

## REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2489

### Title: GLA grant funding of the London's Futures Review

#### Executive Summary:

This Decision commits a GLA contribution of £20,000 from its Strategy Team budget in 2020/2021 towards delivery of Phase 2 of the London Futures Review, a major strategic review of London being undertaken by the Centre for London (CfL).

This project is of strategic importance to London. It is a thorough examination of the issues and opportunities that London is likely to face in the future and involves extensive engagement with Londoners and stakeholders to develop a shared vision, set of priorities and a future for the capital.

#### Decision:

That the Assistant Director of Strategy, Intelligence and Analysis approves:

A GLA financial contribution of £20,000 from its Strategy Team budget in 2020/2021 towards Phase 2 of the London Futures Review to be undertaken by the Centre for London.

#### AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

**Name:** Jeremy Skinner

**Position:** Assistant Director, Strategy, Intelligence and Analysis

**Signature:**

Approval received via email from Jeremy Skinner, Assistant Director, Strategy, Intelligence and Analysis, to Felicity Harris on 1 February 2021.

**Date:**

1 February 2021

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE**

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1. London Futures Review, led by the Centre for London (CfL), is the first major strategic review of the capital in almost thirty years. The precedent for the review is the London World City Report commissioned by the London Planning Advisory Committee with the City of Westminster and the Corporation of the City, published in 1991.
- 1.2. London is a successful global city, frequently topping global city indices from liveability and soft power to universities and creativity. It is a recognised world leader in investment and regeneration. It also has an international reputation for tolerance, having been able to maintain cohesion and shared identities in the face of high levels of migration and increasing diversity.
- 1.3. However, this success has brought some challenges in the form of congestion, high house prices and insufficient supply, increased in-work poverty, and a deepening of wage inequality. The economic disparity between London and the rest of the UK has also grown. There are also substantial contextual challenges, from climate change to the changing global economy and international order, and from the potential impacts of Brexit to continued population growth. Furthermore, Coronavirus is, and will continue to have profound knock-on effects on almost every aspect of Londoners' lives, laying bare hidden problems and inequalities and revealing the interdependence of much of the support infrastructure.
- 1.4. The Centre for London's ambition for the review, which will be delivered in three phases, is to develop a new vision and strategy for London's future, based on the city's enduring values and changing challenges, and on extensive public and expert engagement.
- 1.5. Phase 1 of the programme was a strategic assessment of London's position and challenge. It delivered an issues paper, London at a Crossroads, setting out the challenges facing London over the next 30 years, potential scenarios and case studies of how other cities are responding, a governance proposal and engagement strategy for Phase 2 to engage a diverse coalition of fundraisers and supporters to take the programme forward.
- 1.6. This project is of strategic importance to London and London government as it will facilitate horizon-scanning that will enable the Mayor and the GLA to develop a robust long-term plan for the capital's growth and prosperity, and to address identified challenges. It will also help inform action to get the city through the current crisis, and as it meets the challenges of recovery. The GLA's involvement is expected to take the form of: providing to CfL access to expertise within the City Intelligence Unit, including the potential to commission discrete pieces of research, and to Talk London, the GLA's online community, to test opinions about options, scenarios and directions of travel.
- 1.7. The benefits of the GLA's contribution are that it is designated a founding project partner. The Assistant Director, Strategy, Intelligence & Analysis is the GLA nominee who sits on the advisory council to help shape the scope, narrative and development of the next phase of the project so that it generates the most relevant insight for a future vision for London and its long-term development.
- 1.8. The GLA contributed £20,000 from its CIU Assistant Director budget in 2019/2020 towards Phase 1 of the London 2050 project, as per ADD2396.

#### **2. Objectives and expected outcomes**

- 2.1. Phase 2 is the core of the project, where CfL will engage a wide variety of Londoners with the challenges outlined in Phase 1, and co-create a vision of the city that Londoners want. The objectives of Phase 2 of the project are to deliver by September 2021:

- publication of a paper, 'The London We Want: a Plan for a Better London';
- a main media launch;
- engagement in the form of partners member/network activation, stakeholder/partner events and interactive digital engagement; and
- an engagement strategy for Phase 3 and a diverse coalition of fundraisers and supporters to take the programme forward.

### 3. Equality comments

- 3.1. The review will be looking at current trends in terms of equalities and cohesion, and at impacts of different future scenarios through various different lenses, one of which will be equity. This review will also look at the implications for the GLA's Public Sector Equality Duty of the different scenarios and identify policies and actions that would need to be put in place to meet, and go beyond, our Equality duty. The Mayor's Equality, Diversity and Inclusion policy addresses both internal and external policies and actions to ensure that EDI is embedded in the Authority's culture and internal arrangements, and in our external programmes, relationships and engagement with London's stakeholders, organisations and Londoners themselves.

### 4. Other considerations

#### a) Key risks and issues

Risk	Mitigation
Project not seen as impartial as the GLA are involved.	Whilst the GLA will be involved in the project, CfL will lead the project. CfL is an independent, charitable, mission-led organisation and is well-placed to lead the work as they are seen as a neutral party. The Centre also has an unrivalled understanding of London issues and a track record of influencing and changing thinking and policy through robust and impartial research and analysis.
Failure to secure value for money from GLA financial contribution.	The Assistant Director, Strategy, Intelligence & Analysis sits on the advisory Council and will input into this, and future phases, of the work. He will also cascade findings and lessons so that they will inform the London Recovery programme. The Strategy Team will ensure that clear strategic linkages are made between the project and the medium to long-term plans for London's recovery.
Failure to secure optimal involvement in the project.	GLA is represented on the Advisory Council for the project.

#### b) Links to Mayoral strategies and priorities

- 4.1. The Mayor's 'intend to publish' London Plan will shape how London evolves and develops over coming years and will serve as a blueprint for the future development of sustainable, inclusive growth of the capital. The 'intend to publish' Plan runs from 2019 to 2041, and is intended to provide a long-

term view of London's development to inform decision-making. The Mayor is required to keep the Plan under review. This strategic review, which is intended to look forward to 2050, will generate new thinking around high-level responses to the big challenges that London faces, especially in light of the impact of the Covid-19 pandemic, that will inform any reviews of the London Plan. The project also aims to mobilise an alliance of stakeholders and Londoners across the public and private sectors and civil society to take positive and proactive action to help deliver a new set of long-term priorities together. The project will also complement work that is being taken forward on the role of anchor institutions in London's recovery programme, and inform current policy thinking about the future vision and regional policy framework for London in the Mayor's Office and Strategy team.

*c) Consultations and impact assessments*

- 4.2. A range of London stakeholders, including from the business, policy and research communities, alongside representatives from the voluntary and community sector, and Londoners were engaged in the London conference held in November 2020 which disseminated findings from Phase 1, and sought their feedback on the findings to provide input and insight into phase 2 of the review. Phase 2 build on this engagement.
- 4.3. There are no conflicts of interest arising from this decision.

## 5. Financial comments

- 5.1. Approval is sought for the GLA to contribute £20,000 towards Phase 2 of the London Futures project that is to be undertaken by the Centre for London (CfL).
- 5.2. The expenditure will be funded from the 2020-21 Strategy Team's budget held within the City Intelligence Unit.
- 5.3. The Centre for London (CfL) estimates that the total budget for all three phases of the review is likely to be in the range of £475,000. The GLA will give consideration, in due course, to contributing to Phase 3 of the project, subject to budget availability and further approval via the Authority's approval process.

## 6. Planned delivery approach and next steps

<b>Project activity - Phase 2</b>	<b>Timing (Nov. 2020 – July 2021)</b>
Preparation of sub-phase	Nov. 2020 – March 2021
Tender polling	Feb. 2021
Set up thematic roundtables	Dec. 2020
Create LFET Beta	Nov. - end Dec. 2020
Create LFET final version	Dec. 2020 – end Jan. 2021
Develop engagement pack	Nov. 2020 – end Dec. 2020
Production of engagement tool	Mid-January – Mid-March 2021
Engagement Events: Thematic roundtables	Mid-Feb. -Mid-March 2021
Workshops	Mid Jan. - end April 2021
Bespoke briefings & meetings	Mid-Jan – end May 2021
Polling feedback & results	Mid-Feb – end April 2021
Drafting and synthesising findings: Workshop 1	May 2021
Workshop 2	End Mar.-April 2021
Final report writing	Mid- April 2021
Final report design	Beg, Marc. - late May 2021
Final report launch	June – July 2021
	End July 2021

## **Appendices and supporting papers**

Appendix 1: London Futures: September 2020 Outline & Proposal for Sponsorship

Appendix 2: London at a Crossroads (Phase 1 Report), Whitehead, Brown, Harding, Brown, Gariban and Moonen, Centre for London.

**Public access to information**

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

**Part 1 - Deferral****Is the publication of Part 1 of this approval to be deferred? NO**

If YES, for what reason:

Until what date: (a date is required if deferring) N/A

**Part 2 – Sensitive information**

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form – NO****ORIGINATING OFFICER DECLARATION:**

Drafting officer to  
confirm the  
following (✓)

**Drafting officer:**

Michelle Reeves has drafted this report in accordance with GLA procedures and confirms the following:

✓

**Corporate Investment Board**

This decision was agreed by the Corporate Investment Board on 1 February 2021.

**ASSISTANT DIRECTOR OF FINANCIAL SERVICES:**

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

**Signature**

*Anna Eastcott*

**Date**

1 February 2021