

# MAYOR OF LONDON

## Mayor's Cultural Leadership Board

Tuesday 27 February 2018, 11:00 -13:30

### Record of the meeting

**Chair:** Ben Evans, Director, London Design Festival

**Vice Chair,** Moira Sinclair, Chief Executive, Paul Hamlyn Foundation

**Deputy Mayor for Culture and Creative Industries,** Justine Simons OBE

#### Members and Ambassadors

Ajay Chhabra, Director, Nutkhut

Alice Black, Director, Design Museum

Amy Lamé, Night Czar, Mayor's Office

Bernard Donoghue, Director, Association of Leading Visitor Attractions (ALVA)

Charles Leadbeater, Independent Consultant

Claire Whitaker OBE, Director, Serious

Cllr Darren Rodwell, Portfolio Holder for City Development incl. Culture, London Councils

Gaylene Gould, Head of Cinemas and Events, British Film Institute (BFI)

Jennifer Crook, Director, UK-India Year of Culture 2017, British Council

Jo Twist OBE, CEO, UK Interactive Entertainment (UKIE)

John Newbigin OBE, Creative Industries Representative, Economic Action Partnership (LEAP)

Madani Younis, Artistic Director, Bush Theatre

Nii Sackey, Chief Executive, Bigga Fish

Pam Alexander OBE, Chair, Covent Garden Market Authority

Professor Ricky Burdett CBE, London School of Economics (LSE)

Sharon Ament, Director, Museum of London

Stuart Hobley, Head of Heritage, Heritage Lottery Fund (HLF)

#### Apologies

Justine Simons OBE, Deputy Mayor for Culture and Creative Industries

Moira Sinclair, Chief Executive, Paul Hamlyn Foundation

Bernard Donoghue, Director, Association of Leading Visitor Attractions (ALVA)

Charles Leadbeater, Independent Consultant

Claire Whitaker OBE, Director, Serious

Cllr Darren Rodwell, Portfolio Holder for City Development incl. Culture, London Councils

Dr Jo Twist OBE, CEO, UK Interactive Entertainment (UKIE)

Gaylene Gould, Head of Cinemas and Events, British Film Institute (BFI)

Jennifer Crook, Director, UK-India Year of Culture 2017, British Council

#### Additional Attendees

Shonagh Manson, Assistant Director, Culture and Creative Industries

Jacqueline Rose, Head of Culture (Acting), Culture and Creative Industries

Adam Cooper, Senior Strategy Officer, Culture and Creative Industries

Amanda Decker, Culture Policy and Project Officer, Culture and Creative Industries

Mhora Samuel, Senior Policy Officer, Culture and Creative Industries

Tim Spires, Senior Policy Officer - Cultural Education and Music, Culture and Creative Industries

Mark Wingham – Economist, GLA Economics

David Bryan, Hybrid Consulting

Samina Zahir, Hybrid Consulting

Alexander Mendoza, Secretariat, Culture and Creative Industries

Henry Herrera, Secretariat, Culture and Creative Industries

#### Observers

Dianna Neale, London Councils Representative

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## 1. Welcome and Meeting Introduction

- 1.1. Apologies were received from Justine Simons OBE; Moira Sinclair; Bernard Donoghue; Charles Leadbeater; Claire Whitaker OBE; Cllr Darren Rodwell; Dr Jo Twist OBE; Gaylene Gould; and Jennifer Crook.
- 1.2. No additional declarations of interest were made from members.
- 1.3. A record of the meeting of 21 November 2017 was agreed.
- 1.4. The board commended the GLA Culture and Creative Industries team on the successful announcement event of the winners for London Borough of Culture. Shonagh Manson thanked members for their support and input.
- 1.5. It was noted that Waltham Forest is the first borough to be awarded the title for 2019 and Brent for 2020. In addition, six boroughs - Barking and Dagenham, Camden, Kingston, Lambeth, Lewisham, Merton - will receive funding for the Mayor's Cultural Impact Award projects, which the boroughs highlighted in their entry bids.
- 1.6. Members suggested it will be important to continue to engage with boroughs which were unsuccessful in their bids. The Chair invited the board to keep the secretariat informed of relevant activity and visits with boroughs in their capacity as Ambassadors.
- 1.7. The Chair requested an update on the next phase of the London Borough of Culture.

## 2. Strategies

### Draft Culture Strategy

- 2.1. The board received an update on how the draft Culture Strategy was progressing and the timeline for publication. An outline of the proposed public and stakeholder consultation process was discussed.

### Draft Sports Strategy

- 2.2. A recap on the statutory background to the draft Sports Strategy was provided. Internal discussions were continuing across the GLA around the necessary process and timeline for completion and more information would be brought to the board shortly.
- 2.3. An update was provided on the status of other GLA strategies.

## 3. Items for Discussion

### Diversity in the Capital's Creative Workforce

- 3.1. David Bryan and Samina Zahir from Hybrid Consulting were introduced to the board.
- 3.2. David outlined the approach Hybrid Consulting took for their recent research which was commissioned by the board. The focus was to look at ways in which the Mayor and the GLA could improve the diversity of London's creative workforce (looking at socio-economic status and protected characteristics). 27 people were interviewed.

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- 3.3. Key issues raised by interviewees were:
- Dominance of unconscious bias
  - Lack of mentoring opportunities
  - Lack of self-confidence perpetuated
  - Discrimination still occurs in the workplace
- 3.4. Summary of findings included:
- It was highlighted there was a need for greater connectivity between academia and the creative industries to provide clearer, more transparent employment routes into the industry.
  - There was a need for wider impact assessments to understand how programmes affect both short and long-term change.
  - Questions remained around appropriate recruitment practices and access to networks.
  - The research proposed the need for a change of culture in organisations at all levels. This included addressing the issues around paid internships, nepotism, ‘forever trainees’, informal networks, recruitment and unconscious bias.
- 3.5. Members commented that the work around protected characteristics in the literature review provided a good opportunity to highlight the intersectionality of the Lesbian, Gay, Bisexual, Transgender and Queer community.
- 3.6. Members gave examples of London’s diaspora communities putting forward individuals, through targeted programmes, to support their professional development.
- 3.7. Members suggested that for diversification of an organisation’s workforce to be effective, structural changes were required at board level. It was noted this subject required further attention to fully understand underlying issues around class and race.
- 3.8. Members agreed that the board is in a unique position to lead this narrative with a clear message to London’s cultural and creative sector. They felt this was an opportune moment to explore the work undertaken with partner organisations and hold constructive dialogues with the sector. This would be with a view to facilitate and support their diversity programmes, and understand funding streams available to Black, Asian and minority ethnic cultural and creative individuals and organisations.
- 3.9. Members commented that it would be valuable to understand what other cities are doing and how this research could relate to the World Culture Cities Forum.
- 3.10. Shonagh Manson highlighted that she would welcome a clear direction from the board on key areas where the Mayor’s leadership would be most effective and lead to change.
- 3.11. The board agreed to convene a Diversity in the Workforce sub-group with the aim of developing the report’s findings and to support Hybrid to formulate a set of recommendations for the board to take forward.

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## Culture / Tourism Levy Research

- 3.12. Mark Wingham from the GLA Economics team presented a summary of the findings from GLA Economics Working Paper 83: *Options for a tourism levy for London, A publication for the London Finance Commission*.
- 3.13. Mark outlined the background and context for the debate on whether there should be a tourism levy for London. Mark presented the: strengths and weaknesses, operational challenges, revenue estimates and the broader issues for consideration.
- 3.14. Mark reviewed some model scenarios and estimates of potential revenue. He also highlighted that further considerations are required including:
  - new legislation requirements
  - what type of system and rates would be applied
  - impact on demand
  - revenue usage, and
  - administration of the levy.
- 3.15. It was agreed the secretariat would circulate a copy of the GLA Economics Working Paper 83.
- 3.16. Members discussed some of the existing voluntary tourism levy schemes known internationally. The conclusion was that the board needed more information on other schemes and their effectiveness.
- 3.17. The Chair expressed his desire for the board to come back to this topic to understand how a levy could work in London.

## **4. Sub-group updates**

### Youth Culture

- 4.1. Shonagh Manson commented on conversations taking place across City Hall and updated the board on existing work the Culture team were completing on a citizen-led engagement programme, and on the GLA's Youth Engagement Peer Outreach team.
- 4.2. Members discussed the importance for work streams, such as the Creative Enterprise Zones and the culture and education district at the Queen Elizabeth Olympic Park, to engage with local communities including with schools and young people from disadvantaged socio-economic backgrounds to ensure their activity reflects the makeup of the communities they inhabit.
- 4.3. Members discussed the importance of agreeing a direction of travel for the Youth Culture research proposed, the opportunity it presents to produce outcomes, and the value of including heritage in the creative offer to young Londoners.

### Creative Enterprise Zones

- 4.4. Mhora Samuel updated the board on the programme development, applications received and delivery timeline.
- 4.5. Members discussed the trends and typologies emerging from the proposals and emphasised the importance of continuing to engage with unsuccessful bidders. They

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fully supported the proposed CEZ Exchange Forum and the key role this could have in the development of the programme.

- 4.6. Members suggested that it would be important to ensure the research engages with local communities and creative businesses. They also stressed the importance of retaining an emphasis on diversity and the involvement of young people at a local level.

## 5. AOB

- 5.1. The board were updated on plans for the Culture and Creative Industries reception.

### Actions

|    | <b>Action</b>  | <b>Owner</b>   | <b>Due</b>  | <b>Status</b> | <b>Notes</b>  |
|----|--|----------------|-------------|---------------|---|
| 1. | The Diversity Sub-Group to support the audit on diversity in the creative workforce. | Shonagh Manson | 3 July 2018 | Ongoing       | The board agreed to convene a Diversity in the Creative Workforce sub-group with the aim of developing the report's findings and to support Hybrid to formulate a set of recommendations for the board to take forward. |
| 2. | Officers to explore how culture could benefit from a potential tourism levy.         | Adam Cooper    | 3 July 2018 | Ongoing       | Tender brief for research approved.   |