



THE LONDON BOROUGH
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DATE: 26 November 2009

To: Members of the
BROMLEY ECONOMIC PARTNERSHIP

Councillor Julian Benington (Chairman)

London Borough of Bromley

Malcolm Brabon

Business Link London

Kevin Dewick

Local Businessman

Robert Goddard

Thackray Williams Solicitors

Fergus Grant

Jobcentre Plus

John Hayes

Chamber of Commerce

Adrian Hollands

Chamber of Commerce

Marc Hume

LBB Renewal & Recreation

Peter Jones

Bromley College

Mary Manuel

LBB Renewal & Recreation

Liz McNaughton

Treval Engineering

Kevin Munnely

Town Centre Development

Howard Oldstein

The Glades

Tony Petim

Federation of Small Businesses

Steve Price

My Time

Chandra Sharma

Federation of Small Businesses

A meeting of the Bromley Economic Partnership will be held at Bromley Civic Centre
on **MONDAY 7 DECEMBER 2009 AT 4.30 PM** *

***PLEASE NOTE STARTING TIME**

Copies of the documents referred to below can be obtained from
<http://sharepoint.bromley.gov.uk>

A G E N D A

- 1 APOLOGIES FOR ABSENCE**
- 2 MINUTES OF THE MEETING HELD ON 21ST SEPTEMBER 2009 AND MATTERS ARISING**
- 3 UPDATE FROM SUB GROUPS**
 - a SKILLS AND EMPLOYMENT**

b INWARD INVESTMENT AND MARKETING

c BUSINESS COMPETITIVENESS AND INVESTMENT

4 UPDATE FROM DIRECTOR OF RENEWAL AND RECREATION

(Verbal Update)

5 PROGRESS TOWARDS WORKLESSNESS TARGET (Pages 3 - 8)

6 LONDON PLAN AND TRANSPORT STRATEGY

7 RISING TO THE CHALLENGE: THE MAYOR'S ECONOMIC DEVELOPMENT STRATEGY FOR GREATER LONDON (Pages 9 - 10)

8 BROMLEY'S ECONOMIC DEVELOPMENT STRATEGY CONSULTATION

(Verbal Update)

9 ECONOMIC RECESSION OVERVIEW AND ACTIVITY (Pages 11 - 26)

10 PARTNERSHIP RISK MANAGEMENT

(Verbal Update)

11 ANY OTHER BUSINESS

12 DATES OF FUTURE MEETINGS

Monday 8th March 2010 (4.30-6.30pm)

BROMLEY ECONOMIC PARTNERSHIP

| | |
|-----------------|--|
| Meeting: | Economic Partnership |
| Date: | 7 th December 2009 |
| Subject: | Local Area Agreement, Progress Towards Worklessness Target |
| Author: | Mary Manuel, Head of Local Economy and Regeneration mary.manuel@bromley.gov.uk, 0208 313 4303 |

1 Recommendation

1.1 The Economic Partnership is asked to:

- A) Note progress to date towards the LAA Worklessness Target.
- B) Consider other activities/interventions that could support the achievement of the target.
- C) Consider how the good practice developed can be continued.

2. Background

- 2.1 Bromley Council entered into a Local Area Agreement (LAA), on behalf of the Local Strategic Partnership (LSP), with the Government Office for London (GOL), to deliver a range of targets across service areas (including Children and Young People, the Environment and Economic Development). One of the targets is to help address worklessness. The target for 2007/10 “to assist 100 local residents in receipt of an Incapacity or Lone Parent related benefit for 6 months or more supported into sustained employment (of 16hrs + pw for 13 weeks +)” was agreed in 2006.
- 2.2 GOL required a worklessness target from each local authority but agreed a zero base line (excluding Job Centre Plus contracts) for Bromley, accepting the argument that this is a new area of work for LBB. Officers negotiated flexibility regarding geography and eligibility; however the target was originally considered as very challenging. The economic recession, with rising unemployment and falling job vacancies makes the target even tougher. The Council receives up to £435,000 if it achieves the full target.

2.3 Management Arrangements

The Local Economy and Regeneration Division of the Council leads the delivery of the target and set up the People into Employment (PiE) project in 2007/08 as the mechanism for bringing partners and resources together. Data sharing protocols with partners are in place together with referral mechanisms and joint promotional activities. LBB departments are involved in PiE to varying degrees. A list of partners is included as Appendix 1

The Local Economy and Regeneration Division looked to learn from the experience of local authorities which had agreed similar targets a year earlier. On this basis it was planned that Year 1 was primarily setting up the project, processes and bringing partners on board with the main delivery in Years 2 and 3 and the greatest outcomes in the last 12 months of the project.

3. Reporting Arrangements

3.1 The Project Steering Group meets every 6-8 weeks and monitors progress and reviews activities agreeing new area of work and collaboration. The group comprises:

- JobCentre Plus
- Broomleigh
- London Borough of Bromley
- Oxleas
- Prospects
- Cotmandene Community Centre
- Mottingham Learning Shop

3.2 In addition reports have been given to;

- Bromley Lifelong Learning Partnership and in March 2009 to the new Skills and Employment Sub-Group of the Economic Partnership
- The Local Strategic Partnership at which partners were invited to consider how they could contribute.
- The Local Economy (now Renewal and Recreation) Policy Development and Scrutiny Committee.

4. Key Activities + Interventions

- Targeted 1>1 support for clients in particular through Local Economy and Regeneration, Outreach Centres and Oxleas. The PiE Co-ordinator estimates that she is in personal contact with 200 people registered on the programme.
- Increased collaboration with JobCentre Plus i.e. Tesco Orpington success – open days for Morrison's in Welling August 09. JC+

vacancies and pre-employment training offers are e-mailed to the team and to partners.

- Bromley Council Departments currently provide over 20 placements; this has increased over the past few weeks and the PiE team will be aiming for more efforts with contractors and partners.
- The Council agreed to contribute to European Social Fund (ESF) monies to create the Penge/Crystal Palace and Crays ESF projects. These started in May 2009.
 - To date 16 registered on Pathways4Crays scheme (Broomleigh) which runs until March 31st 2011, and 23 registered on Work4Health, the Penge/Crystal Palace (Prospects) scheme, which has the same timescale as the stretch target. Of the total of 39 registered, 21 have been unemployed for over 3 years. The Crays programme, delivered by Broomleigh Housing Association, is also able to support those on JSA, but these do not count these towards the LAA target.
 - Payment to Prospects and Broomleigh is based on outcomes, including employment entry and sustained employment. While no participant has yet entered employment, Prospects, with their time-limited programme, will be monitored closely this quarter and any remedial action will be implemented accordingly.
 - Pathways4Cray is held to be an excellent programme and is on the ESF website as an example of good practice.
- Clients receive regular information on training, placements, JCP open days etc via the PiE Newsletter sent to all those registered, individual mailing, telephone and email as appropriate.
- Mentoring and tailored courses to meet the specific needs of clients close to or already 'job ready'.
- Pro-active research into seasonal employment opportunities has resulted in 4 PiE participants gaining work at Marks and Spencer's.
- Discussions re linkages with Future Jobs Fund bids are ongoing, however locally this is restricted to those up to 24 years old.

5. Progress to Date

Three hundred and thirty three residents are registered on the scheme. Approximately two thirds are in regular contact with staff and partners.

- 5.1 Table 1 sets out the latest position to July + Sept regarding clients' progress to employment.

| | July | Sept | Nov |
|---|------|------|-----|
| Completed 13 weeks 16 hours + | 39 | 54 | 67 |
| Started work 16 hours + still to complete | 1 | 6 | 4 |
| Started working 16 hours per week | 11 | 9 | 7 |
| Others in work evidence to be seen | 11 | 6 | 12 |

| | July | Sept | Nov |
|--|------|------|-----|
| Those confirmed working to be traced | 5 | 2 | 2 |
| Current placements | 22 | 26 | 27 |
| Others involved in training/job search support ect | 62 | 68 | 68 |

- 5.3 The target is supported considerably through the two outreach centres in the borough (the Mottingham and Cotmandene Centre), who promote the programme, register and refer participants and provide in-house training, job search and support either from staff or partner agencies such as Working Links (operating a job club in each centre). Next Steps, Orpington College and Broomleigh who use the Cotmandene Centre as one of their “recruiting” bases for Pathways4Crays. Discussions are taking place with Broomleigh regarding IAG support at the Mottingham Community and Learning Shop, provided by a trained volunteer.
- 5.4 Broomleigh have placed additional bids to London Councils for the forthcoming round of ESF co-financed programmes both of which will benefit Bromley residents if approved. The first is to continue the work of Stepping Up, the training and employment support project with those in temporary accommodation or homeless; the second is to provide employment support for workless families in the borough (where one or both parents are not working). This will not be geographically specific. These programmes will commence in April 2010 if funding is approved, and could potentially provide a referral route after March 31st for PiE participants who have not found work and still require support.
- 5.5 Research by London Councils is looking at examples of good practice and low cost employment projects. PiE has been identified as one of the projects for examination.
- 5.6 The PiE Steering Group has expressed the view that the continued co-ordination of activity to help residents back into work would be useful beyond the life of the PiE project and in particular has:
1. Improved the information available for clients.
 2. Increased knowledge and awareness of existing programmes and support for partners to access.
 3. Improved referral between agencies and take-up of support by clients.
 4. Created work placement opportunities.
 5. Increased client awareness of potential issues and access of how they can be overcome.
- 5.7 The Economic Partnership is asked to consider how the benefits and lessons from the PiE project could be integrated into ongoing activity.

PiE Partners

Bromley Field Studies Centre
Cotmandene Community Resource Centre
Mottingham Community and Learning Shop
Bromley College
Orpington College
Orpington Job Shop
Bromley Adult Education College
Community Vision
Animi Training
Bromley Gypsy Traveller Project
Advantage Unlimited
Bromley MIND
Bromley Mencap
Bromley Somali Community Partnership
Bromley Police and Bromley Magistrate Courts
Next Steps
Oxleas Worknet
Broomleigh Housing Association
Connexions
Reed in Partnership

Agencies participating in drop-in events for PiE

Job Centre Plus
Next Steps
Volunteering Programmes (Metropolitan Police, Bromley Magistrates Court)
Housing Benefits Team
Childcare Affordability Programme
Reed in Partnership
Age Concern 50+ Employment Project
Bromley Colleges
Children's Information Service
Broomleigh Housing "Stepping Up" project aimed at those in temporary accommodation

Appendix One:

Business Focus

GFS Platform

LBB Bromley Children's Project

London South Learning and Skills Council

Blenheim Family Trust

Bromley Citizens Advice Bureau (CAB)

Age Concern Bromley

Apex Trust work for ex offenders

Nacro Crime Reduction Charity

Horizon House

Job Centre Plus

Morph Design (Pecan Ltd)

South London LSC

Community Links Bromley

Crystal Palace Community Development Trust

Outmates

Rehab UK

Bromley Education Business Partnership

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BROMLEY ECONOMIC PARTNERSHIP

Meeting: Economic Partnership

Date: 7th December 2009

Subject: Rising to the Challenge
The Mayor's Economic Development Strategy for Greater London

Author: Mary Manuel, Head of Local Economy and Regeneration
mary.manuel@bromley.gov.uk, 0208 313 4303 and Neil Hawkins,
Policy and Projects Officer, neil.hawkins@bromley.gov.uk,
0208 4617 842

1. Recommendation

- 1.1 The Economic Partnership is asked to note the publication of the Mayor's Economic Development Strategy for consultation and encourage partners to respond.

2. Background

- 2.1 The Mayor's Economic Development Strategy (EDS) was published alongside the London Plan and the Mayor's Transport Strategy so that responses could be considered in the light of all three. Together they offer an integrated framework for successfully developing London as the best city in the world, outlining the vision and strategy for London, looking to the long term by adopting 2031 as its horizon.
- 2.2 The EDS outlines how the Mayor will strengthen London's economic productivity and competitiveness by fostering innovation, supporting business and removing barriers to their effectiveness.

The overall objectives are to:

- Promote London as a city that excels as a world capital of business
- Ensure that it has the most competitive business environment in the world
- Drive London's transition to a low carbon economy and maximise the economic opportunities this will create
- Give all Londoners the opportunity to take part in London's economic success, access sustainable employment and progress in their careers
- Maximise the benefits to London from investment to support growth and regeneration, and from the 2012 Olympic and Paralympics Games and its legacy.

- 2.3 The consultation paper is a high-level strategic document setting out many wide ranging and general proposals. Due to the nature of the paper it is difficult to disagree with the broad proposals. Extracts from the document, comprising the Executive Summary and chapter 6 Implementation and Summary of Proposals is attached as Appendix 1.
- 2.4 Further detail on the EDS will become evident when the London Development Agency (LDA) releases its Investment Strategy at the end of November. This will provide an insight into the priority areas for investment, details on funding and the programme arrangements for the next few years. However, the LDA has advised partners it faces a 30% reduction in budget next year so new investment will be limited.
- 2.5 A special Renewal & Recreation Policy Development and Scrutiny Committee meeting has been arranged for 7th January 2010 to give Council Members an opportunity to discuss the Mayor's EDS and the LDA's Investment Strategy and respond in writing.
- 2.6 Council officers will be analysing both documents and identifying key issues for Bromley. Areas where Bromley is keen to see GLA/LDA working closely with the Council and its partners will be highlighted.
- 2.7 The final version of Mayor's EDS, which is also the LDA's statutory strategy, is expected to be published in spring 2010, having taken into account the responses received during the public consultation.
- 2.8 The deadline for responses to the draft EDS is the 12th January 2009. Copies of the full document and related papers can be found at:
<http://lda-consult.limehouse.co.uk/portal/eds/eds>

BROMLEY ECONOMIC PARTNERSHIP

| | |
|-----------------|--|
| Meeting: | Economic Partnership |
| Date: | 7 th December 2009 |
| Subject: | Economic Recession Overview and Activity |
| Author: | Mary Manuel, Head of Local Economy and Regeneration mary.manuel@bromley.gov.uk, 0208 313 4303 |

1 Recommendation

The Economic Partnership is asked to:

- 1.1 Note the local economic indicators and the activities undertaken during 2009 as set out in the report.
- 1.2 Identify other potential indicators of recession and economic activity the Partnership could monitor.
- 1.3 Identify potential activities which the Council and partners may consider to support businesses and the community in 2010/11.

2. Background

- 2.1 Bromley together with London, national and international economies has seen a significant downturn following the financial crisis in September 2008. London was forecast to see some of the highest levels of unemployment and business closures, however, it has seen lower levels than many other parts of the Country.
- 2.2 The Council and partners have kept under review the impact on the local area and services. Demand for many services has increased and income from planning, parking and land charges have fallen considerably. The Business Competitiveness Sub-Group, in particular, identified a range of activities that the Council and partners could undertake to support local business and employment. These include:

- 1) Bromley Means Business leaflet

Quick reference leaflet explaining measures in place to support business in the downturn, with contact details of key agencies. Mailed

out to over 7000 business rates payers, distributed via Council outlets such as libraries and at business events and partner organisations.

2) Boost Your Business Events

Drop in events encompassing short training seminars, an exhibition of business support agencies and opportunities for networking. Boost Your Business events ranged from a borough wide event in central Bromley – attracting over 150 businesses to 5 smaller local events, attracting an average of 50 businesses each. Businesses were encouraged to use these occasions as a means to find out about support available, make contacts at support agencies and other local businesses, as well as learn from expert speakers on issues related to business survival and growth.

3) Promotion of Small Businesses Rate Relief

Promotion of small business rate relief has continued throughout this period through mailings and contact with Town Centre Managers. From April 2009 all new occupiers of commercial premises who are likely to be eligible have been sent the application form and explanatory notes automatically. Nearly 100% of the borough's eligible businesses are now claiming this benefit.

4) Encouraging SME/local procurement

The Council has taken measures to encourage local businesses into the public sector supply chain. This includes hosting and co-hosting information and training events – such as a recent Supply Bromley event, attended by around 130 businesses, and an evening in May which highlighted the Compete For system for Olympic procurement.

The Council has also been looking at certain of its contracts to see whether these can be broken up into smaller, more SME-friendly packages. The first example of this was the Unplanned Maintenance Contract – a single contract of over £1m which was broken down into several trade-based contracting opportunities. An open evening hosted by the Council to inform businesses of these opportunities was oversubscribed, with nearly 200 people from over 140 businesses attending.

5) Enterprise Expo

To encourage and support those interested in starting in business, in spite of the tough economic times, the Council – in partnership with Business Link, Business Focus amongst others – hosted an Enterprise Expo, linked to Global Entrepreneurship Week. This one-day drop in event was designed to help local residents find out about what is involved in starting a business. The Expo included short seminars,

advice surgery sessions and an exhibition of relevant support organisations. 90 people attended on the day.

6) Introduction of e-bulletin to businesses

A bi-monthly email bulletin, launched in January 2009, the e-bulletin is an increasingly important channel to get messages about business support initiatives, events, training etc to local businesses. Initially sent out to around 1,200 business emails, but the subscriber list has now grown to over 2,500 businesses.

3. Key Indicators

3.1 Unfortunately, there is a limited range of data/indicators available at, or below, the borough level. The key data available comprises:

- Town Centres Vacancies
- Business Rates Vacancies
- Unemployment figures
- Business enquiries
- Usage of business and consumer advice pages on the Council's website
- Business link data

3.2 Analysis of this data shows that in common with its neighbouring boroughs in South London, Bromley has been suffering the effects of the recession. Nowhere is this more obvious than on the borough's high streets – all town centres are experiencing high levels of vacant premises. Bromley and Beckenham town centres have both seen steep increases in vacancy rates, with both now standing at 9% of shops in their primary retail zones (in early 2008 these were respectively 1.7% and 6.5%). Orpington has seen relatively stable but high vacancy rates at around 12% during the past 2 years.

3.3 However, the trend for increased empty commercial property extends beyond the high street – as demonstrated by the Business Rates data. This shows that the number of empty properties (including retail premises) across the borough increased by nearly 20% during the past year – from 857 vacancies in November 2008 to 1042 in October this year.

3.4 The effect of the recession on the borough's residents can be measured through the Job Seekers Allowance claimant figures which show, in common with neighbouring boroughs, a steep increase in the number of people out of work since the beginning of the crisis. Bromley's unemployment rate now stands at 3.4% (Oct 2009) up from 1.6% in January 2008. This means that over 3,200 extra people are now claiming JSA.

- 3.5 Some parts of the borough which had hitherto seen almost no unemployment have seen very significant rises – albeit from a low base (e.g. Chelsfield & Pratts Bottom Ward has seen an increase from 0.9% to 2.1% - representing more than 100 extra claimants). However, the borough has not suffered as severely as some other South London boroughs, and still remains in the lower half of the table for unemployment, well below the London average of 4.5%. One hopeful sign is that Bromley has seen unemployment stabilise in recent months – with the rate remaining at 3.4% for three months in a row.
- 3.6 The needs of both residents and businesses in the recession can also be measured by a willingness to make contact with the Council and other agencies to ask for help. For example the Council's business enquiry service (operated by the Local Economy & Regeneration Division) has seen a 55% increase in the average number of enquiries per month, between 2008 and 2009.
- 3.7 Overall there has been a 40% increase in the number of households presenting with difficulties affording their mortgage or rental payments. This trend is reflected in a steep increase in number of visits to the parts of the Council's website presenting advice on housing and benefits. For example the main page on Council Tax and Housing Benefit saw an increase in visits of over 50% during Jan to Oct 2009, compared with the same period in 2008.
- 3.8 Although the trend is less pronounced, visits to the Business section of the website also increased. Pages about Business Rates, Business Support & Finance, Council Tenders & Contracts and Business Networking Opportunities have all been more popular in 2009 than in the previous year, suggesting that business owners are looking for sources of support, along with ways to save money and win new business.
- 3.9 Business Link in London also reports an increase of over 50% in the number of Bromley businesses intensively assisted by their advisers, (comparing the year to March 2009 and the year to September 2009). In part this increased awareness and interest in Business Link services will be due to the increased number of partnership events with Business Link present (such as Boost Your Business events) taking place in the borough.
- 3.10 A survey of over 3,300 businesses across London by Business Link shows there are some causes for optimism – the percentage of Bromley businesses either significantly or extremely affected by the recession has decreased from 44% in July to 28% in October. Bromley businesses also appear to be more optimistic than their counterparts across London – with 78% saying they were more than mildly optimistic about prospects for the next 12 months, in comparison with 74% for London businesses as a whole.

3.11 With the national economy expected to move out of recession in Quarter 3 growth is still anticipated to be slow in 2010 and 2011. However, unemployment is expected to remain high for the next 12-18 months. This unemployment lag is well evidenced from previous recessions.

3.12 Selected indicators of recession are set out in Appendix 1.

4. Activity planned January-March 2010

4.1 There are already plans in the first quarter of 2010 (Qtr 4 2009/10) to continue support to businesses and local residents, however the Partnership is invited to discuss the range and extent of support which might be considered for 2010/11.

4.2 Planned activity includes:

- Expansion of Lewisham Plus Credit Union to the whole Borough
- Boost Your Business Event March 2010
- Updated A-Z services for Business together with information on 2009/10 activities delivered with Business Rates
- Continue E-bulletin to business.

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Extracts from Mayor's EDS

Rising to the Challenge

The Mayor's Economic Development Strategy
for Greater London

Public Consultation Draft

October 2009

Greater London Authority October 2009 ISBN 978 1 84781 300 8

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London SE1 2AA

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Reports are available from www.london.gov.uk

Executive summary

Introduction

The purpose of the Mayor's Economic Development Strategy (EDS) is to set out the Mayor's ambitions for the economic development of the capital; to provide the Greater London Authority Group¹ and other strategic organisations with a clear vision, an analysis of the economy and policy directions for achieving our ambitions; and to clarify roles and responsibilities with other parties who make a major contribution to developing London's economy, so that together we can build London's economic future.

The Mayor's overall objectives are to:

- London as the undisputed business capital of the world;
- ensure that it has the most competitive business environment in the world;
- drive London's transition to a low carbon economy and maximise the opportunities that this creates
- give all Londoners the opportunity to share in London's economic success; and
- maximize the benefits to London from investment to support growth and regeneration

London: business capital of the world

London has already benefited hugely from globalisation, becoming a magnet for inward investment and talent, and a hub of entrepreneurialism and innovation, with only New York as a serious contender to the title of world capital of business. London's specialisation and world leadership in several high-value sectors has created a well-established agglomeration of economic activity. The Mayor is determined to make London the world's most attractive proposition for businesses, students and visitors, and he will take a strategic and coordinated approach to enhancing the city's global profile.

Improving London's competitiveness

London's businesses can only thrive if the city remains competitive – nationally and globally. Highly ranked as a business location in several independent studies, London has huge advantages. However, some are being eroded – not least due to rising taxation – and improvement is needed if we are to stay ahead of the competition. The Mayor will act as a champion for London, and work to promote and protect its diverse, innovative and open business environment.

A major aim is to gain a greater understanding of the competitive challenges we face and to determine how we can overcome them, identifying and addressing market failures that prevent London's leading sectors from achieving their full potential. If investment, business and skilled workers are to be attracted to London, improvements will be needed to some of the elements that contribute to Londoners' quality of life, such as the environment, health, housing, transport, and safety.

Transforming to a low carbon economy

The transition to a low carbon economy is an urgent environmental necessity. This transformation, with its sizeable economic benefits, can be turned to London's advantage, provided we move fast. We need to manage the transition in a way that fully exploits the

economic opportunities in this area, and minimises the economic damage of climate change.

London should use its experience, specialisms and reputation to develop market leadership; for example, it is already the leader in carbon trading and has renowned climate change research expertise. The Mayor will lead by example, using the resources and programmes of the GLA Group, including through its procurement. He will encourage actions that scale up investment in the low carbon economy and create the infrastructure London needs to establish itself as a low carbon capital with highly developed, tradable expertise (for example, retrofitting buildings, generating energy from waste, developing decentralised energy and recycling).

Extending opportunities to all Londoners

Londoners' contributions to the capital are key to its success, and all Londoners should have the opportunity to participate in, and benefit from, that success. The chapter focuses on three key issues: tackling worklessness, addressing the root causes of low skills, and promoting equality and tackling deprivation.

The Mayor will address these challenges by promoting more effective education, training and support for employment and entrepreneurship; from getting schooling right to promoting the high-end skills that are critical to London's competitiveness. He will also work with partners to strengthen incentives, improve opportunities and provide more relevant targeted support to help people into work, encouraging their progress once they are in work, and bettering their housing prospects. Innovative approaches, more personalised support and improved delivery are required for Londoners facing complex and multiple barriers to participation in work.

Investing in London's future

Only by making the right investments will London fulfill its potential as the world capital of business, a global leader in the low carbon economy, and a city offering opportunities and a high quality of life for all Londoners. Prosperity must be spread across the capital, addressing areas of deprivation across the city and, in particular, fostering economic and employment growth in outer London and maintaining the global role of central London. Two interlinked broad areas of investment are key to maximising London's potential and providing greater access to employment over the coming two decades: transport, and housing and regeneration, including building on the opportunity of the 2012 Olympic and Paralympic Games and its legacy.

What happens next?

This document establishes the Mayor's broad intentions for building London's economic future. It calls for close collaboration between the Mayor, the wider GLA Group and private, public and third sector organisations across the capital. Only then can we succeed in ensuring London continues to excel among global cities.

The Mayor is launching this paper alongside the proposals for the London Plan and the Mayor's Transport Strategy so that responses can be considered in the light of all three. Together they offer a coherent integrated framework for successfully developing London as the best city in the world. They aim to give a clear lead to our partners on how London

will change, enabling us to work together to make effective joint investment decisions over the coming years.

Like the London Plan and the Mayor's Transport Strategy, the EDS looks to the long-term, adopting 2031 as its horizon. However, in practice many of its policies are focused on the more immediate future.

The Mayor looks forward to a stimulating discussion on this consultation draft and will listen to the views of Londoners, London businesses and delivery partners. It is open to anyone to send in comments, which will be considered carefully before the new Economic Development Strategy is finalised and published.

Implementation and summary of proposals

6.1 The Mayor, working with the LDA, is undertaking an extensive consultation exercise on this draft of the EDS with Londoners, London businesses, and other stakeholders, beginning in October 2009 and ending in January 2010. At the same time he is consulting on the draft London Plan and his Transport Strategy. All three documents will be revised in the light of comments and the final version of the EDS is expected to be published by summer 2010.

6.2 This chapter draws together the Mayor's proposals from earlier chapters. Throughout the consultation, the Mayor will engage partners from the public, private and voluntary sectors, on the draft EDS, including the development of a more detailed Implementation Plan, and to ensure the EDS provides the appropriate level of guidance to delivery organisations in London.

| Proposals: | | Key partners include: | Key measure: |
|--|---|--|--------------|
| Objective 1: to promote London as a city that excels as a world capital of business. | | | |
| <i>Some key measures of progress: Return on Investment of promotional activities, Foreign Direct Investment figures, export growth of goods and services, international visitor spending</i> | | | |
| Proposal 1A | The Mayor will work with partners to strengthen the promotion of London as a global leader and will encourage promotional agencies to work collaboratively. | LDA, Promote London Council members and the private sector | |
| Proposal 1B | The Mayor and GLA Group will work with LOCOG and other key partners to promote London to the world, taking full advantage of the 2012 Games opportunity. | LOCOG | |
| Proposal 1C | The Mayor will work with partners to develop a comprehensive international trade strategy to increase London's exports, particularly in rapidly developing markets such as India and China. | LDA and UKTI | |
| Objective 2: To ensure that London has the most competitive business environment in the world. | | | |

| | | |
|---|---|--|
| <i>Some key measures of progress: business growth and start-up rates, private/public sector collaborations, London rankings in attractiveness to business of international cities, competitiveness indicators, business costs relative to competitor cities, quality of environment indicators, reduction in health inequality, sport and culture participation, crime indicators</i> | | |
| Proposal 2A | The Mayor will work with partners to further develop London's capacity for innovation, particularly for SMEs, by encouraging collaboration across sectors, promoting more productive links between business and academia, providing support for innovative activities, promoting entrepreneurial skills and helping in accessing funding. | LDA, Universities, NHS and the private sector |
| Proposal 2B | The Mayor will promote cost effective business support programmes for London's businesses, and especially its SMEs, working with central government, the LDA, local authorities and business representative organisations in London. | LDA, LSEB, central government, boroughs and the private sector |
| Proposal 2C | The Mayor will monitor the factors affecting London's competitiveness so as to identify where corrective action is needed to address factors having a negative effect. | LDA, central government and IBAC |
| Proposal 2D | The Mayor will continue to be an active champion of business and will lobby government and encourage an open and competitive business-friendly environment and a flexible and skilled labour market. | LDA, LSEB, central government and LBAC |
| Proposal 2E | The Mayor will work with partners to ensure costs to business are kept as low as realistically possible. | LDA, TfL, boroughs and private sector |
| Proposal 2F | The Mayor will work with the neighbouring regions to achieve mutual economic benefits. | East and South East regions, LDA and central government |
| Proposal 2G | The Mayor will work with boroughs and other partners to improve the quality of the environment in London. | Boroughs, TfL and LDA |
| Proposal 2H | The Mayor will work with the NHS and partners to improve health in London and reduce health inequalities. | NHS, boroughs and central government |
| Proposal 2I | The Mayor will work with partners to improve and promote London's overall cultural, sporting and entertainment offer. | LDA, LOCOG, boroughs, cultural and sports organisations |

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| Proposal 2J | The Mayor will work with the Metropolitan Police, boroughs and other partners to increase safety, drive down crime and particularly to counter business crime in the capital. | LDA, MPA and boroughs |
| <p>Objective 3: to drive London’s transition to a low carbon economy and to maximise the economic opportunities this will create.</p> | | |
| <p><i>Some key measures of progress: reduction in London’s carbon footprint, reduction in carbon footprint of London business, public sector and residential, low carbon economy investment level,; increase in supply of decentralised energy, low carbon economy skills supply, performance of low carbon zones relative to other areas</i></p> | | |
| Proposal 3A | The Mayor will lead by example and will work with partners to ensure that London realises the great economic opportunities associated with the move to a low carbon economy. | GLA Group and the public sector |
| Proposal 3B | The Mayor will work with partners and lobby government to develop the scale of investment and environmental infrastructure needed to support a low carbon London. | GLA Group, LWRB, Utility companies, central government and the private and voluntary sector |
| Proposal 3C | The Mayor will encourage business to participate in exemplary projects to cut carbon such as the creation of a showcase Green Enterprise District and of Low Carbon Zones. | LDA, boroughs and the private sector |
| Proposal 3D | The Mayor will work with partners to ensure London’s workforce has the right skills so businesses fully realise the employment opportunities from the global move to a low carbon economy. | LDA, universities and skills organisations |
| Proposal 3E | The Mayor will create a policy framework to address climate change and will work with private, public and voluntary sector partners to improve their environmental performance. | GLA Group, public, private and voluntary sector |
| <p>Objective 4: To give all Londoners the opportunity to take part in London’s economic success, access sustainable employment and progress in their careers.</p> | | |
| <p><i>Some key measures of progress: child poverty reduction, educational achievement such as Number of GCSE passes at A*-C, employment rate, job retention rates, adult illiteracy and innumeracy levels, housing indicators</i></p> | | |

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| Proposal 4A | The Mayor will work with partners to help ensure that all London's children get a good start in life, and encourage relevant agencies to work towards the government's target to end child poverty being achieved in London by 2020. | LDA, boroughs and voluntary and education sector |
| Proposal 4B | The Mayor will work with partners to ensure that all London's young people have appropriate opportunities to gain the knowledge, skills and confidence to succeed in London's labour market. | LDA, boroughs, schools and skills organisations |
| Proposal 4C | The Mayor will work with partners, particularly through the LSEB, to raise London's employment rate, and to reduce the employment rate gap for disadvantaged groups, by removing barriers and disincentives to work and providing more personalised and joined-up services to help people into employment and career progression. | LSEB, LDA, central government and skills organisations |
| Proposal 4D | The Mayor will work with the LSEB and other partners to significantly improve training and employability support so as to help people secure and retain a job with a particular focus on neighbourhoods with high concentrations of worklessness. | LDA, ODA, TfL, skills organisations, third sector and boroughs |
| Proposal 4E | The Mayor will work with the LSEB and other partners to help meet the aspirations of Londoners to acquire relevant skills and qualifications to progress in their careers. | LDA, HEI and skills organisations |
| Proposal 4F | The Mayor will work with the Homes and Communities Agency, boroughs and other partners to ensure there is sufficient and suitable housing to meet the needs of London's growing population and workforce, and to address problems of homelessness and overcrowding. | LDA, HCA, boroughs and central government |
| <p>Objective 5: To maximise the benefits to London from investment to support growth and regeneration, and from the 2012 Olympic and Paralympic Games and its legacy.</p> | | |
| <p><i>Some key measures of progress: local economic activity and employment indicators, economic growth rate in Outer London, Investment levels in the Central Activities Zone, Housing and employment capacity, quality of life indicators, infrastructure investment and transport congestion indicators, public and private sector leverage</i></p> | | |

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| Proposal 5A | The Mayor will work with partners to strengthen the economy across London including removing barriers to outer London fulfilling its potential, and to support the development of town centres in outer and inner London as hubs for their communities and local economies. | GLA Group, boroughs and the private sector |
| Proposal 5B | The Mayor will work with partners to ensure that investment sustains and increases central London's ability to be competitive, productive and innovative. | LDA, TfL and boroughs |
| Proposal 5C | The Mayor and LDA will work with the Olympic Park Legacy Company and other partners to fully seize the unique regeneration opportunity offered by the 2012 Olympic and Paralympic Games. | LDA, TfL, ODA, HCA, OPLC and boroughs |
| Proposal 5D | The Mayor will work with boroughs, developers and other partners to identify capacity to accommodate large-scale employment and housing development, including in the London Plan's Opportunity Areas, through the planning system, transport proposals and investment support. | LDA, HCA, boroughs and the private sector |
| Proposal 5E | The Mayor and LDA will work with partners to take a co-ordinated and targeted approach to regeneration across London. | LDA, TfL, boroughs, HCA and the private sector |
| Proposal 5F | The Mayor will encourage the further development of diverse and attractive neighbourhoods throughout London and will encourage local economic development as an essential ingredient in this. | LDA, boroughs, HCA and the private sector |
| Proposal 5G | The Mayor will work with LDA, TfL and partners to achieve the full economic development benefits of London's transport schemes and to bring forward the necessary further investment in London's infrastructure. | TfL, LDA, central government and private sector |
| Proposal 5H | The Mayor will work with partners in the wider South East to achieve mutual economic benefits from investment. | LDA, East and South East regions and the private sector |

Consultation

6.3 The Mayor of London is interested in your views on this public consultation draft of the EDS.

6.4 The Mayor welcomes responses commenting on the document as a whole or on the analysis, structure, objectives and individual proposals within it. Responses should be received by 17:00 on 12 January 2010.

6.5 During the public consultation the LDA will be holding a number of local and thematic public consultation events. Further details of these events are available on the LDA website, www.lda.gov.uk, or by calling 020 7593 9000

6.6 A report on the public consultation for the EDS will be available to view on the LDA website from April 2010. Responses to individual comments will be provided on request.

6.7 In preparing the final EDS, the Mayor will consider comments made on this draft, as well as comments on the draft London Plan, Transport Strategy and Mayoral environmental strategies where these are relevant.

6.8 Visit the LDA Consultation Portal at <http://lda-consult.limehouse.co.uk/portal/eds/eds> to view supporting documentation and to submit your response to the consultation.

6.9 Alternatively, responses can be sent by email to eds@london.gov.uk with "The Mayor's EDS consultation" in the subject box, or in writing to:

The Mayor's EDS consultation
LDA
Palestra
197 Blackfriars Road
London SE1 8AA