role as and when the need arises. At its meeting of 22 May 2012, the GLA Oversight Committee agreed that the Head of Paid Service Performance (HoPS) Review Panel be established as a working group, and this meets annually (with the most recent meeting held 25 January 2016).

Other Items of Consideration

4.9 At its meeting on 21 March 2013, the Committee asked that it be consulted formally on the annual staff pay review. The Committee considered this item at its meeting of 14 December 2017.

4.10 At its meeting on 25 February 2014, the Committee agreed to receive details of the progress made to address GLA workforce equalities issues, dealt with as part of the Committee's regular Workforce Monitoring Report and update.

Scrutiny of the Head of Paid Service Function

- 4.11 The Committee usually receives reports on the following issues during the course of the year:
- Annual Workforce Monitoring Report, incorporating complaints monitoring (plus a six-monthly update); and
 - Governance.
- 4.12 The Committee also receives a report on the Draft Annual Governance Statement (last dealt with by the Committee at its meeting in July 2017).

Meeting Dates

- 4.23 The table set out below shows the Committee's provisional meeting dates for the 2018/19 Assembly year and agenda items. This timetable and agenda items are reviewed and updated as appropriate.

Date of meeting	Main Agenda Items (subject to agreement)
15 November 2018	<ul style="list-style-type: none">• 2020 GLA Elections update• Chief Officer Consultation Reports (if any)• Secretariat Quarterly Monitoring Report Q2
11 December 2018	<ul style="list-style-type: none">• Chief Officer Consultation Reports (if any)• State of London Debate Consultation• Workforce Report
30 January 2019	<ul style="list-style-type: none">• Chief Officer Consultation Reports (if any)• PQT – March 2018• Secretariat Quarterly Monitoring Report Q3
27 February 2019	<ul style="list-style-type: none">• Chief Officer Consultation Reports (if any)• The Mayor's Annual Equalities Report 2018/19
19 March 2019	<ul style="list-style-type: none">• Chief Officer Consultation Reports (if any)• Allocation of Assembly Budget• Workforce Report (update)

5. Legal Implications

- 5.1 The Assembly has the power to establish committees to discharge its functions, and the GLA Oversight Committee is one such committee. The work programme is in accordance with the GLA Oversight Committee's terms of reference.

6. Financial Implications

6.1 There are no financial implications for the purposes of this report.

List of appendices to this report: None.

Local Government (Access to Information) Act 1985

List of Background Papers: None.

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