

SUSTAINING SUCCESS

DEVELOPING LONDON'S ECONOMY
ECONOMIC DEVELOPMENT STRATEGY
SUMMARY

MAYOR OF LONDON

LONDON
DEVELOPMENT
AGENCY



SUSTAINING SUCCESS DEVELOPING LONDON'S ECONOMY

“London is one of the most exciting cities in the world. It plays a part in the global economy matched only by New York and Tokyo. It is also the motor of the UK economy. After years of losing jobs and people, it now has an established trend of growth in both. This Economic Development Strategy explains how the benefits of success can be built on, how failures can be dealt with, and how London can accommodate growth – allowing all Londoners to share in the city’s prosperity, and improving its environment and the way London uses its resources. It is based on my vision of London as a sustainable world city with strong long-term economic growth, social inclusion and environmental improvement, and the steps needed to make this a reality.

Delivering this vision means investing in London’s future – in its places and infrastructure, its people, its enterprises and in promoting what the city has to offer. London’s government will not be able to deliver all this itself; it will need all those with a stake in our city’s future success to work together. With this in mind, I am pleased that the public consultation on the previous draft of the Economic Development Strategy showed wide support for the priorities it sets out and the ways we plan to achieve them. I look forward to working together with everyone who has a stake in London’s future – businesses, investors, voluntary sector organisations, Government and public sector, and individuals.

We now need to move from analysis and discussion to action, working together to continue to deliver economic success, improve environmental quality, achieve high standards of health and quality of life, and to address barriers which prevent this success being shared by all. This is an exciting time to be part of London’s development – let’s work together to make London’s future one we can all be proud of.”



Ken Livingstone, Mayor of London

“London is a thriving, dynamic and growing city, but it faces many challenges. This document was prepared by the London Development Agency (the Mayor’s agency for London’s sustainable economic growth and development) to deal with these challenges. It is the Mayor’s economic plan for London and is designed to sustain London’s success and enable all Londoners to share in it.

It is based on a sound economic analysis of the issues facing London. It also complements the other Mayoral Strategies and takes account of the views of London’s enterprises, organisations, communities and other stakeholders. Whilst we were not able to incorporate all the comments received during our extensive public consultation, they have all made a positive contribution to the debate leading to this final document.

The Strategy is the start of a process, not an end in itself. For the LDA, more detail about what it means for our work will be spelt out in our Corporate Plan. But all of London’s stakeholders will need to work together to deliver the Strategy’s goals and sustain our city’s success.”



**Mary Reilly, Chair
London Development Agency**

ABOUT THIS STRATEGY

London is one of the world's greatest cities with a unique role in both the world and UK economy. Competing globally, its economic success is increasingly based on high productivity and creativity. Enterprises welcome having their suppliers, advisers and competitors nearby; this helps fuel economic growth. This, taken with the expected expansion of London's population (by 800,000 by 2016), and additional jobs (by over 600,000 by 2016), puts stress on the capital's transport and other services. The result is that while London is highly productive, it is also an increasingly expensive place to live or do business.

Not everyone, or every place in London has benefited equally, or in some cases benefited at all, from its success. London has high unemployment, child poverty and concentrations of disadvantage. The high cost of housing and childcare can present barriers, as can the discrimination that some groups face.

Tackling these problems demands investment to help support London's productivity, meet the challenges of growth and ensure that London can make the contribution vital to the whole country's success. Reducing poverty and inequality and making sure all Londoners can participate and share in their city's success are clear priorities. Improving the environment and the way resources are used and facing

issues like climate change are also vital. It is important that economic success, environmental sustainability, promoting equality for all Londoners and improving health and quality of life are looked at together. These priorities are therefore the base on which the **Economic Development Strategy** rests.

The Strategy describes ways of dealing with areas where the market does not, or cannot itself, delivering our aim of helping London build on its strengths, tackle its weaknesses and the future threats to its success. While it has been prepared for the Mayor by the London Development Agency, it sets out how **all** organisations with an interest in London's economy – public, private and voluntary – can work together to deliver its vision.

THE ROLE OF THIS STRATEGY

This **Economic Development Strategy** is one of a series of strategies to deliver the Mayor's vision for London. The vision is of a city:

- **with strong, long-term economic growth which can be sustained for future generations**
- **where people and the environment are protected and cared for.**

To support this vision, the strategy supports the development of London's economy, promotes employment, helps people participate in London's economy and supports businesses to be more competitive, all within the context of economic development being fair and sustainable.

This strategy focuses on four major investment themes. These are investing in:

- **places and infrastructure**
- **people**
- **enterprise**
- **marketing and promoting London.**

Proposals for each theme are set out in the following pages. These are proposals that we will be asking public and private sector organisations to support and, importantly, to help fund and deliver.

Only then can we maximise the benefits that London's economic success brings to the UK's economy, its businesses and its people.

STRATEGY SUMMARY

INVESTMENT IN PLACES AND INFRASTRUCTURE

The Strategy has identified three goals to be achieved by investing in London's places and infrastructure. These are to:

- support the delivery of the London Plan, to promote sustainable growth and economic development
- deliver an improved and effective infrastructure to support London's future growth and development
- deliver healthy, sustainable, high quality communities and urban environments.

Support the delivery of the London Plan, to promote sustainable growth and economic development

It is estimated that by 2016 about 800,000 more people will be living in London. The Mayor's London Plan sets out a strategy for using land so this growth in population can be managed without building in the Green Belt or on open spaces. The plan identifies areas where existing problems of deprivation can be tackled, where potential can be developed, and where new homes and workplaces can be provided. These include the Lea Valley, cornerstone of London's proposals for the 2012 Olympic and Paralympic Games, the Thames Gateway and London's 1400 town centres.

London's housing supply has not kept pace with demand and needs to be increased by building new homes and improving existing housing. The Mayor's London Plan sets out the aim of building 30,000 new homes every year until 2016. Half of these should be affordable to people on low or average incomes. London also needs to provide its varied public, private and voluntary-sector businesses with good-quality, well-located workplaces at prices they can afford.

Deliver an improved and effective infrastructure to support London's future growth and development

London must have:

- a comprehensive, accessible transport system for its people and businesses
- good schools, health and sports facilities
- state-of-the-art information and communications systems
- reliable energy, water and sewage services
- well-maintained parkland and green spaces that everyone can use.

Deliver healthy, sustainable, high quality communities and urban environments

Investment in London's infrastructure and places must be maintained over the long-term without damaging the environment. We must use renewable energy, manage waste effectively and keep air and noise pollution to a minimum and protect biodiversity.

Major projects should also:

- help to create strong communities for now and in the future
- offer facilities for the wider community to use
- improve the overall quality of the city's environment
- make a positive difference to disadvantaged areas.

INVESTMENT IN PEOPLE

London's people are its most important asset. The Strategy has identified three important goals for improving the quality of their lives. They are to:

- tackle barriers to employment
- reduce disparities in labour market outcome between groups
- address the impacts of concentrations of disadvantage.

STRATEGY SUMMARY

Tackle barriers to employment

Despite strong economic and employment growth in the 1990s, London still has one of the country's lowest employment rates. It has the highest child poverty in Great Britain, at 38% rising to 53% in inner London. The high cost of living in London, issues relating to taxes and benefits and extra costs such as childcare, can cancel out any advantage of working, particularly for people on low wages.

We must find new ways to improve access to jobs and the benefits of working. National employment policies such as 'Welfare to Work' need to be adapted to suit the specific challenges London's workers face.

Reduce disparities in labour market outcome between groups

Discrimination has long had a negative effect on the job prospects of many black and minority ethnic (BME) groups, women and disabled people. London's refugees and asylum seekers face barriers including language problems and concerns about their rights to live and work in the UK. Older people face barriers to playing more of a role in the job market.

The different factors affecting the chances people in different groups have of getting a job means that while tackling discrimination is essential, it must be recognised that there are other barriers such as lack of appropriate skills and affordable childcare, which also affect some groups more than others and need to be dealt with.

Address the impacts of concentrations of disadvantage

There are deprived areas in every London borough, but the highest concentration is in inner London. Living in areas of concentrated poverty can multiply the effects of other types of disadvantage.

Tackling the effects of this deprivation will take long-term, combined efforts. This action must involve the communities themselves.

INVESTMENT IN ENTERPRISE

London's economy is increasingly being driven by competitive, high-wage businesses that are more productive than average UK businesses. To maintain this success, we must create an environment where people with a flair for business – whether they're in the public, private or voluntary sectors – can develop ideas and carry them out. It is also important to deal with the negative effects of economic change on people and communities. Four main goals have been put in place to help achieve this. They are to:

- address barriers to enterprise start-up, growth and competitiveness
- maintain London's position as a key enterprise and trading location
- improve the skills of the workforce
- maximise the productivity and innovation potential of London's enterprises.

Address barriers to enterprise start-up, growth and competitiveness

Public, private, voluntary and other sectors can work together to break down some of the barriers to businesses by:

- providing an adequate supply of suitable workplaces
- improving access to finance
- helping businesses make the most of London's world-class education, research and technology resources.

Public sector organisations can help overcome the barriers that affect particular businesses, such as those run by black and minority-ethnic groups, women or young entrepreneurs.

Maintain London's position as a key enterprise and trading location

London's long-term success depends on maintaining its reputation as the best city in which to do business in Europe. This means attracting new companies, workers and overseas investment, and giving London the infrastructure and the business environment in which established businesses want to stay and expand.

Improve the skills of the workforce

Many of London's businesses are experiencing skills shortages. While many employers can help themselves by providing better training and development opportunities for their staff, they need advice and support to do this. Further and higher education institutions have a major role in increasing the skills of London's workforce.

Maximise the productivity and innovation potential of London's enterprises

Innovation (the process of bringing about change, especially by introducing new or more sustainable methods, ideas or products) is one of five areas the Government has identified as crucial to improving productivity.

London must make sure it is able to make the most of future Government investment to promote innovation. Delivering the London Innovation Strategy will be an important step, and business support services must be tailored to encourage innovation.

INVESTMENT IN MARKETING AND PROMOTION

London has so many good things to offer the world. It has the commitment, organisation and resources to market and promote itself effectively to a worldwide audience. This Strategy highlights three key goals to meet this challenge. They are to:

- ensure a coherent approach to marketing and promoting London
- co-ordinate effective marketing and promotion activities across London
- maintain and develop London as a top international destination and principal UK gateway for visitors, tourism and investment.

Ensure a coherent approach to marketing and promoting London

London has many strengths that the rest of the world should know about. The messages we use should celebrate the city's energy and creativity, as well as the range of ethnic and cultural differences represented. These promotional messages should be tailored to suit different audiences, groups and cultures, individuals or organisations.

Co-ordinate effective marketing and promotion activities

Co-operation and co-ordination are vital to the success of any promotional activity. The office of Mayor provides leadership and focus, while the LDA and VisitLondon support and encourage everyone involved in promoting London. The bid for the 2012 Olympic Games offers a unique opportunity for a focused and co-ordinated campaign about London.

STRATEGY SUMMARY

Maintain and develop London as a top international destination and principal UK gateway for visitors, tourism and investment

Successful promotion depends on making sure London continually improves the quality of what it has to offer – developing its attractions and the experiences it offers tourists, foreign students or business visitors. To achieve the aims of this Strategy, London must attract trade, investment, tourists, students and cultural events to itself and the rest of the UK. This will mean making the most of VisitLondon. This is a unique public and private sector partnership which works to promote the city to people visiting for both leisure and business purposes. The idea of a London international convention centre to attract visitors for business purposes will continue to be developed.

IMPLEMENTING THE STRATEGY

Work in partnership to deliver this action plan

The Economic Development Strategy will only be a success if its ideas and goals make a positive and tangible difference to London and its people. And it can only happen if these ideas are introduced at a grass-roots level.

Effective partnership working is vital – London is simply too big and complex for any single body to handle in isolation. The Mayor and the GLA Group (including the LDA) are committed to leading the way and to giving everyone who lives or works in London the opportunity to play their part in London's success.

We have created an action plan setting out each of the goals outlined in this summary. It describes what role the GLA Group will take in delivering it, and the kind of partner organisations likely to be involved. These will include the groups set up to oversee the Mayor's priorities, as well as public, private and voluntary sector organisations.

The action plan also shows how much time is needed to achieve each goal, and the resources that will have to be invested. Resources are vital because of the level of investment needed over the next 15 years. This means that all stakeholders will have to work together to pool money, expertise and ideas to deliver what is needed.

The action plan also provides 'yardsticks' for measuring success. The LDA will use these in the monitoring reports it provides for the Mayor each year. These reports will also be available to the public.

You will find the action plan on the following pages.



Southall Market

ACTION PLAN 2005 – 2016

The Strategy's vision for London

To create a sustainable world city with strong long-term economic growth, social inclusion and environmental improvement.

Investment in places and infrastructure: to accommodate growth and ensure sustainable communities and enterprises in London		
Objective	Timescale	Possible actions ¹
<p>Support the delivery of the London Plan, to promote sustainable growth and economic development</p> <p>Measurement³: Achievement of London Plan job and housing targets in each of London's sub-regions.</p>	By 2016	Apply London Plan policies to help deliver a sustainable pattern of development in London.
		Coordinate strategy development and delivery across London in accordance with the London Plan, particularly in the Thames Gateway and in delivery of adequate and appropriate homes and workspace.
		Ensure adequate supply of appropriate homes and workspace to meet the needs of all parts of the city and all Londoners.
<p>Deliver an improved and effective infrastructure to support London's future growth and development</p> <p>Measurement³: Delivery of identified key projects.</p>	By 2016	Make the economic, social and environmental case for investment in London's transport, communications and other infrastructure, and ensure delivery of projects critical to supporting London's growth (including Crossrail, East London Line extension and Thames Gateway Bridge).
		Maximise economic, social and environmental benefits from infrastructure and delivery.
		Identify infrastructure needs to support bidding for the 2012 Olympics and, if the bid is successful, to ensure delivery in ways that maximise the lasting legacy for London.
<p>Deliver healthy, sustainable, high quality communities and urban environments.</p> <p>Measurement³: Assessed annually through a range of indicators developed for the Mayoral environment strategies including: Reduction in carbon dioxide emissions and protecting biodiverse habitats.</p>	By 2016	Support delivery of the Mayor's environmental strategies.
		Support improvements in design and management of the public realm, addressing energy efficiency, heritage significance, noise, air quality, safety, health, climate change and biodiversity issues and achieving sustainable design and construction.

¹ Although there will be many actions to meet each objective, the following are given to provide some practical examples

² This section of the Action Plan seeks to identify the principal delivery partners and resources available but it not intended to be an exhaustive list of all actors concerned with the delivery of this objective

Role of the GLA Group	Partners and resources ²
<p>The GLA Group will use its policies, planning powers and resources to promote implementation of the London Plan, working with strategic partners and, where appropriate, initiating new partnerships. This will include promoting locations for strategic development, assisting in preparing plans and policies for strategic locations, working with boroughs and others to identify appropriate use of Compulsory Purchase Order (CPO) powers, promoting use of Business Improvement Districts (BIDs) and other mechanisms to generate funding for community facilities, and encouraging public/private/community partnerships to manage these effectively. The planning powers of the Mayor and LDA will be exercised so as to promote the objectives in this Strategy and the London Plan.</p>	<p>Key partners for delivery of this objective include the London boroughs and sub-regional partnerships, ODPM, GOL and other central government departments, London Housing Corporation and the private sector.</p> <p>Resources have been allocated for monitoring the implementation of the London Plan and development of Sub-Regional Development Frameworks and Economic Development Strategy. GLA bodies' budgets will be oriented to delivery of London Plan priorities. Additional investment will be required from Government and the private sector to deliver certain aspects of the spatial strategy.</p>
<p>All parts of the GLA Group will be involved in developing and making the case for investment in London's infrastructure. Many of the major transport projects will be delivered by Transport for London. The LDA will have a role in ensuring maximum economic development, social and environmental benefits from infrastructure investments.</p>	<p>Key partners for delivery of this objective include the London boroughs and sub-regional partnerships, Transport for London, ODPM and other central government departments and organisations, London 2012, community-based and voluntary organisations and the private sector.</p> <p>Resources have been secured for some projects in the short-to medium-term. Additional investment to ensure delivery of longer term proposals will be required from central Government and the private sector. Establishment of appropriate partnerships between the public, private and voluntary sectors will also be required.</p>
<p>The GLA Group will use its direct powers (including the Mayor's planning powers and the LDA's land acquisition and management powers) and its influence to seek to deliver this objective.</p> <p>The LDA will have a role in supporting the delivery of the Mayor's environmental strategies through its own work on regeneration and with businesses.</p>	<p>Key partners for delivery of this objective include London boroughs, NHS, government departments and sponsored organisations and the private sector.</p> <p>The GLA Group is resourced to carry out its basic planning functions and contribute towards the delivery of the objectives of the Mayor's environmental strategies.</p>

³ Many of the indicators of success can be influenced by the level of economic activity in the economy. That is, many of the indicators can be influenced by factors outside the control of the GLA Group. To account for this sensitivity to economic activity, the

indicators of success are to be measured over a period long enough to account for the normal peaks and troughs in economic activity (commonly referred to as the economic cycle).

ACTION PLAN 2005 – 2016

Investment in people: to improve economic inclusion and enable all Londoners to fulfill their potential		
Objective	Timescale	Possible actions ¹
<p>Tackle barriers to employment</p> <p>Measurement³: Increase the overall employment rate for London over the economic cycle.</p>	Over each economic cycle	Improve the accessibility, affordability and availability of childcare.
		Make employment more accessible by increasing Tax Credit receipts.
		Work with employers to promote equality within the workplace.
		Improve the quality and quantity of Basic Skills provision.
		Raise awareness and take-up of in-work benefits, including the Working Families Tax Credit.
		Encourage the expansion of flexible and family-friendly employment practices in the public and private sectors.
		Support the development of voluntary and community sector training providers.
<p>Reduce disparities in labour market outcome between groups.</p> <p>Measurement³: Increase the employment rates of key target groups in London (for example specific black and minority ethnic groups, disabled people, women with children, older people and other minority groups) by more than the overall increase in the employment rate in London, over the economic cycle.</p>	Over each economic cycle	Ensure that employment programmes benefit disadvantaged groups in London.
		Reduce and, where possible, eradicate barriers to key target groups entering employment in higher-level positions.
		Target interventions to address labour market barriers faced by particular groups and support the Government's objective of increasing lone parent employment.
		Ensure that all London's employers are ready to implement Part III of the Disability Discrimination Act 1995.

Role of the GLA Group	Partners and resources ²
<p>The GLA Group will:</p> <ul style="list-style-type: none"> • implement the Mayor’s Childcare Strategy by continuing to work with central and local government to improve the accessibility, affordability and availability and establishing a regional childcare partnership to take a strategic pan-London role in the planning of childcare provision • identify mechanisms that enable the pooling of funding for childcare to reduce administrative costs and enhance effectiveness • lobby for changes in the tax and benefits system and work with central and local government, JobCentre Plus, the voluntary sector and employers to coordinate action to increase awareness and take-up of tax credits • continue to develop schemes which use tax credit entitlement as a passport to other benefits and services • work with other partners to carry out research to identify best practice and advocate family-friendly employment practices • be exemplar employers reflecting the diversity of London in our internal performance and monitoring on this issue and our positive influence on partners and suppliers. 	<p>Key partners for delivery of this objective include Learning and Skills Councils, JobCentre Plus, GOL, training providers and childcare providers.</p> <p>Resources from the above partners are currently used to deliver towards this objective, as are funds from European and central Government.</p>
<p>The GLA Group:</p> <ul style="list-style-type: none"> • will monitor and evaluate mainstream programmes and review the appropriateness of existing target frameworks of all mainstream labour market programmes and policies • explore ways of recognising qualifications amongst migrant populations and explore the specific barriers faced by disadvantaged groups in London’s labour market • develop a Mayoral campaign to tackle discrimination and institutional racism in the workplace. 	<p>Key partners for delivery of this objective include Learning and Skills Councils, JobCentre Plus, GOL and representative organisations of disadvantaged groups and employers.</p> <p>Resources from the above partners are currently used to deliver towards this objective as well as European and central Government funding.</p>

ACTION PLAN 2005 – 2016

Investment in people: to improve economic inclusion and enable all Londoners to fulfill their potential		
Objective	Timescale	Possible actions ¹
<p>Address the impacts of concentrations of disadvantage</p> <p>Measurement³: Increase the employment rate in London's most disadvantaged areas by more than the rest of London, over the economic cycle.</p>	2016	Ensure that existing and planned housing developments lead to balanced, healthy and sustainable communities.
		Deliver projects and programmes to increase the participation and attainment of disadvantaged students.
		Ensure disadvantaged young people are able to participate fully in society.
Investment in enterprise: to enable enterprise growth and competitiveness		
<p>Address barriers to enterprise start-up, growth and competitiveness</p> <p>Measurement³: Maintain or improve London's net start-up rate (start-ups net of closures) over the economic cycle.</p>	Over each economic cycle	Increase the supply of affordable and accessible workspace for SMEs.
		Improve access to enterprise start-up and growth finance.
		Simplify and improve the delivery and accessibility of customer-responsive enterprise support and advisory services across London.
		Ensure enterprise support services address barriers faced by particular clients groups (including, BME and women-owned enterprises, voluntary and community sector organisations and social enterprises). Build the capacity of minority owned enterprise to bid for local government tenders.
		Raise awareness and take-up of in-work benefit schemes for those in self-employment.

Role of the GLA Group	Partners and resources ²
<p>The GLA Group will:</p> <ul style="list-style-type: none"> • ensure that planned housing development is linked to employment opportunities and includes transport infrastructure and childcare provision • support the development of London-wide programmes and networks for black and minority ethnic school staff and BME parents/carers and increase the number of BME teachers • ensure access for all young people to appropriate information and advisory services • ensure access for disadvantaged young people to appropriate, high quality employment information and advisory services. 	<p>Key partners for delivery of this objective include London boroughs, Learning and Skills Councils, JobCentre Plus, Connexions and central Government.</p> <p>Resources are available to deliver this objective but there are issues of sustainability across funding streams and there is a need for increased co-ordination across funding streams.</p>
<p>The GLA Group will work with external partners to develop a coherent strategy for the provision of enterprise support to London's SMEs, encompassing the LDA's new responsibilities for the management of Business Link services. It will also work with other partners to facilitate private/public sector solutions to workspace supply, access to finance and other areas of concern to enterprises (particularly those disproportionately faced with barriers to success).</p>	<p>Key partners for delivering this objective include central government departments, boroughs and sub-regional partnerships, Business Link for London, London Business Support Network, the private sector and agencies supporting minority owned enterprise.</p> <p>Resources exist at the regional level to deliver this objective but not necessarily at the level required to meet expected demands, national priorities or required outputs.</p>

ACTION PLAN 2005 – 2016

Investment in enterprise: to enable enterprise growth and competitiveness		
Objective	Timescale	Possible actions ¹
<p>Maintain London's position as a key enterprise and trading location</p> <p>Measurement³: Over the course of the economic cycle, maintain London's position as a key enterprise location as evidenced by international surveys.</p>	Over each economic cycle	Maintain London's position as a key inward investment destination.
		Retain enterprises in London where economically efficient and feasible.
		Maximise trade potential for London firms.
<p>Improve the skills of the workforce</p> <p>Measurement³: Reduce the percentage of businesses reporting a lack of appropriately skilled employees as a significant problem over the economic cycle.</p>	Over each economic cycle	Improve the standard and accessibility of training and enterprise support to meet the complex needs of the wider community.
		Support training for those returning to work and promote skills progression routes for those in employment.
		Ensure London enterprises are fully engaged in identifying skill needs and developing provision and initiatives to address them.
<p>Maximise the productivity and innovation potential of London's enterprises</p> <p>Measurement³: Improve London's Gross Value Added (GVA) per worker over the economic cycle.</p>	Over each economic cycle	Increase the take-up and pursuit of product, process and service innovations.
		Develop and deliver appropriate sector interventions that address recognised market failures.
		Promote effective collaboration between enterprise and Higher Education Institutions (HEIs).
		Promote the business case for efficient use of resources, including energy, water and waste management, amongst London's enterprise community.

Role of the GLA Group	Partners and resources ²
<p>The GLA Group will coordinate the development and delivery of inward investment and enterprise retention services, both through organisations like Think London with a city-wide focus, and through sub-regional business-led partnerships. Its focus will be worldwide including larger developing markets.</p>	<p>Key partners for delivering this objective include Think London, UK Trade and Investment (UKTI) and the private sector. Local service deliverers also have an important role in ensuring London provides a good environment for enterprise, and it will be important to ensure a sub-regional focus on these issues as well.</p> <p>The LDA, Think London and UKTI continue to allocate resources to this activity but significantly more resources will be needed to deliver at the required level.</p>
<p>The GLA Group will support the work of the London Skills Commission, and will help establish the Regional Skills Partnership to deliver the skills for enterprise agenda. Particular initiatives to be delivered through these frameworks will include development of voluntary and community sector training providers and promotion of the case for increased flexibility and improved quality in the provision and design of training and qualifications.</p>	<p>Key partners for delivering this objective include central government departments and sponsored organisations, the LSC, JobCentre Plus, GOL, Further and Higher education organisations, Local Authorities and the VCS.</p> <p>Resources from the above partners are currently used to deliver towards this objective as well as current matched funding from the European Commission.</p>
<p>The GLA Group will work with partner organisations to support and help maximise the benefits of London's knowledge infrastructure, deliver the London Innovation Strategy and promote sustainability.</p> <p>The LDA will work with businesses to develop innovation and sustainability potential.</p>	<p>Key partners for delivering this objective include London HEI's, HEFC and the private and voluntary sector.</p> <p>Some resources are available for delivering this objective but not sufficient to meet the support demands nor national Government priorities.</p>

ACTION PLAN 2005 – 2016

Investment in marketing and promotion: to make sure that what London offers is understood, supported and valued		
Objective	Timescale	Possible actions ¹
<p>Ensure a coherent approach to marketing and promoting London</p> <p>Measurement³: Deliver a coherent approach to marketing and promoting London assessed annually through a wide range of measures and indicators.</p>	<p>Approach developed by 2006. Annual review.</p>	Counter negative perceptions of London and develop shared marketing and promotional resources for London.
		Invest in and deliver new products to support effective international marketing and promotion.
		Strengthen and promote London's role as a gateway to the rest of the UK.
		Ensure a strategic approach to marketing London.
		Market London as a prime destination to specific groups such as domestic and overseas students.
<p>Co-ordinate effective marketing and promotion activities across London</p> <p>Measurement³: Achieve growth in numbers of domestic and international visitors over the economic cycle.</p>	2016	Support mechanisms which bring the activities of the private sector, London boroughs and others together.
		Utilise the Olympic bid process to provide a focus for the promotion of London.
<p>Maintain and develop London as a top international destination and principal UK gateway for visitors, tourism and investment</p> <p>Measurement³: Achieve real growth in visitor spending over the economic cycle.</p>	2016	Respond to and counter unexpected downturns in tourism and investment.
		Increase the appeal of less visited parts of London as a destination.
		Improve the quality and accessibility of London's visitor accommodation.
		Develop London's capacity to compete for enterprise and convention tourism and to host major events.
		Build on London's diversity and international strengths.

Role of the GLA Group	Partners and resources ²
<p>The GLA Group will benchmark London’s offerings with other international cities, and ensure the results are used to inform the strategies and implementation plans of organisations involved in London’s marketing and promotion.</p>	<p>Key partners for delivering this objective include Visit London, DCMS, London local authorities and Think London.</p> <p>Resources are in place through the LDA, DCMS and Visit London. The case for additional resources will be made as necessary and appropriate.</p>
<p>The GLA Group will clarify and map the roles of London partners engaged in marketing and promotion against the objectives of this Strategy.</p>	<p>Key partners for delivering this objective include Visit London, DCMS and London local authorities.</p> <p>Resources are in place through the LDA, DCMS and Visit London. The case for additional resources will be made as necessary and appropriate.</p>
<p>The GLA Group will review and revise the Mayor’s tourism strategy and action plan.</p>	<p>Key partners for delivering this objective include Visit London, DCMS and London local authorities.</p> <p>Resources are in place through the LDA, DCMS and Visit London. The case for additional resources will be made as necessary and appropriate.</p>

ACTION PLAN 2005 – 2016

Implementation: to maximise value added from the work of agencies investing in the London economy		
Objective	Timescale	Possible actions ¹
<p>Work in partnership to deliver this action plan</p> <p>Measurement³: Delivery of action plan in partnership with stakeholders assessed annually through a range of measures and indicators.</p>	<p>2016 Monitored annually.</p>	Increase the resources available to implement the Strategy and Action Plan.
		Build and develop a shared understanding of what works in sustainable, inclusive and healthy economic development activity in London.
		Ensure the joined up implementation of the Strategy by key partners.
		Co-ordinate interventions across EDS themes.
		Embed key delivery principles – including equalities, sustainability and health impacts – into all economic development activities.
		Produce annual report to the Mayor.

Role of the GLA Group	Partners and resources ²
<p>The GLA Group will make the case for the investment London needs, and will lobby for extra funding to resource necessary interventions. It will also develop new ways of financing economic development, and learning from international practice.</p> <p>The objectives set out in this Strategy will be incorporated in future Mayoral strategies and other organisational planning and implementation documents (including the LDA Corporate Plan). The LDA will convene an EDS delivery group and report on the implementation of the Strategy.</p> <p>The GLA Group will develop and implement new partnership working practices with the public, private and voluntary/community sectors and work towards improving communication and joint planning between agencies.</p> <p>The GLA Group will develop robust impact assessment tools and procedures and systematically report on and evaluate progress against this action plan.</p>	<p>Successful delivery of this Strategy will require all partners working together across London, as described in the Implementation chapter of this Strategy.</p> <p>While resources are already used across London to deliver a number of the above objectives there is a continued need to make the case for London, to identify further resources, to maximise the effectiveness of existing expenditure and to lever private sector investment.</p>



Borough Market, Southwark

This summary is also available in large print, braille, on disk, audio cassette and in the languages listed below.

For a copy, please contact the LDA Communications Team:

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Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، الرجاء الاتصال برقم الهاتف أو الكتابة الى العنوان أدناه:

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি (কপি) চান, তা হলে নীচের ফোন নম্বরে বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Chinese

中文
如果需要此文档的您的母语拷贝，
請致電以下號碼或和下列地址聯係

Greek

Αν θα θέλατε ένα αντίγραφο του παρόντος εγγράφου στη γλώσσα σας, παρακαλώ να τηλεφωνήσετε στον αριθμό ή να επικοινωνήσετε στην παρακάτω διεύθυνση.

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

Hindi

यदि आप इस दस्तावेज़ की प्रति अपनी भाषा में चाहते हैं, तो कृपया निम्नलिखित नम्बर पर फोन करें अथवा दिये गये पता पर सम्पर्क करें।

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Turkish

Bu broşürü Türkçe olarak edinmek için lütfen aşağıdaki numaraya telefon edin ya da adrese başvurun.

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براہ کرم نیچے دیئے گئے نمبر پر فون کریں یا دیئے گئے پتے پر رابطہ قائم کریں۔

Vietnamese

Tiếng Việt
Nếu bạn muốn bản sao của tài liệu này bằng ngôn ngữ của bạn, hãy gọi điện theo số hoặc liên lạc với địa chỉ dưới đây.

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MAYOR OF LONDON

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