

MAYOR OF LONDON

Culture for all Londoners

Implementation Plan

December 2018

A bronze statue of a woman, likely a historical figure, stands in the foreground. She is wearing a dark, textured coat and has her hair styled in an updo. She holds a large, light-colored banner with both hands. The banner features the text "COURAGE CALLS TO COURAGE EVERYWHERE" in a bold, serif font. The background is a blurred urban setting with buildings and trees.

**COURAGE
CALLS TO
COURAGE
EVERYWHERE**

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1. Introduction

Purpose of this implementation plan

The culture section of the Mayor's Culture Strategy, Culture for all Londoners, sets out the Mayor's priorities and policies for supporting and growing London's cultural offer, making it more accessible and representative, increasing opportunities for Londoners, and sustaining its global creative reputation. It provides a vision for London's culture and creative industries and sets a direction of travel. The Mayor is delivering a number of the actions set out in Culture for all Londoners and these achievements have often only been possible through successful collaboration with other organisations. This city-wide collaboration will need to continue in order to deliver on the ambitions set out in the strategy.

This Implementation Plan brings together the implementation aspects of the culture section of the strategy into a single accessible document. This includes key policies, actions and interventions, deliverables and milestones where these have been agreed; and, headline indicators of success. These indicators have been chosen to monitor the long-term and high-level impact of the culture section of the strategy. Indicators cover areas such as the health of the creative economy, participation and engagement in cultural activities and levels of cultural infrastructure across the city.

The deliverables and actions set in this plan are not exhaustive of the Mayor's work in this area and have been prioritised for the short to medium term. The Mayor has limited powers over many areas of cultural policy. In order to deliver the change required to make the city a place where all Londoners can engage with and contribute to culture and protect London's position as a leading creative capital; this plan will need to be complemented by a wide range of partners, stakeholders and community groups.

Structure of this document

The implementation plan lists the policies in the culture section of the Culture Strategy and sets out the actions that the Mayor has taken or will take to deliver against each of them from now until 2020. It follows the order of Culture for all Londoners which articulates the Mayor's priorities as:

1. Love London – more people experiencing and creating culture on their doorstep.
2. Culture and Good Growth – supporting, saving and sustaining cultural places and spaces.
3. Creative Londoners – investing in a diverse creative workforce for the future.
4. World City – a global creative powerhouse today and in the future.

These aims are underpinned by 19 policies which will be delivered via a range of interventions including implementing research, projects and programmes, and new flagship events and activities.

Section 2 sets out the top line outcomes and indicators the Culture and Creative Industries Unit will be monitoring to ascertain the overall health of London's creative economy and the extent to which Londoners are engaging with culture. Impact will be measured by developing new datasets and benchmarks, using existing GLA and sector wide datasets where appropriate, and commissioning qualitative evaluation across a range of programmes.

Individual projects and programmes will develop outcome frameworks and publish evaluations to ensure learning and best practice is captured and shared. Milestones and deliverables will be reported on through the GLA's Corporate Management monitoring programme.

Mayoral Powers

The Mayor has a range of powers to support and steer the development of the city. Working closely with his functional bodies and through his promotional agency, London & Partners, the Mayor is committed to ensuring London develops in a way that makes it a city for all Londoners. Through the Greater London Authority Group, the Mayor is able to influence the development of London's culture in a number of areas:

- Planning - through the London Plan, Opportunity Area Planning Frameworks and decisions on strategic applications, the Mayor will protect and grow the city's culture and creative industries. Through Mayoral Development Corporations, he has a direct role in the planning and delivery of areas with major capacity for growth.
- Transport - through Transport for London, the Mayor invests around £10bn each year on London's transport network, supporting London's creative economy.
- Regeneration and placemaking – the Mayor works across the public and private sector to secure and invest funds in regeneration programmes. Many of these will include funding to cultural facilities and infrastructure.
- International promotion and sector support – the Mayor works with many organisations to attract investment and support growth. These include London & Partners which promotes the city's cultural and creative industries to international investors, students, businesses and tourists. The Mayor also invests in a variety of organisations with a sector focus, such as Film London, Games London, the British Fashion Council and the London Design Festival.
- Business support – with the London Economic Action Panel (LEAP) the Mayor funds a number of business support programmes including the London Growth Hub

which provides small businesses business support, access to finance and affordable workspace.

- Skills and employment – with the LEAP the Mayor funds improvements to London’s college buildings and distributes European Union funding to help Londoners access jobs and to progress in work. In 2019 he will gain control over the post-19 adult education budget. This will mean he is able to better shape skills provision in London to meet the needs of Londoners and employers alike.
- Funding – the Mayor will invest in flagship programmes from the inaugural London Borough of Culture and Creative Enterprise Zones to protecting diverse cultural spaces and programmes and undertaking ambitious new projects such as founding a Creative Land Trust. Through investment the Mayor is embedding culture in new places like East Bank and the Museum of London’s move to West Smithfields.
- Health – the Mayor works to improve the health of London’s workers and residents. He coordinates and delivers activities around mental health, healthy schools, food, and the environment.
- Safety and security – the Mayor helps to ensure London is a safe place to live and work through the Mayor’s Office for Policing and Crime (MOPAC) and the London Fire Commissioner.
- Environment – the Mayor helps to ensure London’s environment is protected and enhanced so that it remains a healthy city for workers and residents.
- Housing and land – the Mayor has responsibilities for investing in new affordable homes. His Homes for Londoners Board brings together partners with a stake in housing delivery in London. He also identifies the scale of housing need in London. The GLA group owns a portfolio of land the Mayor can use to further his aspirations, including by delivering affordable homes.

Mayoral Appointments

The Mayor has specific statutory powers of appointment to external Boards with a London remit and culture focus; these include the Museum of London and Arts Council England and London & Partners, his promotional agency for London. He chairs the London Economic Action Partnership, the local enterprise partnership for the capital.

Mayor’s Cultural Leadership Board

The Mayor’s Cultural Leadership Board comprises leading experts drawn from across culture and the creative industries, from design, games, events, museums, music, regeneration, cultural tourism, urban development, architecture, planning, film, funding, theatre, local authorities and heritage. These leaders from London’s world class creative organisations have been appointed as cultural ambassadors to guide the Mayor’s vision for culture in the capital. From challenges facing the city’s creative industries, to the lack of

diversity in the creative workforce and culture's role in sustainable planning and development, the Board will continue to monitor and advise the Mayor on the issues facing the creative industries.

Working in Partnership

Partnerships are key to delivering the Mayor's vision. He will work alongside Londoners, local authorities, cultural businesses and venues, artists and creative practitioners, local community groups and grassroots organisations to deliver his strategy for culture. He will encourage cross sector engagement, private and public partnerships and help broker new relationships between a range of organisations, agencies, businesses and institutions wherever possible. The Mayor will work with a range of partners to enhance, promote and protect London's culture and heritage.

2. Love London

Policy 1: The Mayor will help build and strengthen communities by investing in local culture.

To support this policy, the Mayor has taken or will take the following actions:

- Supporting the delivery of two London Boroughs of Culture, one in Waltham Forest in 2019 and another in Brent in 2020.
- Fund six Cultural Impact Awards for exemplary projects in boroughs.
- Establish Culture Seeds, distributing £1m in micro-grants to fund grassroots culture.
- Support community led culture projects through Crowdfund London.
- Delivered a pilot to increase cultural engagement among volunteers.
- Support cultural activities and interventions that increase participation and engagement, and community cohesion including through the Young Londoners Fund.

Policy 2: The Mayor will help bring Londoners together through major cultural programmes, festivals and events.

To support this policy, the Mayor has taken or will take the following actions:

- Deliver and support a programme of community events with improved quality and volunteering opportunities.
- Improve access for deaf and disabled Londoners across the Mayor's events programme, achieving a Bronze Charter; and the Deputy Mayor's for Culture and Creative Industries and Education and Childcare to pledge support for the Cultural Inclusion Manifesto.
- Plan and deliver cultural programming for EURO 2020.
- Deliver the #BehindEveryGreatCity campaign and programmes in celebration of the centenary of the first women getting the vote, including:
 - Commissioning the first ever statue of a woman by a woman – Millicent Fawcett by Gillian Wearing OBE - for Parliament Square.
 - Delivering the Kinovan mobile cinema, bringing unseen archive footage of the Suffrage Movement to 7,000 school children and community festivals.
 - Creating a central historic resource for London's Suffrage movement on Google Arts and Culture platform.
 - Mentoring young BAME London women through an artist development programme and the release of new music inspired by #BehindEveryGreatCity.

- Working with Tate Collective to commission 20 outdoor public artworks which celebrate unsung women heroes of the last century.
- Producing a year-long programme of exclusively women artists on the London Underground, with Art on the Underground.

Policy 3: The Mayor will support his ‘family’ of museums.

To support this policy, the Mayor has taken or will take the following actions:

- Support volunteering in the museum, library and archive sector via the Team London online platform.
- Invest £70m in the Museum of London’s move to West Smithfield.
- Support the delivery of the new London Fire Brigade Museum.
- With Historic England publish a public map of the city’s museums, heritage and libraries and archives infrastructure.
- Promote Mayoral funding and support opportunities to libraries and archives sector.

Policy 4: The Mayor will promote the benefits of arts and culture for the health and wellbeing of Londoners.

To support this policy, the Mayor has taken or will take the following actions:

- Deliver a mental health cultural festival for young Londoners with ThriveLDN, coinciding with World Mental Health Day.
- Through Culture Seeds, fund grassroots culture projects that support health and wellbeing.
- Fund a programme supporting health and wellbeing for young people in the social care system in Barking & Dagenham through the Mayor’s Cultural Impact Awards.
- Support new programmes for older people and those living with dementia, including;
 - Fund a Festival of Creative Ageing in Lewisham via the Cultural Impact Awards (see London Borough of Culture).
 - Support Film London’s dementia friendly screening programme.
 - Support Museum of London’s pilot project in care facilities.

3. Culture and Good Growth

Policy 5: The Mayor will deliver a pro- cultural planning framework and help to safeguard existing cultural facilities.

To support this policy, the Mayor has taken or will take the following actions:

- Publish the most pro-culture draft London Plan to date - including policies to protect creative workspace, artist studios, clubs and pubs, including the Agent of Change Principle and Creative Enterprise Zones.
- Produce a Cultural Infrastructure Plan to support and safeguard cultural places and spaces. The Plan will include actions to;
 - Commit funding for cultural and community infrastructure through the Good Growth Fund, Creative Enterprise Zones and Creative Land Trust programmes.
 - Provide an evidence base through publishing an open source map and research base to help local authorities and developers prioritise culture in local areas.
 - Publish advice and guidance including a suite of design toolkits to support local authorities in incorporating culture into new development infrastructure.
 - Establish a Culture at Risk office to safeguard cultural places and spaces at risk.
 - Publish and encourage pubs, developers and venues to sign up to an LGBT+ Venues Charter.
 - Ensure the draft London Plan contains policies to help venues and homes co-exist, like the 'Agent of Change' principle.

Policy 6: The Mayor will support and help to protect creative and artist workspaces, particularly where they are affordable.

To support this policy, the Mayor has taken or will take the following actions:

- Deliver the UK's first Creative Enterprise Zones in at least three London locations, helping artists and creatives put down roots in an area.
- Help establish a new independent Creative Land Trust to support and secure the provision of long-term affordable creative workspace.
- Support artists' studios and creative workspace through the Culture at Risk office.

Policy 7: The Mayor will integrate culture into major infrastructure projects.

To support this policy, the Mayor has taken or will take the following actions:

- Invest in East Bank, a new culture and education district at Queen Elizabeth Olympic Park.
- Provide strategic support and advice to Old Oak and Park Royal and Royal Docks, supporting the delivery of their culture strategies.
- Deliver a feasibility study building a case for investment in the Thames Estuary Production Corridor, and;
 - Support the establishment of a new film studio at Dagenham East.
 - Help establish a new Fashion District in the East End.
- Through the Cultural Infrastructure Plan illustrate the impact of new transport projects on cultural and heritage places and spaces.
- Bring together strategic partners to explore the case for a new cultural vision for the river.
- Work with Rothschild Foundation and other partners on a project to light central London bridges with an artist-led scheme with the Illuminated River Foundation.

Policy 8: The Mayor will champion high quality design, architecture and public art.

To support this policy, the Mayor has taken or will take the following actions:

- Utilise the Mayor's Design Advocates for advice and guidance on culture-led initiatives in the public realm.
- Publish a suite of design guides to help local authorities and developers embed culture.
- Encourage activities that achieve a greater diversity of representation across public realm and heritage sites.
- Unveil two new works on the Fourth Plinth, the first in 2018 and the second in 2020.
- Provide strategic support for Art on the Underground.
- Pilot new approaches to delivering street art in the capital.
- Published a report on best practice and recommendations for collaboration between Business Improvement Districts and cultural organisations, supporting the development of their own culture strategies.

Policy 9: The Mayor will support London's diverse historic environment.

To support this policy, the Mayor has taken or will take the following actions:

- Ensure heritage assets inform the character and placemaking principles for Old Oak and Park Royal and Royal Docks.
- Support listing and funding applications with Historic England and Heritage Lottery Fund, by continuing to identify heritage places and spaces at risk.

- Work through London & Partners to champion heritage as a foundation of the capital's unique tourism offer.

Policy 10: The Mayor will work with industry, leaders and experts in culture and sustainability to support a greener and cleaner London environment.

To support this policy, the Mayor has taken or will take the following actions:

- Through the World Cities Culture Forum produce a leadership resource tool for cities identifying strategies to take action on climate change through cultural interventions.
- Endorse the British Fashion Council and Vivienne Westwood "Switch to Green" campaign, which calls on the fashion industry to switch their premises to a green energy supplier.
- Support Film London to assess the potential supply of renewable energy at unit bases used by film & TV productions across the capital generating nearly 768 tonnes of carbon savings per week.
- Deliver the Mayor's Entrepreneur Award, with a dedicated category for submissions that will make London's creative industries more sustainable.
- Promote Mayoral funding opportunities that support sustainability and the environment to the culture sector, such as the Mayor's partnership with Thames Water to install a new network of public drinking water fountains.

4. Creative Londoners

Policy 11: The Mayor will support culture in and out of schools to develop young talent.

To support this policy, the Mayor has taken or will take the following actions:

- Deliver the London Curriculum with a strong emphasis on culture and heritage; including Family Explorer Trails, which open up London with free, area-based walks providing access to the city's cultural assets.
- Provide strategic support to A New Direction's Cultural Education Challenge, a £1.8m funding programme for culture and education projects.
- Deliver the annual Fourth Plinth School Awards.
- Support young musicians through the London Music Fund.
- Support Busk in London, and a competition for up and coming buskers.

Policy 12: The Mayor will help more Londoners get employment in the creative industries.

To support this policy, the Mayor has taken or will take the following actions:

- Improve careers guidance and opportunities for creative careers through the London Ambitions programme, including;
 - Develop a coherent and accessible all-age careers information, advice and guidance offer.
 - Support new Careers Clusters to improve the provision of careers advice and guidance bringing schools and colleges together to develop employer-focused activities for pupils.
 - Deliver the London Ambitions online portal connecting schools and young people to careers experiences and information.
 - Grow the London Enterprise Advisers Network (LEAN), connecting business leaders to careers advice and guidance in schools, including the expansion of the programme to support state secondary schools, pupil referral units and Further Education Colleges across every London borough.
- Establish a new Skills for Londoners Business Partnership, which will include employers from London's key sectors to help deliver specialist, industry-relevant skills to meet London's needs.

- Work with industry leaders, starting with the screen industries to develop a screen talent and diversity action plan.
- Fund and deliver the Digital Talent Programme, including;
 - A programme to increase digital skills attainment especially for young women and Londoners from disadvantaged backgrounds.
 - A Higher Level Digital Talent Programme to improve relevance of digital skills training and providers.
- Fund careers advice, training and professional development within the fashion industry, including;
 - A careers campaign for fashion students and school leavers about the industry.
 - A scholarship programme for fashion students.
 - Delivery of a Fashion Studio Apprenticeship.
 - Delivering professional development and business support for fashion graduates and businesses.
- Deliver the Creative Digital Career Cluster to March 2019, and develop a new Career Cluster funding programme, building on the success of the first programme.
- Encourage creative industry focussed bids to the Mayor's £1.3m programme to create quality apprenticeships and support employers to engage with apprenticeships.
- Through the Skills for Londoners capital fund, invest in Further Education facilities including creative and digital.

Policy 13: The Mayor will help to increase diversity within the creative workforce.

To support this policy, the Mayor has taken or will take the following actions:

- Invest in a programme to support diverse creative talent into training and employment, building on Creative Enterprise Zones.
- Fund a Creative Entrepreneurs Programme for young people to help develop the next generation of creative businesses.
- Support the Mayor's Fund for London's Creativity Works Programme.
- Lead by example, promoting best practice for providing inclusive and diverse workplaces through schemes like Our Time, gender and ethnicity pay gap action plans and the Good Work Standard.
- Work with industry to explore opportunities to champion and advocate business practices that create more diversity.
- Support creative businesses to take up the Good Work Standard.
- Support the expansion of Film London's Equal Access Network, with key industry leaders, to deliver training for new entrants and return workers to the film, TV and VFX industry.

5. World City

Policy 14: The Mayor will work with artists and cultural organisations to promote London as an open and welcoming city.

To support this policy, the Mayor has taken or will take the following actions:

- Deliver the #LondonIsOpen campaign, including;
 - Work with cultural partners and artists to deliver phase one of the campaign immediately following the EU referendum.
 - Deliver a campaign to promote London's summertime cultural offer.
 - Support a campaign to reassure European nationals living in London and the ongoing opportunities that will continue to exist in the capital as the UK leaves the EU.

Policy 15: The Mayor will advocate for the best possible Brexit deal for culture and the creative industries.

To support this policy, the Mayor has taken or will take the following actions:

- Appoint a creative industries expert to his Brexit Advisory Panel.
- Champion the needs of the culture and creative industries to Government and through ongoing advocacy and evidence, including;
 - Publishing the Mayor's report, Preparing for Brexit, identifying the impact of a no-deal Brexit on London's key sectors, including creative and cultural industries.
 - Submitting the Mayor's response, London's Global and European Future, to the Government White Paper: The United Kingdom's exit from and new partnership with the European Union.
 - Submitting the Mayor's response to the Culture Media & Sport Select Committee, The impact of Brexit on the creative industries, tourism and the digital single market inquiry.
- Champion and advocate for an immigration system fit for 21st century ways of working and the practices of the creative industries - informed by industry, further and higher education, including;
 - Hosting a roundtable for creative industries to provide evidence of impact and need directly to Migration Advisory Committee.

- Publishing the Mayor's report, Immigration: a future approach, in response to the Migration Advisory Committees' research commission from the Home Office.

Policy 16: The Mayor will support creative production and export through a range of activities and funding.

To support this policy, the Mayor has taken or will take the following actions:

- Fund a creative production and export programme for the creative industries, comprising:
 - Film London and the London Film Festival
 - Games London and the London Games Festival
 - British Fashion Council and London Fashion Week and London Fashion Week Men's
 - London Design Festival
- Establish a Business Advisory Board with creative experts to identify interventions to support the creative industries.
- Increase international promotion and provide business support to creative businesses, including;
 - Support London & Partners to deliver the International Business Programme including trade missions and delegations to key markets.
 - Deliver the London Growth Hub offering a range of online resources and one to one business advice opportunities particularly for London SME's.

Policy 17: Through his promotional agency, London & Partners, the Mayor will promote London's cultural riches to tourists.

To support this policy, the Mayor has taken or will take the following actions:

- Continue to bid for major sporting events and world-class international cultural festivals and events.
 - Deliver Lumiere London in 2018.
 - Deliver a cultural programme for EURO 2020.
- Work with London & Partners and other tourism agencies to promote London's localised offer to visitors.
 - Develop and publish London area guides.
 - Deliver new cultural tube map guides for the London Underground.
 - Work with event rights owners to weave the city into media and broadcast for world-class festivals and events.
 - Through Waltham Forest's London Borough of Culture programme engage 85 per cent of residents and half a million visitors throughout the year-long festival.

Policy 18: The Mayor will support the Night Time Economy through leadership initiatives and guidance.

To support this policy, the Mayor has taken or will take the following actions:

- Published Culture and the Night Time Supplementary Planning Guidance.
- Advocate for every borough to have a night time vision through the draft London Plan.
- Support boroughs to improve consistency in licensing practice across the capital.
- Publish and deliver the evidence base and a vision for London as a 24-hour city.
- Hold Night Surgeries hosted by the Night Czar to hear directly from Londoners.
- Establish and achieve signatories to a Women's Night Safety Charter.
- Establish the Night Time Commission and support the delivery of their report.
- Set up the Night Time Economy Borough Champions network with representation from across local authorities.

Policy 19: The Mayor will collaborate with city leaders from around the world to drive culture up the urban agenda.

To support this policy, the Mayor has taken or will take the following actions:

- Lead the World Cities Culture Forum, a network of 38 global cities.
- Support the World Cities Leadership Exchange programme to promote sharing best practice amongst cities.

6. Long term outcome and indicators

The GLA has selected 10 outcomes and associated indicators that, between them, can give a reasonably full picture of the strength of London’s cultural and creative industries over the long term. Five are London-wide and provide an overview of the health of London’s culture and creative industries, the other five set out top-level outcomes and indicators of the direct impact of mayoral programmes.

Many baselines and reporting mechanisms are in development during this phase of the implementation plan. The data sources included deliver regular reporting, though can be influenced by factors that are outside of the direct control of the Mayor. The other key influencing organisations include:

- central Government;
- councils;
- developers; and,
- cultural organisations and creative businesses

These indicators will be included and updated in monitoring and reporting.

| Outcome | Indicator | Baseline | Source |
|---|---|---|---|
| London-Wide | | | |
| More Londoners participating and engaging with culture. | Level of audience engagement and participation. | 76.3 per cent of London adults took part in cultural activity in last 12 months. | Taking Part Survey, DCMS, 2016/17 |
| More diversity across London’s creative workforce. | Increase in percentage of creative workforce from diverse background. | 886,000 creative jobs, 2016. 35 per cent of creative jobs held by women, 2016. 23.4 per cent of creative jobs held by people from | Greater London Authority, London’s Creative Industries Report, 2017 |

| | | | |
|---|---|---|---|
| | | BAME background, 2016. 5 per cent of creative jobs held by people from lower socio-economic backgrounds, 2016. | |
| Sustain or grow amount of international and domestic visitors to London. | Visitor numbers. | London welcomed 31.9m overnight visitors, 2017. 19.8m of these were international, 2017. There were 328m domestic day visits, 2017. | London & Partners and Office of National Statistics, 2018. |
| London's creative economy and employment grows and international investment increases. | Growth, sustainment or contraction of London's creative industries. | £47 billion GVA, 2016. 1 in 6 jobs in the creative economy in London, 2016. | Greater London Authority, London's Creative Industries Report, 2017 |
| London's night time economy grows and diversifies. | Growth, sustainment or contraction of London's night time economy. | £26.3b GVA, 2014 1 in 8 jobs in London are in the night-time economy, 2014. | Greater London Authority, Economics and Intelligence, 2014 |
| Mayoral Programmes | | | |
| Value of sales, exports and inward investment secured and made by creative businesses participating in GLA-funded activities. | Level of investment from GLA funded activities | £850m in 2017-18. | Mayor of London funded partners, e.g. Film London, British Fashion Council and London Design Festival, 2017-18. |

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| Employment opportunities and apprenticeships created through programmes supported by the Mayor's culture & creative industries funding | Number of employment and training opportunities from GLA funded activities. | 5709 employment opportunities in 2017-18. 71 Apprenticeships, per annum in 2017-18. | Mayor of London funded partners, e.g. Film London, British Fashion Council, 2017-18. |
| Provision of artists workspace is maintained. | Stemming the loss of artists' workspace in London. | In 2018, 239 sites in London where artists work from. This equates to 6,110 workspaces. 57 sites providing artists' workspace are at risk of closure within the next 5 years. Accounting for around 1,000 workspaces. | GLA, Artists' Workspace Annual Note. Research conducted by We Made That. |
| Funding levered in to cultural projects and programmes through match/ complementary funding | Level of investment from GLA funded activities. | £1.82m leveraged in 2017-18. | Mayor of London programme partners, 2017-18. |
| The number of events delivered as part of core culture programmes, the number of volunteers at these events, and the attendances and reach of these events. | Level of engagement. | Baseline in development. | Mayor of London funded partners, e.g. Film London, British Fashion Council, London Design Festival and Games London Mayor's Cultural Programme evaluations, e.g. London Borough of Culture, Culture Seeds. |

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