

**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 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 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.