

Leaders

London's economic recovery

Item no: 7

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Summary: This paper provides an update on London Councils' work to support boroughs and sub-regions to achieve London's long-term economic renewal, following the significant impact of the Covid-19 pandemic on the city's communities and businesses. It sets out a proposed economic recovery framework for the city that identifies how London boroughs can contribute to this renewal.

Recommendations: Leaders Committee is asked to note and comment on this report; agree the next steps in paragraph 10; endorse the underlying approach in the earlier report described in Appendix One; endorse the economic recovery framework for London and agree the proposed role of London boroughs within this.

London's economic recovery

Introduction

1. The pandemic has had a severe economic, health and social impact on London's economy and communities. Prior to the pandemic, London's economy was successful but facing a set of structural challenges such as slowing productivity growth, levelling population growth, reduced high street spending and increased inequalities, that were starting to undermine this success. The pandemic has accelerated many of these trends. London's labour market and key sectors have been hard hit, putting London at risk of long-term economic and social scarring from Covid-19. There has also been a structural shift in economic activity away from the centre of London, with the move to home working. London also has significant economic assets which can be drawn on to face these challenges.
2. London boroughs are putting significant resource towards supporting economic recovery locally – a survey by London Councils showed that London boroughs plan to spend £497 million of capital and revenue funding on economic recovery activities during 2020/21 and 2021/22¹. Boroughs have distributed over £6.4bn in grants to local businesses since the start of the pandemic.
3. London Councils commissioned Metro Dynamics to develop an economic framework that identifies how London boroughs can contribute to the city's long-term economic renewal, with a clear role for boroughs operating both individually and collectively, including via Sub-Regional Partnerships (SRPs).
4. A final report has been produced by Metro Dynamics that has been circulated to all borough Leaders and Chief Executives, as well as borough Directors of Economic Growth, alongside the evidence base.

Approach and recommendations

5. Metro Dynamics developed the economic framework by collating an extensive evidence base of the impact of Covid-19 across London, assessing the borough response to this impact and engaging with senior stakeholders across London, including business representatives, borough Leaders, senior borough and SRP officers and senior GLA officers. Emerging findings were tested with a sounding

¹ Survey of London boroughs and City of London during March and April 2021; responses received from 31 boroughs.

board² and a group of borough growth and SRP directors. They also built different scenarios for London's economy in the future and tested these with stakeholders.

6. Based on the evidence base and stakeholder discussions, the report concludes that London is at an inflection point, facing significant questions on the kind of economy and society it wants to build as it emerges from the pandemic. This raises challenges around London's complex governance system. It also notes that London is facing a difficult policy environment with the government's levelling up agenda. The recommendations from the Metro Dynamics report are listed in Appendix 1.

An economic recovery framework for London

7. London Councils has been working with boroughs, SRPs and the GLA to build on the Metro Dynamics work and produce an economic recovery framework for London. As London moves from supporting business and Londoners through the immediate crisis arising from the pandemic towards dealing with the structural changes to London's economy and fostering economic recovery, it needs a clear framework for action. There are five pillars to the framework – Jobs, Business, Thriving Neighbourhoods, Connected City and Global London. Within each pillar are four key issues to focus collective efforts on. Building the green economy and narrowing social, economic and health inequalities are cross-cutting themes. Appendix 2 shows the framework on a page.

8. The framework aims to clearly set out:

- London's priority actions for economic recovery.
- The role of London boroughs in delivering these and where they might work together collaboratively via sub-regions for each pillar. It also highlights those areas where a pan-London approach is appropriate, via the GLA group.
- Opportunities for collaboration and work with central government, business and major institutions to support London's economic recovery.

² The sounding board members were: Cllr Georgia Gould, Chair of London Councils and Cllr Danny Thorpe, then lead member for business, Europe and good growth; borough chief executives leading economic recovery in the sub-regions and the Executive Director for Good Growth at the GLA.

9. The framework will therefore help to co-ordinate action among the different levels of London government, whilst also supporting a ‘whole systems’ approach through working with central government, business and key organisations such as anchor institutions. The full draft framework is attached at Appendix 3.

Proposed next steps

10. A draft of the framework will be considered by the London Recovery Board for its comments and endorsement on 21 July 2021. London Councils is proposing the following steps to take forward the framework:

- Agree an action plan to deliver the framework that makes the best use of potential borough contributions by working with boroughs, sub regional partnerships and borough stakeholders.
- Agree clear priority actions within the action plan where London Councils can support boroughs and SRPs on economic recovery and identify capacity to deliver these. For example, identifying smaller scale capital investment projects and their economic and jobs value to contributing towards the wider investment case for London or identifying innovation districts across London.
- Monitor progress on developing and delivering the framework and its components.
- Use the framework and its action plan as a basis for discussion with central government to support London in contributing to the national economic recovery – for example, as part of Spending Review discussions

11. Leaders may wish to comment on which parts of the framework should be prioritised by London Councils and boroughs and how we can best use the framework to develop clear proposals for government as part of the Spending Review.

Recommendations

12. Leaders Committee is asked to note and comment on this report; agree the next steps in paragraph 10; endorse the underlying approach in the earlier report

described in Appendix One; endorse the economic recovery framework for London and agree the proposed role of London boroughs within this.

Financial implications for London Councils

None

Legal implications for London Councils

None

Equalities implications for London Councils

None

Recommendations from the Metro Dynamics report

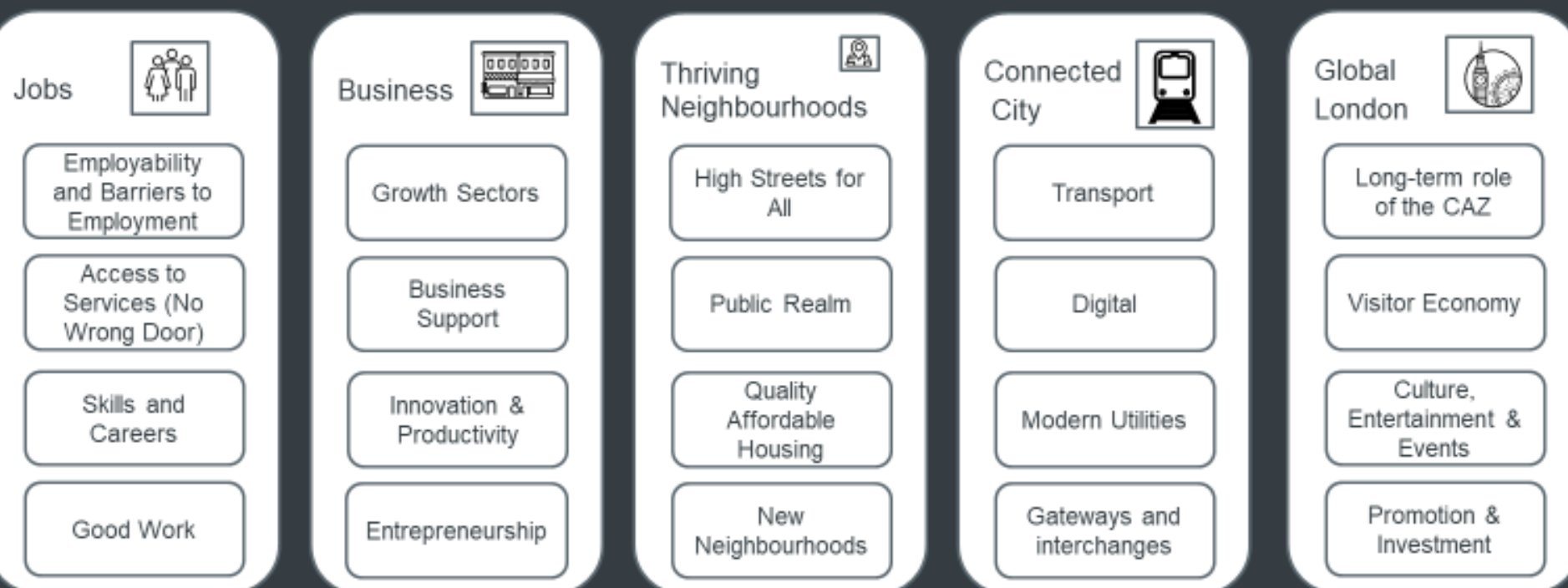
Put in place the foundations for London's Economic Recovery Framework:

1. London Councils should work with London boroughs to develop a strategic infrastructure and jobs plan and project prioritisation framework.
2. Develop a dashboard focused on monitoring economic and health indicators. A version of the dashboard has been created and currently provides detailed borough level data, with comparisons to national data on key indicators. London Councils officers will now make this available to all member authorities on the London Councils website.
3. Create a consolidated major investments and infrastructure map across London with status analysis, dependencies and current pipeline projection.
4. Establish a 'levelling up' assessment and position for London.

Develop London's system collaboration so that it can deliver sustainable renewal as its core mission:

5. Review and strengthen the role of Sub Regional Partnerships in delivery and co-ordination of economic recovery.
6. Create a shared London approach to sustainable renewal and develop an economic strategy to deliver this.
7. Develop a London wide anchor institutions, business and investment strategy.
8. Build alliances with Core Cities, GLA and M9 on the role of cities in driving recovery and levelling up.

LONDON ECONOMIC RECOVERY FRAMEWORK – PILLARS



Achieving Net Zero; Green Economy actions

Narrowing Social, Economic and Health Inequalities; Addressing Disproportionate Impacts

AN ECONOMIC RECOVERY FRAMEWORK FOR LONDON

GLA & London Councils

[Foreword]

Introduction

London is facing its most challenging period in recent history. The economic, social and health impact of the Covid-19 pandemic cannot be overstated. We need to restore confidence in the city, provide targeted support to London's most vulnerable communities and rebuild the city's economy.

The London Recovery Programme

The [London Recovery Programme](#) sets out five Key Outcomes, alongside guiding principles of addressing social, economic and health inequalities, delivering a cleaner, greener London, and ensuring Londoners are at the heart of recovery. It is addressing these challenges through [nine Recovery Missions](#), which are bringing together the public, private and voluntary sectors on focussed areas where partners can, working together, shift the dial. The programme has also agreed an [Anchor Institutions Charter](#), through which some of the city's biggest organisations have committed to work together to help the capital recover from the pandemic.

An Economic Recovery Framework for London

The Recovery Programme and its mission-based approach are central to our efforts to support London's Recovery, driving new and innovative collaboration on joint challenges. An Economic Recovery Framework can build on this by demonstrating how our recovery missions fits with a wider range of activities. By consolidating and agreeing this in a framework approach we will ensure that London Government achieves more than the sum of its parts, that our activities can be targeted towards addressing the structural inequalities that have resulted in disproportionate impacts on Londoners, and so that we can mobilise at the pace and scale

required to meaningfully tackle the climate and ecological crises.

There are roles and responsibilities that the GLA Group can play across London, those that can be best coordinated in sub-regional geographies, and those that London's boroughs are best placed to deliver. Partners in recovery also need to collaborate with Central Government, to work with a wider range of major institutions in all their forms on a wider range of policy areas, and to work constructively with local businesses to achieve a true 'full system response' that the current crisis demands.

The challenges facing London

London benefits from great economic strengths – it is a leading global city, a hotbed of entrepreneurship and innovation, a place that attracts high levels of investment and talent and a premier destination for its creative and cultural assets and its diverse and open community.

But the role of major urban centres has changed through the pandemic. The digital transition, changes to remote work and more flexible commuter patterns, which were underway before the pandemic, have been accelerated. New trends in the ways we live, shop and work are likely to remain in the future, changing the geography of demand for homes, workplaces, goods and services.

Cities that thrive under these new conditions will need to position themselves as places that people *want* to be – by virtue of their roles as engines of collaboration and innovation, the draw of their public realm, their hospitality & leisure offers, their leading cultural & creative status, and the quality of their public services. Activities that improve quality of life for Londoners should be prioritised, which will in turn support economic growth.

London was facing particular challenges before the pandemic. Despite decades of growth, productivity growth was slowing, spatial inequalities were worsening, population growth was levelling off, and shifts in consumer behaviour were causing decline in high street spending. These challenges have been exacerbated, presenting a particular challenge for the city.

Addressing Disproportionate Impacts

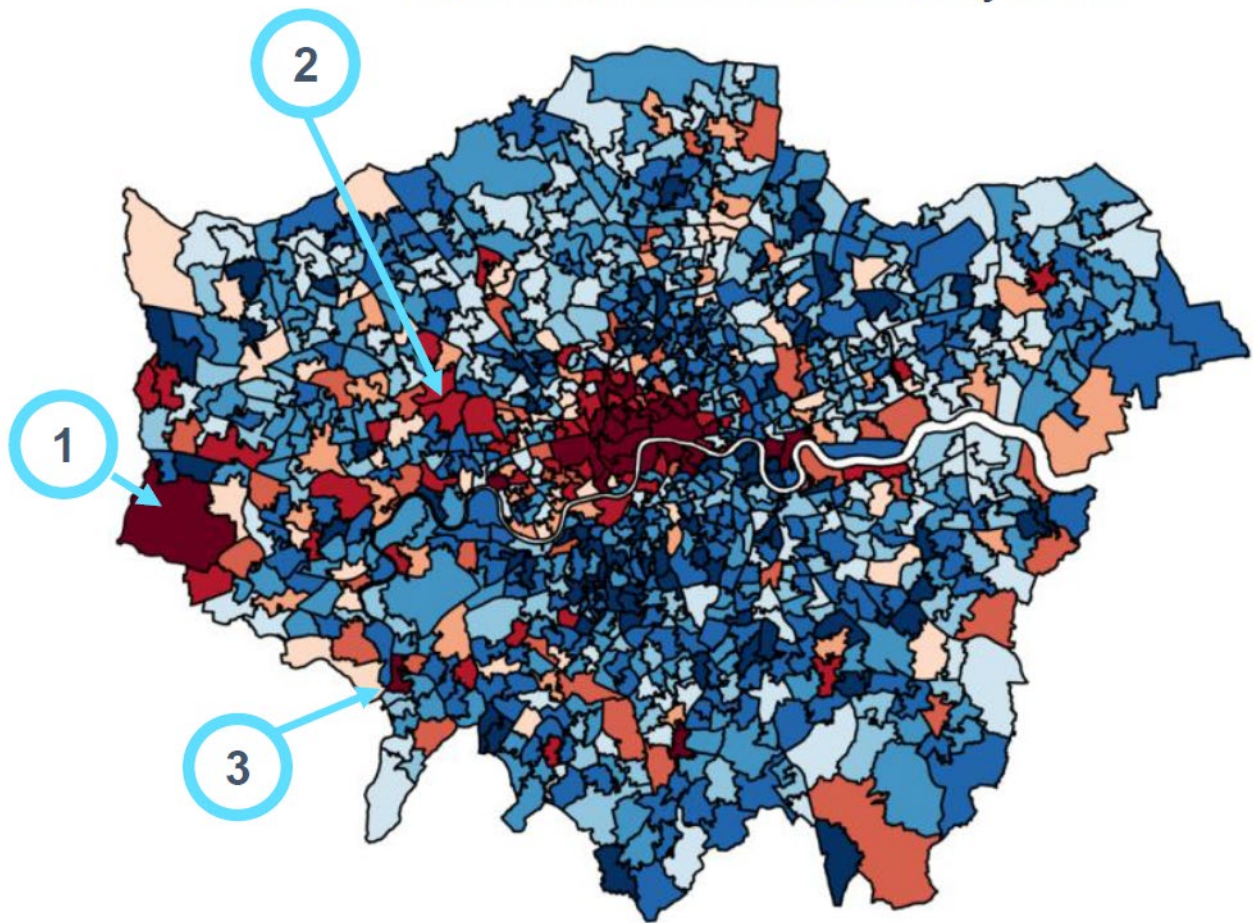
London has been heavily impacted by the pandemic, and the way that these impacts have accrued within London have also hit particular groups hardest. The pandemic exposed and exacerbated structural inequalities, which has led to disproportionate impacts. Young Londoners, people with no or low qualifications, black Londoners and older people have all experienced particular challenges in the labour market. There are clear links between outcomes in health and work, with disabled people and those with health conditions, as well as women experiencing comparatively low levels of economic activity. It is vital that

all of our Recovery activities are targeted at narrowing social, economic and health inequalities.

Tackling the Climate and Ecological Emergency

London is facing the twin dangers of air pollution and the climate emergency. The pandemic has highlighted how the environment can have a disproportionate impact on Londoners, with those living in the most deprived areas most likely to experience poor air quality, cold, damp homes and limited access to green space. But London is also a world leader for climate action. Its growing Green sector is worth £40bn in sales and employs nearly 250,000 people, making it worth more than the construction and manufacturing sectors combined. Putting the environment at the centre of our recovery is therefore a chance to reverse the looming economic downturn, bringing new investment, driving business growth and providing decent, skilled local jobs – while addressing the need to rapidly decarbonise and tackle harmful air pollution.

Zoomshock in Greater London by MSOA



[map to be amended – currently commissioning]

[Alongside, to include key statistics on impacts in sub-regions and pan-London; which illustrate:

- A social and health crisis in North and East London as unemployment rises
- A jobs crisis in West London with the Heathrow shutdown
- Concentrated economic challenges in South London, exacerbated by Gatwick shutdown
- 'Zoomshock' and pressures on CAZ
- Other pan-London high-level impacts to note]

LONDON ECONOMIC RECOVERY FRAMEWORK – PILLARS

Jobs



Employability
and Barriers to
Employment

Access to
Services (No
Wrong Door)

Skills and
Careers

Good Work

Business



Growth Sectors

Business
Support

Innovation &
Productivity

Entrepreneurship

Thriving Neighbourhoods



High Streets for
All

Public Realm

Quality
Affordable
Housing

New
Neighbourhoods

Connected City



Transport

Digital

Modern Utilities

Gateways and
interchanges

Global London



Long-term role
of the CAZ

Visitor Economy

Culture,
Entertainment &
Events

Promotion &
Investment

Achieving Net Zero; Green Economy actions

Narrowing Social, Economic and Health Inequalities; Addressing Disproportionate Impacts

Jobs

London's labour market has been the worst hit by the pandemic among the UK regions. Pre-pandemic, the city had been narrowing the employment gap with the UK, but this gap has now widened. London's unemployment rate is the highest among the UK regions (6.5 percent in April 2021 compared to 4.7 percent nationally). Over a million Londoners are claiming Universal Credit (May 2021) and a further 654,000 Londoners are on furlough – the highest take-up rate among UK regions. London is home to five of the ten local authorities with the highest take-up of furlough [March 2021].

The pandemic has laid bare the structural inequalities in London's labour market that existed pre-pandemic. Young Londoners, people with no or low qualifications, black Londoners and older people aged 50 plus have all experienced greater levels of unemployment during the pandemic compared to other groups. Disabled people, those with health conditions and women experience low levels of economic activity. In work poverty was rising in London before the pandemic and this trend has been accelerated. Apprenticeship numbers in London continue to lag behind the rest of the country.

Employability and barriers to employment

Support needed for different Londoners to access a job will vary. It can be relatively light touch – a young person who needs work experience or a Londoner out of work for the first time in 20 years who needs support around digital skills and navigating the jobs market. Many Londoners have more substantial barriers to getting and retaining a job including health problems, insecure housing, access to childcare or drug/alcohol addiction. London's employment and skills services need to be flexible to respond to diverse needs and be

integrated with other local services to effectively deal with the more substantial barriers. Delegated programmes such as the Work and Health Programme and current European Social Fund (ESF) programmes are important to achieving this but are due to end in the next few years.

Access to services (No Wrong Door)

Employment and skills services in London are fragmented and difficult for both Londoners and employers to easily find the help they need. There is a need to knit together national services and programmes, such as Jobcentre Plus and the 'Plan for Jobs', with regional and local activities. London government will develop a 'No Wrong Door' approach to employment and skills services, taking a person-centred approach. This will require better collaboration between providers and commissioners and more data sharing.

Skills and careers

It is likely that high skilled jobs will lead the recovery in London. Many Londoners may need to work in different sectors. Access to quality careers advice and skills support will be crucial to achieve success. London will focus skills support on key growth sectors: digital, green, creative, hospitality and health and social care, working closely with employers. It will consider how the delegated £318m pa Adult Education Budget (AEB) can support the recovery and how to promote self-employment and enterprise as options.

Good work

Good work for Londoners is work that is fair, decent and secure in terms of pay, benefits and work conditions and gives opportunities for skills development and career progression. London government is committed to supporting Londoners into good work and encouraging employers to provide it. We will use all our levers at generate good jobs in London and widen access to these.

Our Roles in Recovery

GLA Group:	Sub-regions:	Boroughs:
<p>With London Councils, identify major gaps in employment and skills provision prior to furlough ending & levers to expand Good Work.</p> <p>Re-focus the £318m Adult Education Budget (AEB) to support recovery.</p> <p>Fund and support skills academies, careers and enterprise hubs and integration hubs to achieve the aims of the No Wrong Door (NWD) approach</p>	<p>Manage key delegated employment schemes such as the Work and Health Programme (WHP) and JETS and integrate these with local services.</p> <p>Deliver on the NWD approach, developing integration hubs to join up provision working with JCP, providers, employer and anchor institutions.</p> <p>Deliver links between sub-regional job creation opportunities and employment and skills services, developing clear progression pathways.</p> <p>Work with NHS partners to ensure effective routes into the health and social care workforce</p>	<p>Deliver local employment and skills services to respond to the specific needs of local communities.</p> <p>Promote the NWD approach locally, working with SRPs & exploring co-location with JCP.</p> <p>Use their levers as service commissioners and employers to create more Good Work job opportunities; as well as more Kickstart placements & apprenticeships for young people.</p>
<p>GLA, SRPs and boroughs will develop a common granular understanding of London's labour market and skills needs across the city and work with Government to implement the Skills and post-16 Education Bill; run a skills and employment awareness campaign to Londoners and explore the use of an overarching common branding for employment and skills services, with local flexibility.</p>		

Opportunities for Collaboration

Central Government	Major Institutions	Business
<p>Agree a jobs and skills deal with London that includes:</p> <ul style="list-style-type: none"> -enhanced employment, skills and careers support for key communities and groups -an allocation of UK Shared Prosperity Fund that matches the scale of London's challenge and is fully devolved -supports the delivery of the NWD approach including a step change in data sharing and reform of the apprenticeship levy. 	<p>Create opportunities for Good Work for local communities through local employment, and to increase workforce diversity.</p> <p>Support disadvantaged local communities to access enterprise and self-employment opportunities.</p> <p>Generate significantly more apprenticeship, Kickstart placements and opportunities for young people to experience work.</p> <p>Establish effective pathways into the health and social care workforce</p>	<p>Significantly increase investment in skills training of their workforce over the next five years</p> <p>Co-design and participate in employment and skills provision, so that it leads to more job opportunities.</p> <p>Adopt or work towards the Mayor's Good Work Standard or equivalent.</p>

Contributing to a Fair and Just Recovery

Achieving Net Zero Carbon; Green Economy	Narrowing social, economic and health inequalities
<p>Development of a green skills academy; research to better understand green skills and demand; integrate green skills and employment across other skill areas and academies e.g. construction</p>	<p>Research to identify diversity and inclusion issues for key growth sectors; integrated services to improve outcomes for the most disadvantaged groups; targeted approach on groups most affected by the pandemic.</p>

Business

London is comprised of a diverse range of businesses from some of the UK's most innovative and highly specialised companies to firms carrying out the core activities that make our city work, employing millions of Londoners. London firms account for around a fifth of all UK businesses and 29 percent of business turnover.

But the pandemic has had a significant impact. Thousands of businesses and jobs are at risk, particularly in sectors that rely heavily on face-to-face interaction or international travel. Supporting our businesses – particularly small firms that make up 99% of the total – to adapt to the economy of the future is now more important than ever. We will promote a strong innovation-led recovery in which London's businesses – small and large, in both knowledge-intensive and foundational sectors – can turn this crisis into an opportunity to become more resilient, increase productivity and support Good Growth.

Growth Sectors

London has a global competitive advantage in some key sectors which are particularly important to drive the UK's future growth and productivity. These include Culture & Creative Industries, Financial & Business Services, Life Sciences, Low Carbon & Environmental Goods & Services and Tech & Digital.

In order to succeed firms will be looking for new market opportunities (across the public sector and globally), collaborative partners, the right space/infrastructure (including physical clusters of growth along innovation corridors), data, risk capital and skills. London government can support and facilitate access to these vital elements to enhance the growth of firms in these critical sectors.

Business Support

The majority of London's businesses and most jobs are within sectors that provide day-to-day goods and services. These businesses are crucial to maintaining city competitiveness and ensuring London remains a well-functioning and liveable city.

Support is urgently needed for those businesses and sectors which have been hardest hit by the pandemic, often because they rely heavily on face-to-face interaction. This includes activities such as retail and hospitality. Some firms will bounce back on their own, while others will benefit from support to build resilience, continue to provide employment and help make London an attractive place to live, work and do business.

Innovation & Productivity

Innovation is key to supporting productivity gains across all sectors, not just the newer, faster growing sectors of the economy. In the long term, improvements in productivity can enable increases in living standards and therefore are a necessary, although not sufficient, condition for Good Growth.

We will support the adoption of existing technologies, improve business management and leadership practices, invest in skills, support greater investment in R&D and foster collaboration. Continuing to invest in innovation districts, such as the Knowledge Quarter or White City, will be key for London to turn this crisis into an opportunity to harness its global strengths in science, technology and innovation.

Entrepreneurship

New businesses and start-ups are especially important in job creation in London. As smaller firms they face particular challenges as a result of the pandemic from quickly having to adapt to digital work and liquidity problems. To support a strong recovery, we must provide a more targeted and integrated offer to those who want to start or grow a business in London and maintain the vibrancy and dynamism of London's economy, including to business owners and the self-employed who face particular challenges and have had less access to Government support.

Our Roles in Recovery

GLA Group	Sub-regions	Boroughs
<p>Support the physical development of growth clusters and innovation clusters, through access to land, strategic planning and infrastructure.</p> <p>Support small businesses to adopt productivity enhancing technologies and working practices</p> <p>Provide grants and wider support to accelerate innovation and collaboration</p> <p>Review business support provision to maximise its impact across different sectors and places.</p>	<p>Strategic support to enable cluster growth, attract investment and skills, support collaboration across administrative boundaries.</p> <p>Explore entrepreneurship start up schemes in boroughs with substantial job losses.</p> <p>Support the scaling up of successfully piloted innovation across boroughs.</p>	<p>Support firms' resilience through local business support programmes targeted at local challenges and opportunities.</p> <p>Support business growth through land availability, local planning and infrastructure.</p> <p>Provide pilot sites for innovators and affordable workspace for start-ups and scale-ups.</p>

Opportunities for Collaboration

Central Government	Major Institutions	Business
<p>Collaborate on emerging best practice, white labelling innovative policies piloted by the GLA (such as the Technology Adoption Service) for other cities to roll out.</p> <p>Provide London with business support funding which can be adequately targeted towards local need.</p>	<p>Work with the GLA, boroughs and SRPs to align, coordinate and scale up innovation support.</p> <p>Invest in innovation infrastructure, translational capacity and skills.</p> <p>Collaborate with business on R&D, procurement support networking opportunities.</p> <p>Ringfence supply chain opportunities for SMEs.</p> <p>Champion inclusive innovation and diversity.</p>	<p>Offer collaboration, procurement and other valuable opportunities to small businesses.</p> <p>Ensure the design of new innovations are inclusive and meet user need.</p> <p>Commit to increasing investment in R&D.</p> <p>Enable access to patient capital and risk capital, increase access to capital for black entrepreneurs, increase investment in skills for underrepresented groups.</p>

Contributing to a Fair and Just Recovery

Achieving Net Zero Carbon; Green Economy	Narrowing social, economic and health inequalities
<p>Accelerate and scale up innovative solutions</p> <p>Support SMEs to move to a net zero business model.</p>	<p>Showcase innovative solutions to enable a fair and just transition for small businesses</p> <p>Contribute to improve the representation of women and black, Asian and minority ethnic people at senior levels in growth sectors' firms.</p> <p>Business support interventions target those facing particular barriers to starting and running a business, in particular black, Asian and minority ethnic, women and disabled entrepreneurs and business owners.</p>

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Thriving Neighbourhoods

London's diverse and thriving local neighbourhoods are one of the city's greatest strengths. For many people, the vitality of their immediate neighbourhood is a litmus test for London's economic strength and quality of life. Beyond their importance for those that live in and around them, dynamic high streets, markets and public spaces are also central to a city's global appeal.

Even before Covid-19 many neighbourhoods faced challenges. Growth in online retail was reducing footfall and spend in town centres and the pandemic has accelerated this trend. Many Londoners struggle to afford an acceptable place to live, with median monthly rent at £1,425 and homeownership below the national average and falling.

But there are also opportunities to be grasped. More home working, while challenging for central London, may help revitalise high streets across London. New developments will provide homes, jobs and training. And since lockdown the importance of high-quality public realm and green space has never been more clearly recognised.

High Streets for All

London's high streets need to adapt to changing expectation and shifting demands for retail and commercial space to remain vibrant. Strong partnerships between communities, businesses and councils will be needed to develop new plans for the city's high streets.

Creative uses for vacant property will be critical, such as flexible workspace, cultural facilities or community infrastructure. Another priority will be to maintain flexibility around licensing and regulation to allow experimental and temporary uses, and to support welcoming and successful 24-hour economies across the capital.

Public Realm

London is the world's greenest major city, with residents and visitors benefiting from its parks and open spaces, squares and tree-lined streets. Lockdown showed Londoners' reliance on these spaces for exercise and escape like never before, but also laid bare the disparities in access between communities.

The capital's recovery from the pandemic should create a legacy of better public realm, especially in those areas with the greatest need. This could mean the creation of new and improved green spaces, measures to support walking and cycling, facilities for children and families, and new public areas. Improving air quality will also remain a priority.

Quality Affordable Housing

Despite a significant increase in recent years, there is still more to do to ensure London has the homes it needs. An acceleration in home building from councils, housing associations and private developers, and across all price points and tenures, is needed to sustain the city's diverse labour market and support jobs.

Tackling carbon emissions and improving energy efficiency is also vital. New homes will need to be built to the highest standards, alongside a major retrofit programme to reduce the carbon footprint of the capital's existing housing stock.

New neighbourhoods

The central role of new neighbourhoods and districts in supporting growth is widely recognised. Major projects such as Barking Riverside, Meridian Water, Brent Cross, Thamesmead and Old Oak and Park Royal will provide homes, high-quality public realm and space for business, retail, leisure and culture.

They also have a broader role in the capital's economic recovery – acting as a sign of renewed ambition, attracting investment, and providing significant employment and training opportunities for Londoners of all backgrounds.

Our Roles in Recovery

GLA Group	Sub-regions	Boroughs
Continue to fund affordable housing delivery and work with partners on the delivery of new neighbourhoods	Develop and promote opportunities for cross-borough projects and research	Enable strategic use of council property for new high street activities and coordinate use of wider public sector land
Support innovation, including through High Streets Challenge Fund, Creative Enterprise Zones and the 24-Hour London programme.		Engage communities, business and landlords in developing new high streets and night-time strategies
Working with boroughs, develop a Landlords Charter and advocate for planning reforms that provide flexibility, e.g. on permitted development	Facilitate the sharing of best practice across boroughs and with other sub-regional partners (BIDs etc)	Support developers to accelerate their housing programmes and expand the direct delivery of affordable homes
Deliver programmes to tackle air pollution and improve green space across London		Lead the delivery of thriving new neighbourhoods and districts
Invest in commercial and residential developments on TfL land		Plan localised pedestrianisation, active travel and green space creation
Coordinate and convene to share expertise and drive an ambitious cross-London approach to retrofit.		

Opportunities for Collaboration

Central Government	Major Institutions	Business
Support the delivery of major new districts and neighbourhoods, including through Homes England, infrastructure investment, and funding streams such as HBF	Open up and develop estates to provide high-quality, accessible public realm	Work directly and through BIDs to develop and implement new high streets strategies
Collaborate on planning and taxation reform proposals (including Business Rates reform) that support thriving high streets and quality housing in London	Deploy surplus land and property to support new affordable housing	Provide flexibility to sustain existing tenants or to support new uses
Provide flexible funding and policy support for reducing emissions through retrofit and energy efficiency	Collaborate and innovate with the community to develop new high street uses and support town centre employment	Work with councils and others to animate town centres and public spaces
	Seek opportunities to locate in new neighbourhoods and support jobs and growth	Provide employment and growth opportunities through new development projects

Contributing to a Fair and Just Recovery

Achieving Net Zero Carbon; Green Economy	Narrowing social, economic and health inequalities
A better public realm with more green space and active travel will improve resilience to climate change and reduce emissions	Improving access to quality green space will address long-standing disparities between communities
New housing and neighbourhoods will be built to higher environmental standards	Accelerating home building will make better homes more affordable for all those who need them.
Ambitious retrofit programmes will reduce emissions, tackle fuel poverty and provide green jobs at scale	New neighbourhoods and public spaces to be designed with the needs of all communities in mind.

Connected City

London's success depends on Londoners being connected to friends and family, work and leisure opportunities, and the rest of the UK and the world.

Transport infrastructure and services are essential to maintain the city's attractiveness as a place to live, visit and work, moving people and goods into and around the city. Good quality, modern digital infrastructure will support the productivity of our businesses and enable people to stay connected, as well as reducing our impact on the environment.

Transport

The pandemic has created unprecedented challenges for London's transport network. During lockdown, tube and bus journeys fell by [XX% and YY% respectively – add stats]. And as lockdown has eased people are increasingly choosing to travel by car, reversing the recent trend away from car use. London needs to continue to promote active travel, road safety schemes and encouraging a return to public transport.

The high fixed costs of running London's public transport network mean that a proper long-term approach to funding TfL is needed if the city is to adapt to new patterns of work and leisure travel.

Partners must also work together to source investment in new strategic transport links that have the potential to unlock new housing and stimulate economic growth.

Digital

[Add stat on impacts] Use of digital technologies has been increasing for many years. Home working, home schooling and the limited ability to visit shops during the pandemic have accelerated

this trend. They have also highlighted significant inequalities in access to technology, meaning that lockdown has had a much bigger impact on the poorest in our society.

The pandemic has also brought into focus the importance of digital and smart infrastructure. In London we have proven that investing in this infrastructure can have a real impact by creating business opportunities and jobs and reducing carbon emissions.

It is vital that we have the right connectivity backbone in place, that we support the market to develop solutions and technologies that can contribute to London's wider recovery, and that we continue to invest in digital skills and making technologies widely available to Londoners.

Gateways and interchanges

London's major transport gateways – rail stations and airports – are among London's most significant opportunities to create jobs and new neighbourhoods. Investing in these opportunities will be crucial to ensuring London's continued long-term economic success.

As we recover from the pandemic, we must pay particular attention to the communities around airports, which have been very hard hit. The loss of airport-related and supply chain jobs in those communities means they will need focused support to recover.

Modern Utilities

London's utility infrastructure has not been heavily impacted by the pandemic, but tackling the long-standing need to upgrade water, sewage, heating, and electricity systems offers a significant opportunity to create jobs and support a green economic recovery.

Our Roles in Recovery

GLA Group	Sub-regions	Boroughs
<p>Manage the public transport network and restore public confidence in its safety.</p> <p>Invest in schemes to encourage active travel</p> <p>Distribute funding and work with delivery partners on major infrastructure programmes, such as TfL's Connected London; support operators and boroughs in fixing gaps in broadband coverage.</p> <p>Monitor and support utility planned investment and jobs creation; deliver the Infrastructure Coordination Service</p> <p>Support utility companies with skills and employment programs e.g. WIN Design Labs</p>	<p>Co-ordinate work to help digital providers roll out modern broadband and 5G infrastructure.</p> <p>Facilitate the development of strategies for improved infrastructure planning at the sub-regional level.</p> <p>Co-ordinate engagement with government and industry on support for aviation communities</p>	<p>Co-ordinate on and focus support for aviation communities</p> <p>Deliver local transport schemes</p> <p>Support green initiatives such as decentralised energy networks and utility works.</p> <p>Use the planning system to lever investment into transport and digital infrastructure and utilities.</p>
Develop a pan-London infrastructure framework, to enable packaging of schemes towards funding opportunities		

Opportunities for Collaboration

Central Government	Major Institutions	Business
<p>Agree a long-term, sustainable funding solution for TfL</p> <p>Unlock investment in new transport infrastructure in London and the South East, including a clear plan for rail infrastructure resilience and development</p> <p>Provide funding to support digital infrastructure roll out, including 5G.</p> <p>Bring forward additional green investment</p>	<p>Work with the Digital Districts programme to identify opportunities to deploy smart infrastructure and secure investment.</p> <p>Regulators to support green recovery proposals for additional investment and implement incentives for London's recovery.</p>	<p>Maximise opportunities to deliver new digital services and extend coverage of broadband and mobile connectivity.</p> <p>Support London government to deliver digital inclusion through social value.</p> <p>Monitor and report on infrastructure investment in London, including jobs and green recovery benefits.</p>

Contributing to a Fair and Just Recovery

Achieving Net Zero Carbon; Green Economy	Narrowing social, economic and health inequalities
<p>Reducing car reliance</p> <p>Promoting low carbon public transport.</p> <p>Supporting utilities to align investment to the Green New Deal.</p>	<p>Ensuring that investment decisions take account of equalities issues and that utilities programmes and others identify employment opportunities for structurally disadvantaged groups, including young people and BAME Londoners.</p> <p>Keeping fares at affordable levels and focussing concessionary fares on those who need them most.</p> <p>Support equality of access to digital skills, devices and infrastructure.</p>

Global City

London's economy attracts high levels of investment, talent, business and tourists to the UK. They're drawn by the capital's world-leading finance, professional services, tech, green and creative sectors; its cultural and education assets; and its diverse and open community. London secured around half of the UK's total foreign direct investment projects and inward visitors in 2019. Over a third of the UK's international workers are based in London. London's higher education institutions attract students from over 200 countries, with a net impact of £4.6 billion annually.

But London has been hit hard by the collapse in international travel and business confidence. Spending by overseas tourists fell by £7.4bn and global FDI flows halved in 2020. Forecasts suggest the volume of air passenger flows will not return to 2019 levels until 2023. Maintaining and strengthening London's international reputation as a safe and attractive destination for businesses, visitors and students is critical for recovery.

Long-term role of the Central Activities Zone

London's central districts are home to a rich ecosystem of business, culture, night life, hospitality and retail, providing jobs and opportunities for people across London and the south east. But the impact of social distancing and travel restrictions has been dramatic [insert stat]. There is a need to rapidly reimagine the CAZ, as part of a polycentric London - a place that people want, rather than need, to visit so that the London remains a flexible and exciting inward investment location of choice.

Visitor Economy

London is the world's third most popular city with 21.7 million visitors in 2019 and tourism accounting for almost 12% of its GDP. And as the UK's single biggest draw for foreign visitors, it plays a critical role in attracting tourists to all regions of the UK. The collapse of international travel and restrictions on cultural and entertainment venues have decimated the capital's visitor economy. Alongside a full reopening of international travel, London's recovery will depend upon relaunching it as one of the world's greatest destinations.

Culture, entertainment and events

From Hampton Court in the west to the O2 in the east, London's museums, palaces, theatres, cultural and music venues act as a global shop window, showcasing incredible talent and diversity. It's a continually evolving sector, with exciting new cultural offerings across all of its diverse neighbourhoods. Making progress on major new developments such as East Bank, protecting London's grassroots venues, kickstarting its night-time economy, and bringing major exhibitions and events back to the capital will play an important role in driving London's recovery.

Promotion and investment

London is home to more major company headquarters than any city in Europe, with many of its boroughs being homes to globally significant sector clusters which attract foreign direct investment and global talent. The UK's recovery cannot be secured without maintaining this track record of success. That means promoting London as a business destination, through trade missions, conferences and events, providing a strong pipeline of investment opportunities, and securing worldwide export markets for the products and skills of firms across all of London's growth sectors.

Our Roles in Recovery

GLA Group	Sub-regions	Boroughs
<p>Deliver city-wide international promotion and marketing through London and Partners, and support for sectoral bodies such as Film London.</p> <p>Provide support London's cultural sector and advocate for the safe reopening of international travel.</p> <p>Promote domestic and international tourism.</p> <p>Drive global collaboration which promotes London's competitive position and status</p>	<p>Coordinate investment pipelines and support international promotion of investment opportunities.</p> <p>Identify and share best practice in support mechanisms for businesses which drive innovation</p>	<p>Support cultural, entertainment, sporting and tourism venues as part of overall reopening and promotions campaign.</p> <p>Support night-time economies and diverse town centres which enhance the diversity of London as a destination.</p> <p>Identification and promotion of globally significant investment opportunities, particularly in major infrastructure, commercial and housing developments.</p> <p>Broker contacts between global players and high potential growth businesses to help them establish and grow as part of positively reinforcing ecosystem clusters.</p>
<p>Joint working across GLA, Central London Forward and key boroughs to reopen the CAZ and enable the re-positioning of London's central districts as part of a complementary offer combined with the assets of the wider city and country.</p>		

Opportunities for Collaboration

Central Government	Major Institutions	Business
<p>Support for an immigration and regulation regime which enables London to remain a magnet for talent.</p> <p>Global promotion of London's growth sectors – partnership between DIT, L&P, SRPs and others.</p> <p>Partnership to re-establish London as a premier tourist destinations and gateway to the wider UK.</p>	<p>Promotion of research and innovation networks across London's universities with connections into the Golden Triangle and beyond illustrating the UK as a global IP powerhouse</p> <p>Identification of investment and scale-up opportunities coming out of higher education and research bodies for global promotion.</p>	<p>Engagement on investment and export opportunities – with help from L&P and others to spread the message and secure business worldwide.</p> <p>Participation in planning to bring back visitors, reopen central London, and drive increased spend and footfall.</p>

Contributing to a Fair and Just Recovery

Achieving Net Zero Carbon; Green Economy	Narrowing social, economic and health inequalities
<p>International promotion of London's green economy, including its status as a world-leading centre for green finance.</p> <p>Improving the sustainability of the Central Activity Zone (CAZ), including the quality of and access to its green spaces for all communities.</p>	<p>Improving access to employment in London's visitor economy and cultural and entertainment sectors – including through programmes such as the creative skills academy.</p> <p>Supporting disadvantaged residential communities and expanding access to employment through widening pathways into global growth industries including finance, green and health tech sectors</p>