

Dear Gareth,

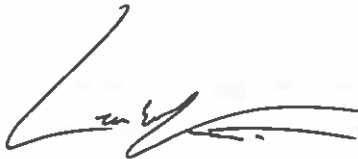
Thank you for inviting me to the GLA Oversight Committee on 4 September to discuss the central marketing budget and the campaigns that have been delivered as a result. Please pass on my thanks to the Committee for their interest and engagement and, in particular, the positive statements made by Assembly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

A handwritten signature in black ink, appearing to read 'Leah Kreitzman', with a stylized flourish at the end.

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.

