

# MAYOR OF LONDON



# The Mayor's Economic Development Strategy for London

## IMPLEMENTATION PLAN

December 2018



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Greater London Authority  
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[london.gov.uk](http://london.gov.uk)  
enquiries 020 7983 4100  
minicom 020 7983 4458  
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Anne Gathia CBE

THE FINANCIAL TIMES LEADERSHIP AWARDS 2023  
ANNE GATHIA CBE  
ANNE GATHIA CBE  
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## Purpose of this Implementation Plan

The Economic Development Strategy sets out the Mayor's vision for London's future economy – for a more inclusive and sustainable economy, that works for all. The strategy sets out a range of objectives and proposals that the Mayor and partners will need to collaborate on to deliver these ambitions.

This Implementation Plan sets out the actions that the Mayor will prioritise with regards to the proposals set out in the strategy. The Mayor has limited direct policy levers over the economy, and the actions identified in this plan will need to be complemented by work from a wide range of partners and stakeholders to deliver the change required to realise the Mayor's vision.

### FROM POLICY TO ACTION

The Implementation Plan sets out the objectives in the Economic Development Strategy and identifies the actions that will be taken to deliver against each of them between 2018 and 2023. It also provides delivery timescales and information on how progress will be measured and reported.

The indicators presented at the end of each section are not targets, as the indicators are affected by a range of external factors that the Mayor cannot directly control. All of the indicators, which track progress towards realising the Mayor's vision, will be reported on the London Datastore and updated as soon as new data becomes available. Not all the actions highlighted in the strategy are listed here, and additional ones may be needed in the future. Accordingly, the Implementation Plan will be updated and published periodically.



# A fairer, more inclusive economy

## To enable a fairer, more inclusive economy the Mayor will:

- Deliver the £300 million per annum devolved Adult Education Budget from August 2019 to support Londoners to access the skills they need.
- Utilise up to £71 million of London's 2014-2020 [European Social Fund](#) to tackle barriers to work and progression, targeting the most disadvantaged groups.
- Commit investment of £70 million by 2021 to enable more inclusive growth through the [Good Growth Fund](#).
- Work with London's employers, trade unions, and other key stakeholders to launch the [Good Work Standard](#) by end 2018, and promote the uptake of the [London Living Wage](#).

Further actions are set out below.

## FROM POLICY TO ACTION

**The Mayor wants London to be a fairer, more inclusive economy. In order to realise this, Londoners need:**

### **Access to world class education - to give every child the best start in life**

To help achieve this objective the Mayor will take the following actions in the coming years:

- Launch the [Healthy Early Years London](#) programme and sign up ten percent of London's early years registered settings (1,250) by 2020, including the 16 boroughs identified as having the most significant child health inequalities.
- Recruit 80 per cent of London schools into the Healthy Schools London programme by 2020, with 60 per cent of recruited schools achieving a Healthy Schools London award.
- Deliver the Mayor's three [Early Years Hubs](#) to improve access to high quality early education and childcare for all London families and in particular those from less advantaged backgrounds. The Hubs are funded for two years until December 2020.

- Deliver the [Schools for Success](#) programme which recognises London's schools achieving the most for less advantaged pupils, and supports them by disseminating research and helping school leaders and teachers to make better use of evidence based approaches.
- Help build and sustain school leaders in London through the third cohort of [Getting Ahead London](#) school leadership programme in 2018/19.
- Work with schools, boroughs, trade unions and others to help improve the recruitment and retention of teachers in London through the [Teach London](#) partnership.
- Publish an action plan for the All-Age Careers offer setting out how the Mayor will help to support adults and young people to access the information, advice and guidance needed to make informed careers decisions by 2019.
- Help every young Londoner to access independent careers advice and get at least 100 hours experience in the world of work before the age of 16 through the [London Ambitions](#) programme.
- Deliver the [Mayor's London Scientist](#) award to over 5,000 pupils each year (to 2020/21), working with partners to boost the uptake of STEM, digital and creative careers by under-represented groups, including BAME children, young people and girls.
- Work with [London Councils](#) to improve the data on pupil mobility, school capacity and SEND (Special Educational Needs and Disabilities) pupils so that London gets the funding it needs for schools and teachers.





### **Opportunity for all – support to overcome barriers to work and progression**

To help achieve this objective the Mayor will take the following actions in the coming years:

- Deliver the £300 million per annum devolved Adult Education Budget from August 2019 to support Londoners to access the skills they need.
- Utilise up to £71 million of London's 2014-2020 [European Social Fund](#) to tackle barriers to work and progression, targeting the most disadvantaged groups.
- Extend and further diversify the [London Enterprise Adviser Network](#) as part of the All-Age Careers offer. By 2020, all secondary schools and further education colleges in the London area will be offered support from up to 700 Enterprise Advisers, with volunteers from a range of industries.
- Publish the post-16 Special Educational Needs and Disability (SEND) review by end 2018. The Mayor will work closely with London's SEND experts to implement the recommendations of the review and promote training and support that meets the needs of disabled people.
- Work with employers, trade unions, peer ambassadors and across the voluntary, community and social enterprise sector to address the underrepresentation in the city's workforce, starting with a focus on young black men who currently have among the highest unemployment rates. By April 2020, the [Workforce Integration Network](#) will have engaged 60 employers in key industries and 50 peer ambassadors.
- Conduct research into the reasons behind London's higher rates of non-continuation and degree transfer in higher education institutions by end 2019.
- Promote [Advanced Learner Loans](#) through targeted information, advice and guidance with a focus on occupations important to London's growth.

- Extend Adult Education funding to Londoners employed and earning up to the [London Living Wage](#) to improve the accessibility of skills and training opportunities, including ESOL (English for Speakers of Other Languages) provision, which was previously out of reach - from August 2019. Conduct a focussed review on the quality and delivery of ESOL provision in the capital to assess the impact of this extension.
- Disseminate the findings from MiWifi, a pilot to test the viability of addressing digital exclusion through the lending of wifi-enabled mobile devices through libraries by end 2018.
- Develop new approaches to addressing digital exclusion by 2021 through improving access to devices, connectivity, and skills. The work of the [London Office for Technology and Innovation](#) (LOTI) will contribute to improved access to public digital services through improving service design and collaboration between boroughs.

### **A lower cost of living – access to more affordable childcare, transport, housing and other costs of living**

To help achieve this objective the Mayor will take the following actions in the coming years:

- Use his funding and planning powers to their fullest extent to support the construction of homes that are genuinely affordable for London on both low and middle incomes, including by investing £4.82 billion to support 116,000 genuinely affordable home starts by 2022 through the [Affordable Homes Programme](#).
- Work to make private renting a more affordable and secure housing option for Londoners, as set out in the [London Housing Strategy Implementation Plan](#).
- Freeze fares on buses, trams, Santander Cycle hire and Emirates Air Lines, which will be maintained until 2020.
- Continue to work with TfL and [London Councils](#) to maintain the current age requirement for the [Freedom Pass](#) until 2020, at least.

- Work with TfL to deliver the [Hopper fare](#), enabling multiple bus journeys in an hour for the price of one.
- Continue to lobby for the devolution of the suburban rail services to the Mayor so that he can make local stopping services in London more integrated, affordable and accessible.
- Lobby the government and work with local authorities to make the funding available so affordable childcare provision meets local need.
- Ensure providers are aware of the business rate relief they are eligible for.
- Host a summit by end 2018 bringing together representatives from the banking, technology and education sectors to help determine an action plan to increase financial literacy among young people.
- Encourage employers who engage with the [Good Work Standard](#) to offer affordable financial services to their employees like payroll deducted loans for rent and childcare deposits, and membership of credit unions.

### **Fair pay and employment practices – where Londoners are paid and treated fairly by their employers**

To help achieve this objective the Mayor will take the following actions in the coming years:

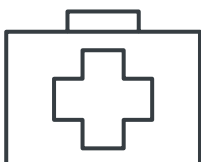
- Work with London's employers, trade unions, and other key stakeholders to launch the [Good Work Standard](#) by end 2018, and promote the uptake of the [London Living Wage](#).
- Work with civil society organisations and trade unions to explore the role the Mayor can play in signposting Londoners to trusted employment rights information and advice.
- Continue to ensure procurement across the GLA supply chain encourages fair employment practices, and helps to address skills shortages, under-representation of diverse groups, and provides opportunities to people experiencing barriers to employment in relevant contracts.

- Review, refresh and relaunch the [London Healthy Workplace Charter](#) standards and operating model by end 2018 to incorporate new evidence, widen accessibility and appeal to a range of employers, especially lower paid sectors and small businesses, and align with the Good Work Standard. Sign up 1,000 employers to the Charter, which will benefit of 750,000 employees by 2020.
- Develop a bespoke digital tool for Small and Medium Enterprises (SMEs) with [Mental Health First Aid England](#) to create healthier, happier and more productive workplaces.

**Better health and less poverty – where people are living healthier lives free from poverty for the benefit of their wellbeing and the economy**

To help achieve this objective the Mayor will take the following actions in the coming years:

- Scope and deliver a pilot of the role of schools as sites of child poverty intervention by end 2019.
- Conduct research to monitor the impacts of welfare changes on London's communities by end 2018.
- Deliver a benefit check service with referral routes for different groups by end 2019.
- Help to reduce the levels and impact of fuel poverty in the capital through delivering his [Fuel Poverty Action Plan](#).



- Work with partners to explore the opportunities offered by Health and Care Devolution to improve the food and drink environment in schools, including piloting the development of healthy zones around schools over 2018/19 in London boroughs with the greatest inequalities.
- Provide political leadership on mental health as Chair of the [London Health Board](#), and through funding with partners of [Thrive LDN](#).
- Support London local authorities to develop good food retail plans to ensure that a wide variety of healthy food is available for Londoners in disadvantaged areas.
- Support and promote value-driven food businesses and social enterprises, especially those serving disadvantaged communities, through the [Urban Food Awards](#), funding support through [Crowdfund London](#) and the [Good Growth Fund](#), signposting businesses to support and advice via the [London Growth Hub](#) and exploring sector-specific support such as through food hubs like the [Food Exchange](#) in Vauxhall Nine Elms.

**Inclusive and safe communities – where London’s diversity is celebrated, people are engaged in their communities and how they are changing, and where all Londoners feel safe.**

To help achieve this objective the Mayor will take the following actions in the coming years:

- Work with communities to support the development of local economic strategies, committing investment of £70 million by 2021 through the Good Growth Fund.
- Support the investment of £4 million in community led projects through [Crowdfund London](#), by 2021. Ensure each round of regeneration funds are supported by an engagement programme to enable London’s communities to co-develop and deliver projects that benefit their local area.
- Produce an action plan for making London a more age-friendly city in collaboration with key partners by 2019. This will include support to enable older people to access skills and employment opportunities.

- Work with the winners of the [London Borough of Culture Award](#) to embed culture in local regeneration and development agendas to help create and protect jobs, in addition to six Cultural Impact Award projects which will support social integration and local economic growth over 2018-19.
- Co-produce a [social prescribing](#) strategy for London working with the voluntary and community sector, the NHS and local authorities to accelerate the adoption of social prescribing across London, and in particular within the most deprived communities - to be published in 2018.
- Explore how digital platforms can increase engagement in the Mayor's work and in shaping how change takes place in London, including through the development of [Talk London](#) and [Crowdfund London](#) by 2021.
- Support volunteering activities across London through [Team London](#), and promote employer supported volunteering through the [Good Work Standard](#) over 2018-19.
- Implement the [Police and Crime Plan](#) by 2021 to create a safer city for all Londoners. To help deliver on these priorities in this financial year, the Mayor has made available £110 million to fund an additional 1,000 officers than would otherwise be affordable, alongside creating a new three year £45 million Young Londoners Fund to invest in positive activities for young people.
- Deliver '[Vision Zero](#)' through his Transport Strategy with the ambition of eliminating all deaths and serious injuries on London's transport system. By 2022 the Mayor aims to reduce the number of people who are killed or seriously injured by 65 per cent against 2005-2009 levels.
- Further actions are set out in the [Mayor's Equality, Diversity and Inclusion Strategy](#) and the Mayor's [Strategy for Social Integration](#).



## REPORTING ON PROGRESS: A FAIRER, MORE INCLUSIVE ECONOMY

Outcome/Output	Measure	Dataset/s to be used	Publication frequency
Inequality in London declines	Gap in earnings between the top 10% and bottom 10% of households	ONS Annual Survey of Hours and Earnings	Annual
	Size of the pay gap by gender	ONS Annual Survey of Hours and Earnings	Annual
	Percentage in poverty/ persistent poverty	ONS Annual Survey of Hours and Earnings	Annual
London's education outcomes exceed the rest of the UK and other global cities	Proportion of adults (16-64) with tertiary education	Eurostat	Annual
A closure of the technical skills gap	Number of employers reporting a skills shortage vacancy in London	Employer Skills Survey	Bi-annual
More Londoners live in homes that they are able to afford	Housing costs as a percentage of household income	English Housing Survey	Annual
More Londoners live in decent homes	Percentage of homes that are decent	English Housing Survey	Annual
Public transport costs as a percentage of income	Percentage of income spent on travel	TfL Travel in London Report	Annual

Outcome/Output	Measure	Dataset/s to be used	Publication frequency
There is an increase in the supply of high quality early education and childcare	Ofsted Good and Outstanding rating	Ofsted data	Annual
All workers receive a fair wage	Percentage of London's workforce paid less than LLW	ONS Annual Survey of Hours and Earnings	Annual
London businesses demonstrate exemplary employment standards	Number of businesses signed up to the Good Work Standard	GLA	Annual
More Londoners have the opportunity to access well paid, stable employment	% workforce sustaining employment for 12/24 months	ONS Annual Population Survey	Annual
Londoners are healthier	Healthy life expectancy	ONS National Life tables	Annual
Health inequalities between neighbourhoods and groups are reduced	Healthy life expectancy by borough and sex	ONS National Life tables	Annual
There is a reduction in crime affecting London's people and businesses	Number of recorded crimes	MOPAC Crime Dashboard	Annual







# Creating the conditions for growth

## To create the conditions for growth the Mayor will:

- Establish a new £100 million fund, the Greater London Investment Fund, by end 2018 to provide debt and equity finance to businesses seeking to scale-up.
- Support entrepreneurship and business growth through the [London Growth Hub](#), providing over 2,600 SMEs with business support and over 600 hours of one-to-one businesses support by 2020.
- Deliver the [International Business Program](#) in collaboration with London & Partners to help circa 600 high growth companies export to global markets over a three year period (by end 2022).

Further actions are set out below.

## FROM POLICY TO ACTION

**The Mayor will help to create the underpinning conditions for sustainable economic growth in the following areas:**

### **Space for business and work – accommodating London’s businesses, and balancing the competing demands for space**

To help achieve this objective the Mayor will take the following actions in the coming years:

- Work with [LEAP](#), London workspace providers, local authorities and SME networks to promote and create more affordable workspace, and explore the creation of an accreditation system.
- Deliver loans and grants from the [Good Growth Fund](#) to support the retention and creation of affordable, sector and place specific workspace by 2021.
- Launch three Creative Enterprise Zones and seed fund a Creative Land Trust, to offer affordable workspace to artists by 2020.
- Work with [LEAP](#), the [Workspace Providers Board](#) and local authorities to help address the challenges of business rates in the sector.

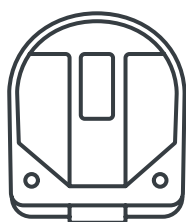
- Create, improve or bring back to use 25,000 m<sup>2</sup> of commercial workspace by March 2021, through the Good Growth Fund.
- Publish a response to the [High Streets for All](#) research by 2019 and set out an action plan to support the future of London's high streets.
- Work with the [Markets Board](#) to highlight the role London's markets have in providing low threshold enterprise space for London's start-ups, and to develop an action plan to support their continued existence and growth by 2019.
- Work with his [Design Advocates](#) to develop guidance and policy to support the intensification of industrial space and the effective co-location of industrial space with other uses, reporting in 2019.
- Work with Wider South East partners to identify opportunities for providing some of London's industrial and related business capacity in the wider region, where this would achieve mutual economic benefit.

### **Transport – promoting walking and cycling, reducing car dependency and investing in public transport capacity to enable growth whilst supporting the transition to a low carbon economy**

To help achieve this the Mayor will take the following actions in the coming years:

- Continue to prioritise the [Healthy Streets Approach](#) which is demonstrated by the commitment to invest over £2 billion in schemes that enable more people to walk, cycle and use public transport over 2018 – 2023.
- Work with TfL to implement the [Walking Action Plan](#) to support the growth in active travel.
- Tighten the London-wide Low Emission Zone to [ULEZ](#) standards for heavy diesel vehicles, including buses, coaches and lorries, by October 2020.
- Further expand ULEZ to the North and South circular for all vehicles in October 2021 to improve London's air quality.

- Work with TfL to retrofit or replace its entire bus fleet to meet the Euro VI emissions standard by October 2020 to support a low carbon economy.
- Unlock growth across London by delivering the Elizabeth line as quickly as possible.
- Work with TfL to complete the Northern line extension.
- Work with TfL and partners to provide step-free access at more London Underground stations to improve the experience of public transport.
- Work with TfL and borough partners to allocate funding for Assisted Transport Services (door-to-door transport services) and implement a new booking and scheduling system in 2020 to ensure services that people rely on are maintained and improved.
- Work with boroughs to reshape the bus network in outer London to support local economies.
- Work with TfL to complete the Bank station upgrade by 2022 allowing 40 per cent increased capacity at the station.
- Work with TfL to complete the Barking Riverside extension by 2018 allowing services to run from 2022.
- Work with TfL to modernise the Circle, District, Hammersmith & City and Metropolitan lines. By 2022/23 a total of 32 trains an hour will run on some sections and this will add 33 per cent more capacity.
- Unlock growth across London by delivering the Elizabeth line, which will be completed by end 2019.
- Continue work on Crossrail 2 and the Bakerloo line extension to unlock homes and jobs across London.
- Work with TfL to deliver forty-three new Docklands Light Railway trains by 2020. From 2024, these high-capacity trains will add an additional 30 per cent of capacity to the network.
- Work with boroughs to develop their [Local Implementation Plans](#) to support economic development in local areas.



**Infrastructure – ensuring London has the digital connectivity, water, energy, waste and green infrastructure it needs to grow sustainably**

To help achieve this objective the Mayor will take the following actions in the coming years:

- Work with stakeholders, including his [Infrastructure High Level Group](#), to identify London's strategic infrastructure requirements and to improve the planning, coordination and delivery of infrastructure in the capital. In doing this, he will:
  - Explore options to establish an [Infrastructure and Development Coordination Unit](#) with the aim of it being operational in 2019.
  - Continue to develop the [London Infrastructure Mapping Application](#) to provide information about London's future growth and infrastructure pipeline, with version 3.0 of the map completed by 2020.
- Set out the full costs and funding options for London's long-term infrastructure requirements.
- Work with stakeholders to help ensure that the recommendations relevant to London set out in the first National Infrastructure Assessment are implemented.
- Continue to collaborate with partners across the Wider South East through established partnership arrangements to coordinate future infrastructure investment and support growth.
- Help tackle the barriers to the provision of fast, reliable digital connectivity through a comprehensive programme including:
  - Appointing a dedicated team in City Hall by end 2018, which will set out a long-term programme of action, including preparing the city for 5G.

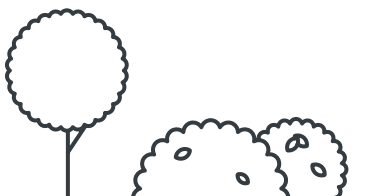
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- Promoting best practice and guidance in digital infrastructure deployment for Local Authorities, Network Operators and developers, to enable the implementation of stronger digital connectivity policies in the London Plan, to be published in 2019.
  - Advocating the use of public sector assets for digital connectivity by coordinating activity through regional meetings, and connecting assets to the Connected London Full Fibre network (to connect public sector buildings and assets) starting in 2019.
  - Working with public service users to propose planning policies that will require new developments to have full fibre connectivity to the home and meet demand for mobile connectivity by 2019.
  - Championing the use of standardised agreements by encouraging use of the City of London Digital Infrastructure Toolkit, updated to reflect changes in the Electronic Communications Code, in stakeholder meetings and in guidance to be published in 2019.
  - Engaging the British Standards Institute to deliver a standardised mobile access agreement for use by the public and private sector, to be published in 2019.
  - Work with partners to develop the environmental infrastructure and systems that London needs to deliver his vision for a cleaner, greener and more resilient city, including:
    - Implement [London's Circular Economy Route Map](#), with a focus on the built environment, plastics and textile.
    - In partnership with the National Park City Foundation declare London a National Park City, producing a National Park City Charter, hosting an international summit in 2019, and deliver the Greener City grant funding programme of £12 million by 2021.
    - Publish and create a green infrastructure focus map and greenness index by end 2018 to help target future green infrastructure investment.

- Complete smart, flexible energy system projects, demonstrators and pilots by 2020 to improve London's energy systems, including: [Sharing Cities](#), [Smart Bunhill](#) and [Flex London](#).
- Implement the London Sustainable Drainage Action Plan which includes: mapping opportunities for sustainable drainage systems, prioritising green systems, and providing maps to boroughs to identify the most effective systems in different parts of the city.
- Maintain and annually update the London waste map, which shows existing and safeguarded sites for waste management.

For further detail visit [london.gov.uk/infrastructure](https://london.gov.uk/infrastructure) and see the [London Environment Strategy](#) and [Implementation Plan](#).

### **Innovation and skills – investing in skills and enabling innovation to improve productivity**

- To help achieve this the Mayor will take the following actions in the coming years:
- Showcase London's research excellence and support knowledge transfer between universities and businesses through the development of London's Industrial Strategy, to be published by early 2020.
- Lobby the Government to commit the UK to continued participation in European research networks, beyond the current Horizon 2020 programme, or to ensure equivalent research funding opportunities for London's higher education institutions.
- Call on all London universities to have an accessible business facing portal to enable businesses to more easily interact with their offer.





- Continue to lobby Government for a flexible immigration system – one that strengthens London’s international competitiveness, and which includes:
  - A clear post-study work offer to international students, one that can support start-up and SME innovation and growth.
  - Removal of international students from the annual net migration target.
  - Continued membership of the EU Single Market with qualified freedom of movement for European workers at the end of the planned EU/UK transition phase in December 2020.
  - Adoption of a pro-active approach to bringing global talent to the UK by reforming the current non-EU visa system.
- Deliver the £300 million per annum devolved Adult Education Budget from August 2019 to tailor skills provision to meet the needs of businesses and learners, and support progression into and within work.
- Commit £110 million to [London’s Further Education](#) estate via the Skills for Londoners Capital Fund by 2021 in order to improve the quality of facilities for learning.
- Launch a pilot apprenticeship programme in 2019 in order to promote the provision and take-up of high quality apprenticeships by employers and providers, and investment in workforce progression.
- Pilot innovations to improve the accessibility and suitability of ESOL for learners with childcare responsibilities by August 2019.
- Deliver the [Mayor’s Digital Talent Programme](#), by March 2021:
  - Support 1,000 young people to access new training.
  - Support 2,000 young people to access careers advice and information sign-posting.



- Support 500 higher level students to gain new skills and work experience with SMEs.
- Support 400 start-ups and SMEs to access higher level skills.
- Upskill teacher/trainer workforce and ensure 400 teachers receive CPD (continuing professional development) packages on digital, technology and creative occupations.
- Deliver the [Mayor's Construction Academy](#), by 2021:
  - Identify and accredit high-quality construction skills training provision in London.
  - Invest at least £1.3 million to strengthen co-ordination between construction skills training providers and construction sector employers.
  - Allocate £7.2 million capital funding for up-to-date training equipment and premises.

### **Enterprise and entrepreneurship – supporting start-ups, small and medium sized businesses, and attracting international investment**

To help achieve this the Mayor will take the following actions in the coming years:

- Work with partners including the European Investment Bank to establish a new £100 million fund, the Greater London Investment Fund, by end 2018 to provide debt and equity finance to businesses seeking to scale-up.
- Work with [Funding London](#) to maximise jobs and growth outcomes from LEAP's £25 million investment in the [London Co-Investment Fund](#) and the £100 million Greater London Investment Fund to create 5,428 jobs by 2023.
- Introduce a new face-to-face offer through the [London Growth Hub](#), that will encourage entrepreneurship across London sub-regions, particularly in areas with low levels of enterprise activity and amongst underrepresented groups. This programme will provide over 2,600 SMEs with business support (information, diagnostics and support) and over 600 hours of one-to-one businesses support, in specific areas such as property advice and growth strategies by 2020.

- 
- Support delivery of the [Business Growth Programme](#) which will benefit 450 companies by end 2022. The programme is delivered by London & Partners and helps London businesses realise their growth ambition and expand in the capital.
  - Continue to seek applications from a diverse range of entrepreneurs for all future business programmes to reflect the diversity of London.
  - Engage 500 students per year through the [Mayor's Entrepreneur Competition](#) to encourage enterprise and entrepreneurship as a viable career option. The competition offers 15 students support to develop their business ideas through a series of workshops, and awards a start-up grant of £20,000 to the winning ideas across three categories.
  - Work with the [Department for International Trade](#) and [London & Partners](#) to develop a Trade Plan for London to support London businesses to export to global markets by end 2019.
  - Deliver four cohorts per year of the Mayor of London's [International Business Program \(MIBP\)](#) in collaboration with London & Partners, [LEAP](#) and private sector partners. Through a combination of private sector funding matched with [ERDF](#) funds, the programme will benefit circa 600 high growth companies over a three year period (by end 2022).
  - London & Partners will continue to lead the successful Female Founders Trade Missions through the [Silicon Valley Comes to the UK](#) programme, and will increase the number of BAME women included on future missions. All Mayoral-led Trade Missions will have a minimum of 50 per cent women led businesses in the delegations.
  - Engage with key stakeholders, including the Federation of Small Businesses, to identify and address barriers to small and diverse businesses participating in GLA Group contracts and our supply chains.

## REPORTING ON PROGRESS: CREATING THE CONDITIONS FOR GROWTH

Outcome/Output	Measure	Dataset/s to be used	Publication frequency
UK has a future relationship that protects our ability to trade across the EU and access talent	Rate of growth in the value of London's goods and services exports	ONS Regional Service Exports / HMRC Regional Trade Statistics	Quarterly
	Number of new FDI projects secured in London (businesses and jobs)	L&P/DIT	Quarterly
London is promoted as a destination partner for investment, trade and tourism	London's ranking for the perception of global city brands	Anholf GfK City Brands Index	Annual
Land use priorities are balanced to meet the needs of a growing economy	Quantity of industrial and warehousing floorspace in London (B1c, B2 and B8) in designated industrial locations (based on a rolling average)	London Plan Annual Monitoring Report	Annual
Viable office space is protected from being lost, and the supply of affordable and low-cost workspace is boosted	Change in quantity of affordable B1 workspace as a share of total B1 floorspace in planning approvals (based on a rolling average)	London Plan Annual Monitoring Report	Annual
Investment in London's transport infrastructure unlocks growth	Crowding on peak services	TfL Annual Scorecard	Annual

Outcome/Output	Measure	Dataset/s to be used	Publication frequency
Londoners are generating less waste through more recycling and adoption of circular economy principles	Performance of household waste recycling	DEFRA Waste and Recycling statistics	Annual
Londoners have access to fast and reliable broadband and mobile connectivity	Number of London's digital 'not spots'	London Plan Annual Monitoring Report	Annual
There are clear and easy routes for international students, academics, and technical staff to come to London	Number of international students at London universities	HESA Student records	Annual
London is a world leader in R&D	Income from research related activities by London higher education providers	HESA Higher Education Community and Business Interaction Survey	Annual
Businesses have more affordable workspace, finance, and business support	Business birth rates for London	ONS Inter-Departmental Business Register	Annual
Pathways on which to progress are improved and give Londoners the skills they need in a changing labour market	Total number of the working age population in London (aged 16+) participating in education and learning	ONS Labour Force Survey	Annual



## Supporting London's Sectors

### To support London's sectors the Mayor will:

- Produce an Industrial Strategy for London to maximise productivity across London's key sectors and enable more inclusive growth by early 2020.
  - Fund a creative export programme with [British Fashion Council](#), [Film London](#), [Games London](#), and the [London Design Festival](#) to deliver key promotional and trade events that will bring £1 billion in new inward investment into film and television, £100 million of new fashion sales and £25 million in new orders at the London Design Festival annually.
  - Work with [London & Partners](#) to promote London's strengths in FinTech, CleanTech, GovTech, Cyber Security, MedTech, as well as smart cities, creative technologies (such as virtual, augmented and mixed reality), and artificial intelligence as part of a three year plan to attract investment and support London's SMEs to compete globally.
- Deliver the Mayor's annual [Civic Innovation Challenge](#) to help shape the direction of innovation - to help solve London's challenges from inequality, to climate change and an ageing population; supporting the co-design of solutions directly with Londoners and the market.

Further actions are set out below.

## FROM POLICY TO ACTION

**The Mayor will support all businesses to innovate and grow. He has also identified a number of sectors that have an especially important role to play in helping to deliver his vision for the economy. These include:**

**The advanced urban services sector - helping London to work more efficiently as a city**

To help enable this the Mayor will take the following actions in the coming years:

- Appoint a new [Smart London Board](#) member with specific responsibility for data and privacy by 2019, and collaborate with the [UK Centre for Data Ethics and Innovation](#) to develop clear guidelines on the ethics of data use (including the appropriate use of sensors in public spaces, transparency and how to address bias in algorithms).
- Work with the [Smart London Board](#) to set a challenge for piloting a data trust for artificial intelligence by 2021 to ensure data exchange is secure and benefits public services.
- Work with stakeholders across London's public sector to agree a set of standards and principles to be adopted for open data. Publish these under a new open data charter for London by 2021.
- Work with the public and tech sectors to develop use cases for data sharing agreements so businesses can more easily develop and scale digital public services, by 2021.
- Work with the European Commission and the [European Investment Bank](#) to explore the collaborative procurement of smart lamp posts, working with city-regions across Europe by 2019.
- Work with his [Design Advocates](#) to advise on sharing the performance data of buildings, spaces and streets with designers and engineers to improve their design and performance by 2019.



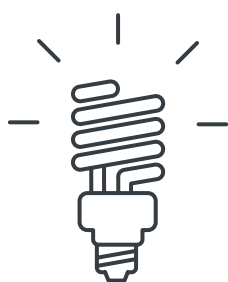


- Work with London local authorities to establish a [London Office for Technology & Innovation](#) (LOTI) by April 2019 to solve problems shared by London boroughs and ensure smart technologies and digital services work for the benefit of all Londoners.
- Support suppliers in this (and other) sector(s) to have a workforce that is more representative of the city's diversity, including through monitoring the gender pay gap across the GLA Group's key suppliers, as he implements his Responsible Procurement Policy over 2019.

**The cultural and creative industries, which contribute to the quality of life and wellbeing of Londoners and give the city a global stage**

To help enable this the Mayor will take the following actions in the coming years:

- Fund a creative export programme with [British Fashion Council](#), [Film London](#), [Games London](#), and the [London Design Festival](#) to deliver key promotional and trade events including the London fashion showcases, film, games and design festivals. This will aim to deliver annually £1 billion in new inward investment into film and television, £100 million of new fashion sales and £25 million in new orders at the London Design Festival.
- Deliver the Mayor's Vision for London as a [24-Hour City](#) including:
  - Protecting and developing London's night time cultural infrastructure including LGBT+ venues, pubs and music venues.
  - Support local authorities to develop a vision for the night-time economy, building on the Mayor's Vision for London as a [24-Hour City](#).



- Develop a case for investment in the development of the [Thames Estuary Production Corridor](#) by 2019 to transform the Thames Estuary into a world-class industrial hub for the creative and cultural industries, in partnership with the South Essex and North Kent growth partnerships, the [South East LEP](#) and [South East Creative Economy Network](#).
- Publish a Cultural Infrastructure Plan which will include a number of interventions to support and grow cultural infrastructure, including;
  - The first London-wide open source map of cultural infrastructure complemented by spatial analysis to be updated annually.
  - Launch the UK's first Creative Enterprise Zones, which will help artists and creative businesses to set down roots, through a package of incentives and support including permanent affordable workspace, business and skills support, business rates relief, superfast broadband and a pro-culture Local Plan.
- Establish and seed fund a Creative Land Trust, to offer affordable workspace to artists by 2020. The Trust will raise capital so that the fund can acquire property which can be rented out at affordable rents.
- Encourage employers across the sector to offer paid internships, become accredited as London Living Wage employers and sign up to the Good Work Standard; working with trade unions to further diversify the sector.
- Deliver a new creative leadership programme for young people from diverse backgrounds investing in the next generation of creative entrepreneurs as part of his [London Borough of Culture](#) programme.
- Support over 75 traineeships for film, television and animation each year, and a further 100 trainees annually with seminars and masterclasses.

**The financial and business services sector, which helps to underpin the workings of London's economy as well as the national and global economy**

To help enable this the Mayor will take the following actions in the coming years:

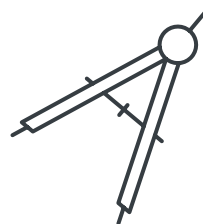
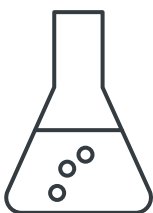
- The Mayor will work closely with [London & Partners](#), [the City of London](#) and [TheCityUK](#) to promote the financial services sector to global markets, including North America, Germany, France, China and Indian markets, where London & Partners will have established fully operational offices by end 2018.
- Engage with firms, [the City of London](#) and [TheCityUK](#) to understand the needs of industry on issues like immigration and Brexit, and ensure their voice is heard in national policy making.
- Encourage financial and business services firms to support inclusive workplaces for women and BAME Londoners through the [Good Work Standard](#) when it is launched by end 2018.

**The life sciences sector, which is helping to address the major healthcare challenges facing society**

To help enable this the Mayor will take the following actions in the coming years:

- Work with [London & Partners](#) and [MedCity](#) to ensure that London's life sciences investment opportunities are promoted to global key markets.
- Work in partnership with Londoners, the NHS, local authorities and other partners, to develop a city-wide 'One London' local health and care record exemplar (LHCRE) programme to connect the record systems of different NHS and partner organisations.
- The Mayor will continue to provide oversight, through his London Health Board, of the work of the recently established London Digital Partnership Board for health and social care. This Board will play a key role in shaping the digital and data strategy and vision for health and care in London.
- Work with the [South East Health Technologies Alliance](#) to deliver the [MedTech London](#) programme, engaging and supporting at least 100 MedTech SMEs each year.

- Work with stakeholders from industry and finance to determine the potential for a research project on pension fund investment in life sciences and other high-tech sectors, by the end of 2018.
- Work with MedCity and life sciences sites across London to monitor the supply of, and demand for, life sciences workspace each year.
- Support the growth of new life sciences clusters, such as those developing at Whitechapel, Sutton, White City and Kings Cross, through working with partners to directly fund new innovation and workspace provision, making the best use of publicly owned land and using the Mayor's planning policy levers to facilitate future development.
- Work through his Skills for Londoners Business Partnership to shape skills provision in the sector funded by the devolved Adult Education Budget, through supporting the establishment of Institutes of Technology in life sciences and higher-level apprenticeships.
- Work with health and social care services to develop new approaches to digital inclusion that support Londoners' access to care and information.
- Work with MedCity and partners to help employers the sector to improve diversity in boardrooms and other senior positions, in this and other sectors.



### **The low carbon and environmental goods and services sector, which is supporting the transition to a low carbon circular economy**

To help enable this the Mayor will take the following actions in the coming years:

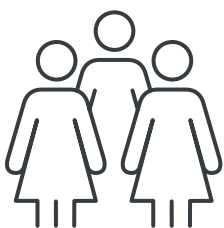
- Support at least 150 businesses to create solutions to London's environmental challenges through the Mayor's [Growth Hub](#), the [London Co-Investment Fund](#) and the Greater London Investment Fund, [Better Futures Project](#) and [Advance London Programme](#) by 2021.
- Support businesses to scale up and/or adopt circular economy business models through the £1.5 million [Advance London Programme](#) working with the [London Waste and Recycling Board](#), [Circularity Capital](#), the [London Co-Investment Fund](#) and the Greater London Investment Fund by 2020.
- Support students and young entrepreneurs to think about new business opportunities within the low carbon and environmental goods and services sector, including through the [Mayor's Entrepreneur programme](#) each year.
- Create an interactive map of existing CleanTech businesses operating in London, develop an understanding of the activities they are undertaking and develop networking across the ecosystem by end 2020.
- Explore opportunities to host a CleanTech London festival to showcase London CleanTech innovation globally, strengthen the linkages across the innovation community, and enable collaboration and investment opportunities across the sector by 2020.
- Work with London boroughs to develop a CleanTech test-bed network where innovators can test products and services at earlier stages in their development and explore opportunities for co-design and joint procurement with boroughs, by end 2019.
- Deliver a Meet the Market programme for the CleanTech sector to link CleanTech SMEs with private and public sector markets - creating clearer routes to market and an opportunity to develop local supply chains over 2018-19.

- Promote the Mayor's [Responsible Procurement Policy](#) through GLA Group and local authority waste contracts to help drive demand for low carbon and circular goods, services and solutions and create opportunities for the businesses that supply them. Lead by example through the development of a Responsible Procurement Implementation Plan by end 2018 for the GLA Group Functional Bodies.
- Work with the London Sustainable Development Commission to produce an action plan to identify and support opportunities to increase the participation of women in CleanTech and the growth of women-led CleanTech enterprises, and other underrepresented groups.

### **The tech and digital sector - driving innovation across the economy and providing platforms for entire new industries, business models and services**

To help enable this the Mayor will take the following actions in the coming years:

- Work with [London & Partners](#) to promote London's strengths in FinTech, CleanTech, GovTech, Cyber Security, MedTech, as well as smart cities, creative technologies (such as virtual, augmented and mixed reality), and artificial intelligence as part of a three year plan to attract investment and support London's SMEs to compete globally. London & Partners will target North America, Germany, France, China and Indian markets, where London & Partners will have established fully operational offices by end 2018.
- Work with [UK Business Angels Association](#) to deliver [TechInvest London](#), which will provide 200 businesses with the opportunity to pitch to at least £4 billion of deployable capital by 2020, as well as providing pitch training.



- 
- Lobby government on behalf of the sector for continued UK influence over the shape the future Digital Single Market takes, and a Brexit deal that guarantees British companies will have access to it.
  - Deliver the Mayor's annual [Civic Innovation Challenge](#), to help shape the direction of innovation. The programme aims to stimulate innovation across the technology sector to help solve London's challenges – from inequality, to climate change and an ageing population – and support co-design and co-development directly with Londoners and the market.
  - Increase participation in innovation:
    - Work across the tech ecosystem and with London's knowledge base to help firms in lower wage sectors across the 'everyday economy' (such as in retail, construction, health and social care, transport, tourism and hospitality) to adopt new technologies that will help raise productivity and wages.
  - Support businesses across the technology sector to actively champion the values of inclusivity and diversity, and ensure that diversity and inclusion is at the heart of his work to support the tech sector. This will include running events as part of the Mayor's [TechInvest](#) Programme which focus on enabling access to finance opportunities for female and BAME founders, as well as reaching out to founders of diverse backgrounds to ensure the opportunity to engage in the Mayor's business support programmes is open to, and taken up by, all Londoners.
  - Work with businesses, representative bodies such as trade unions and through the Skills for Londoners Business Partnership to monitor the performance of London's labour market and consider the potential impact of automation on skills gaps in key sectors – including any potential distributional impacts and exploitative behaviour.

- Help to ensure London has access to the tech talent businesses need – from steering skills provision funded by the devolved Adult Education Budget and ensuring Londoners have access to basic digital skills through to delivering the [Mayor's Digital Talent Programme](#) (see section 2.4), and supporting the establishment of [Institutes of Technology](#).
- Work with the cyber security tech sector, as well as the [National Cyber Security Centre](#), to help coordinate resilience across the public and private sectors in London, as well as support innovation and cyber security as a growth sector. Produce a cyber security strategy by end 2019.
- Enable more SMEs to access affordable high bandwidth connectivity by removing the barriers to the delivery of fibre infrastructure and delivering more fibre into London through the [Connected London](#) Full Fibre network.

**Tourism, which gives London an international profile, attracting people from across the world, and showcasing London as a diverse and open city**

- Work with London's tourism industry to deliver the [Tourism Vision](#) for London – enabling the city to accommodate a 30 per cent increase in visitor numbers on 2016.
- Work with [London & Partners](#) to support international marketing campaigns, such as [#LondonIsOpen](#), to build London's reputation as a city of creative energy.
- Lobby the Government to guarantee continued visa free travel to the UK for European citizens; and call to improve the visa application process for Chinese visitors.
- Lobby Government for a Brexit deal that enables the UK's continued membership of the European Common Aviation Area.





- Champion a flexible migration approach that can help the tourism industry access the talent it needs.
- Support the coordination of public Wi-Fi connectivity across London including exploring greater availability of services such as [GovWifi](#) and [GovRoam](#). The scoping work for this will commence from 2018.
- Work with employers in the tourism sector to help them engage with his Good Work Standard and improve pay, conditions and job quality.

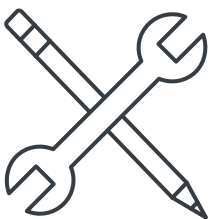
### **Potential further sectors of focus**

To enable growth across other industry sectors, the Mayor will:

- Commission analysis of how skills provision in London matches up to labour market need across London's sectors to help identify further occupational and sectoral challenges of significance for London's economy. This will help to inform skills interventions and the Mayor's work with employers and providers.
- Launch the Skills for Londoners Business Partnership by end 2018 with businesses/employer representatives to advise on how to improve and align skills provision, including specialist and higher-level skills provision, to meet skills needs in London. This will support London-based industry to deal with workplace change and adapt to the changing demands of the global economy.



- Launch a London Skills and Employment Knowledge Hub by 2020/21, an online platform which will present data on employer occupational demand (current and future), along with wider labour market information and data on skills and employment provision in London. This will help skills providers, employers and learners to make informed choices about how skills provision in London relates to growth sectors, and will help to inform the All-Age Careers offer. It will also form a key tenet of London's movement towards outcome-based commissioning.
- Produce an Industrial Strategy for London, working closely with businesses, institutions, boroughs, trade unions, UK-wide LEPs, cities and regions to maximise productivity nationally and locally, by early 2020.



## REPORTING ON PROGRESS: SUPPORTING LONDON'S SECTORS

Outcome/Output	Measure	Dataset/s to be used	Publication frequency
London's sectors are growing and becoming more inclusive	Rate of productivity growth (GVA per job) by sector	ONS Regional GVA, ONS Workforce Jobs	Annual
	Number of LLW employers by sector	Living Wage Foundation	Annual
London establishes and promotes common standards for collecting data	Number of initiatives in boroughs' digital strategies for collaboration (data sharing/common standards)	Digital Strategies in London's boroughs: state of play	Annual
Data is more open to the public	London's ranking as a leading smart city	Juniper Research Smart City Index	Annual
Londoners enjoy improved access to public services			
London's culture and heritage is protected	Percentage of Londoners engaged/accessing culture/ cultural events by socio-economic group / borough	DCMS Taking Part Survey	Annual
London retains its position as a global centre for financial services	London's ranking as a leading global financial centre	Y/Zen Global Financial Centres Index	Annual

Outcome/Output	Measure	Dataset/s to be used	Publication frequency
London is a leading location for investment in the life science sector	Value of investment in London life science companies	MedCity Map, Beauhurst / Pitchbook	Annual
London will be a zero carbon city – with a zero emission transport network and zero carbon buildings	Scope 1 and 2 greenhouse gas emissions for homes, workplaces and transport	LES Implementation Plan via London Energy and Greenhouse Gas Inventory	Annual
London will have the best air quality of any major world city by 2050	Number of legal exceedances per year	London Atmospheric Emissions Inventory (LAEI)	2 years (via LES Implementation Plan)
London continues to attract the global investment the digital/tech sector needs to thrive	Start-up and scale-up in tech sector	Bespoke	Annual
Visitors are engaged in the cultural offerings across London	Percentage of visitors engaging in specific cultural events	Bespoke – tailored for each agreed event	Adhoc post agreed event



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### **Public Liaison Unit**

Greater London Authority Telephone  
020 7983 4000

City Hall  
The Queen's Walk  
More London  
London SE1 2AA

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