

MINUTES

Meeting: London Recovery Board

Date: Tuesday 28 July 2020

Time: 2.00pm

Place: Virtual meeting

Present:

Board Members

Sadiq Khan, Mayor of London (Co-Chair, in the chair)
Councillor Peter John OBE, Chair of London Councils (Co-Chair)
Julia Buckingham, President, Universities UK
Richard Burge, CEO, London Chambers of Commerce & Industry
Andy Byford, Commissioner, Transport for London
Dame Cressida Dick, Metropolitan Police Commissioner
Councillor Ruth Dombey OBE, Vice Chair of London Councils
David Farnsworth, Chair, London Funders
Matthew Fell, Chief Policy Director, Confederation of British Industry
Professor Kevin Fenton, London Regional Director, Public Health England
Jake Ferguson, Chair, CVS Directors Network and CEO, Hackney CVS
Councillor Georgia Gould, Deputy Chair of London Councils
Sam Gurney, London Regional Secretary, Trades Union Congress
Rowena Howie, London Policy Representative, Federation of Small Businesses
David Hughes, CEO, Association of Colleges
Catherine McGuinness, Vice Chair of London Councils
Bharat Mehta, CEO, Trust for London
Father Luke Miller, Chair, London Resilience Faith Sector Panel
Sir Bob Neill MP, Co-Chair, APPG on London
Councillor Teresa O'Neill OBE, Vice Chair of London Councils
Nita Patel, Founder and CEO, Planet Communications
Sir David Sloman, London Regional Director, NHS England
Angela Spence, CEO, Kensington and Chelsea Social Council
Professor Tony Travers, Director, LSE London
Lord Simon Woolley, Director, Operation Black Vote

Also in attendance

Jeanette Bain-Burnett, Head of Community Engagement, GLA (presenting item 5)
Dr Nick Bowes, Mayoral Director, Policy, GLA
Natan Doron, Senior Adviser to the Mayoral Director, Policy, GLA
John Dickie, Director of Strategy and Policy, London First (for Jasmine Whitbread)

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Doug Flight, Head of Strategic Policy Group, London Councils
Felicity Harris, Board Officer, GLA
Eleanor Lloyd, Senior Board Officer, GLA
David Lunts, Executive Director, Housing and Land, GLA (presenting item 7)
Niran Mothada, Executive Director, Strategy and Communications, GLA
Sonny Murphy, Assistant Private Secretary to the Minister for London
John O'Brien, Chief Executive, London Councils
Tom Pickup, Principal Policy and Project Officer, London Councils
Tom Rahilly, Assistant Director, Communities and Social Policy, GLA
Navprit Rai, Policy and Project Manager, Recovery, GLA
Michelle Reeves, Senior Manager, Strategy, GLA
Allen Simpson, Managing Director of Strategy and Corporate Affairs, London & Partners (for Laura Citron)
Jeremy Skinner, Assistant Director, City Intelligence, GLA
Dick Sorabji, Deputy Chief Executive, London Councils
Shaun Spiers, Executive Director, Green Alliance (for Beccy Speight)
Robyn Thackara, Principle Policy Adviser to the Minister for London (for Paul Scully)
Alice Wilcock, Assistant Director Team London (Volunteering) and Community Sport

1 Welcome and Chair's announcements (Item 1)

- 1.1 The meeting was chaired by Sadiq Khan, Mayor of London and Co-Chair of the London Recovery Board.
- 1.2 The Chair welcomed those present, including Andy Byford, London's new Transport Commissioner, and outlined protocols for the virtual meeting. Apologies had been received from Laura Citron, for whom Allen Simpson would substitute; the Minister for London, for whom Robyn Thackara would substitute; Beccy Speight, for whom Shaun Spiers would substitute; and Jasmine Whitbread, for whom John Dickie would substitute.
- 1.3 The Chair reminded members of the high-level principles and outcomes agreed at the Board's first meeting and highlighted the outstanding collaborative work being undertaken between the GLA and London Councils, among others, to develop these. He also outlined some of the economic impacts of Covid-19 already being felt by Londoners, noting that these would be impacting already-disadvantaged areas and communities the hardest.
- 1.4 Councillor Peter John, Co-Chair of the Board, also emphasised the close collaborative working and the opportunities this presented to deliver real change. Without significant central Government investment, however, it was possible that the opportunity created by this collective drive and goodwill may be lost, and with it London's ability to continue generating surplus income for the rest of the UK. The Board would need to be a strong voice in support of investment in the capital. Members were particularly supportive of the need for long-term, sustainable funding for London's transport systems and infrastructure and for Transport for London in particular.
- 1.4 The Board then heard from Father Luke Miller on the willingness of the faith and belief sector, like many others represented on the Board, to work cross-sectorally and outside those areas with which it may most commonly be associated. Examples were provided of the sector's

activities and influence in matters of homelessness, arts and culture, education, green spaces and commercial activities, noting that faith organisations could operate across many levels, from national through to community level and down to individual households.

2 Declarations of interest (Item 2)

- 2.1 Councillor Teresa O’Neill declared an interest in Item 7 as a Board member of Homes England. The interest was non-pecuniary and noted only in the interests of transparency.¹

3 Minutes of the previous meeting (Item 3)

- 3.1 **DECISION:**
That the minutes of the meeting held on 4 June 2020 be agreed as a correct record.

4 London Recovery Taskforce terms of reference (Item 4)

- 4.1 **DECISION:**
That the Terms of Reference of the London Recovery Taskforce be approved.

5 Public and stakeholder engagement update (Item 5)

[Rowena Howie joined the meeting during this item]

- 5.1 Jeanette Bain-Burnett, GLA Head of Community Engagement, shared a presentation on the work undertaken to date to consult with Londoners on the city’s recovery from Covid-19 and the ambition for London’s diverse communities and individuals to influence, shape and participate fully through a far-reaching and inclusive engagement process. The collaborative approach would extend beyond consultation into genuine co-design of London’s recovery, ensuring that London’s less-heard voices, and those disproportionately affected by Covid-19, were brought to the fore. Recommendations from the ongoing work would help shape the Board’s final missions, to be developed for the next meeting, where an action plan for collaborative engagement would also be presented. The presentation is attached to these minutes at **Appendix 1**.
- 5.2 Members were extremely supportive of the proposed approach and of the level of ambition, offering to use their networks to promote and extend the planned engagement work to inform the draft missions. It was agreed that having multiple points of entry into the conversation would be important, as would linking with separate but relevant work such as the Centre for London’s London 2050 project.
- 5.3 To ensure Londoners felt the recovery process was being developed *with* them, efforts would need to be made to reach those traditionally least likely to engage with such processes and ensure the genuine participation of their communities, particularly where there was crossover with digitally-excluded groups. To be empowered to participate effectively, Londoners would

¹ This declaration was made via the virtual meeting chat function.

need to be well-informed, as well as being able to contribute their views to what measures may be used to assess the success of the recovery work.

5.4 Members acknowledged the tensions between the desire for a cleaner, greener city and the need to resume economic activity, particularly for those who had lost employment during the crisis. Assuring London's status as a global capital would also need to be balanced carefully with supporting its citizens. It would be important, however, to challenge the perception that such trade-offs were inevitable and to ensure direct citizen involvement in analysing the options and selecting solutions. Identifying the new ways that individuals and businesses wanted to work and how people's leisure activities may change in the long term as a result of Covid-19 may also help neutralise some of the anticipated trade-offs.

5.5 **DECISION:**
That, taking into account the points raised in the discussion, the proposed approach to engagement be endorsed.

6 Social and economic recovery missions (Item 6)

6.1 Dr Nick Bowes, Chair of the London Recovery Taskforce, introduced the item and speakers, thanking all who had been involved in the development of the proposals to date and in particular the Chairs and co-Chairs of the two workstrands. The missions-based approach was introduced. The draft missions were not exhaustive and would work across different timescales. To succeed, Board members' organisations would need to participate in their delivery, both via direct commitments and via other levers, as well as advising on their development. Not all outcomes sought would require direct investment; some would be achievable by redoubling efforts to better coordinate organisations' respective activities; or by advocacy to encourage changes to law or regulatory frameworks. Members were asked to put forward their thoughts on how to refine the draft missions, and what the tangible outcomes might be.

[Shaun Spiers left the meeting during this item]

6a Social Recovery

6.2 Councillor Ruth Dombey, co-Chair of the social recovery workstrand, outlined the draft missions proposed to aid London's social recovery from Covid-19. The crisis had further exposed the deep-seated inequalities from which many of London's communities suffered and it would be crucial to articulate clearly what the recovery work would mean for those groups most seriously affected, as well as ensuring their direct participation. Slides for the entirety of item 6 are attached to these minutes at **Appendix 2**. The proposed social recovery missions were as follows:

- **Mission 1: A Strong Civil Society** -All Londoners, especially those who suffered unequal impact of Covid 19 are served by a thriving, diverse and sustainable Civil Society and Faith sector.
- **Mission 2: A robust safety net, a good standard of living and the tools to thrive** -All Londoners receive the support they need to avoid or be lifted out of poverty, and to relieve hardship.

- **Mission 3: No one's health suffers because of who they are, where they live, or if, how and where they work** - *To address the disproportionate impact of Covid-19 on certain groups, and take steps to ensure that the rebuilding of London reduces the gap in healthy life expectancy.*
- **Mission 4: A new deal for young people** - *Every young Londoner to have the best start in life; to be happy, safe, fulfilled & ambitious – focussing on those facing the greatest barriers to realising their potential.*

- 6.3 The Board expressed strong approval for the draft missions, praising the extensive work involved in their development and the scale of their ambition. It was noted that London's greatest strength was its diversity and the ability of its communities to live and work together harmoniously. Social distancing had led in some cases to social isolation and a partial fracturing of communities, who mixed less with others than they had previously. To regain this unique quality, a thread of reintegration must run throughout the recovery work.
- 6.4 Members stressed that civil society bodies provided the best support as they were often small, local and worked with individuals. Considerable inequalities existed within civil society itself, where funding processes often favoured larger organisations over the grassroots. Existing, sometimes informal safety nets within communities should be supported to thrive and grow, capitalising on the impetus created by Covid-19 in increasing volunteering and improvements in local relationships.
- 6.5 Bold commitments to improve the lives and prospects of young Londoners drew universal support. Members highlighted the educational inequalities that had arisen as a result of Covid-19 and backed the clear-calling out of other, existing inequalities for young people. The risk posed to young Londoners by any loss of free transport would be significant. Past and recent programmes to support young people into work were discussed. Some members stressed that those initiatives that most empowered the individual to build their own skills, networks and confidence had been the most effective.
- 6.6 Other initial views included whether it may be beneficial to place greater emphasis on a recovery that helped older people, who were particularly vulnerable to social isolation, and if outcomes should explicitly address how those with disabilities would benefit from the work.

6b Economic Recovery

[David Lunts joined and Lord Simon Woolley left the meeting during this item]

- 6.7 Councillor Georgia Gould, Chair of the economic recovery workstrand, outlined four further draft missions around which it was hoped citizens, government, business and other institutions could coalesce. London faced the dual challenges of revitalising its economy while addressing head-on the stark inequalities highlighted by Covid-19; and must set out to achieve both in ways that would also help tackle the climate crisis.
- **Mission 5: Good Work for All Londoners** - *No Londoner, particularly those people disproportionately affected by the pandemic or BREXIT, is left without access to education, training or a job opportunity.*

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- **Mission 6: Green New Deal** - Increase [by %TBD¹] the size of London's green economy by 2030, to accelerate job creation and to drive a fair and inclusive recovery from Covid-19 that tackles the climate emergency, eradicates air pollution and builds long-term, community-led resilience.
- **Mission 7: Digital Access for all** - Every Londoner to have access to connectivity, basic digital, skills and digital employment opportunities and support by 2025.
- **Mission 8: '15 minute cities – the city on your doorstep'** - Thriving, inclusive and resilient high streets and town centres in every London Borough with culture, diverse retail and jobs within walking distance of all Londoners

- 6.8 Members again praised the draft missions and put forward a range of offers of collaboration. It would be crucial to ensure all new jobs created through the recovery work were *good jobs*. Some of London's biggest employers were represented on the Board, with the NHS alone employing 230,000 people. There would be significant opportunities to design skills and training interventions that would provide solutions to these organisations' skills shortages.
- 6.9 It was felt that a clear focus by skills providers on specific sectors could deliver the greatest benefits, sometimes with relatively modest investment. Training initiatives similar to the Mayor's Construction Academy Scheme could be devised in collaboration with the health and care and transport sectors; and to serve the growing digital and green economies. The development of green skills and innovation by London's universities, businesses and colleges could provide an international showcase for the city.
- 6.10 While retaining the long-term focus on those furthest from the labour market, immediate action must also be taken to prevent those newly unemployed from remaining jobless in the longer-term. Recovery efforts must encompass adult skills initiatives as well as providing for young people. This point would need to be pressed with Government.
- 6.11 Genuine partnership working between organisations in the skills and employment landscape would be critical to ensure a system that made the best of available resources and was coherent to Londoners. This must include Jobcentre Plus. This partnership would need to remain agile to react to the demands of the coming months.
- 6.12 Members heard that SMEs were keen to participate fully in London's recovery and that for them to do so, relevant schemes would need to be designed to be accessible. Many companies were now burdened with excessive debt and Government action would be required, with interventions to be targeted at those businesses which would remain viable with assistance, rather than those in maximum need.
- 6.13 There was broad support for a dual focus on encouraging the economic revitalisation of both local centres and central London. The revival of high streets must be achieved in a way that promoted improvements to public health.
- 6.14 The Board felt that the restoration of central London to something approaching previous levels of activity would be fundamental to the recovery and would prevent unwanted change to the overall character of the city. The huge impacts of Covid-19 on central London footfall, and associated financial consequences, could only be mitigated by restoring full confidence in public transport usage. Effective linking of new businesses to newly-empty retail and office space could also provide an unprecedented opportunity to breathe new life into the

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area. This would be considered in the development of the missions and members were also informed of work being undertaken by structures other than the Board to support the economic recovery of central London.

- 6.15 As at the Board's first meeting, there was strong consensus that Government must be pressed for a long-term, sustainable funding settlement for Transport for London, as well as for capital investment to build out related infrastructure. This would deliver on outcomes across the full range of mission areas, particularly when aligned with appropriate skills provision, and it would be important not to allow current, reduced transport usage to justify a lack of future investment.
- 6.16 The Board provided a clear steer that, alongside continued advocacy for investment in London, the draft missions would need to be both refined and prioritised in light of current resourcing challenges. Teams would need to focus down on those outcomes that could be achieved via improved collaboration and new partnership working, as well as considering scalability of those outcomes that would require significant new investment. There was room to enhance the coherence of the set of missions as a whole.
- 6.17 Even with the development of an effective vaccine, the Board was reminded that London was likely to be living with the presence of Covid-19 for some time to come and that the path between transition and recovery was unlikely to be linear. A challenge was issued, to ensure that each mission contained a minimum of one core activity that could be initiated and continued while the virus persisted.
- 6.18 Londoners would want to see immediate action, and the Board heard details of a forthcoming announcement in collaboration with utilities companies to bring forward over £1bn of investment to upgrade networks and improve resilience. The work would support the ambitions of many of the missions. The press release would be shared with members alongside the slides from the presentations. **[Action: Secretariat]**
- 6.19 DECISION:**
That, taking into account the points raised in the discussion, the draft missions be endorsed for further development.

7 Update on other workstrands - Housing (Item 7)

[Sir David Sloman left the meeting during this item]

- 7.1 David Lunts, GLA Executive Director for Housing and Land, outlined the work undertaken by the Covid-19 London Housing Delivery Taskforce (HDT), that had recently published its final report on supporting the housing sector to recover from Covid-19. A collaborative exercise across the London housing sector, the HDT had identified actions that could be taken by the parties involved and others which would need Government intervention. Its recommendations included: actions to de-risk development and build the pipeline of projects; co-ordination of training and the establishment of a workforce visa system; promotion of precision manufacturing; land assembly reforms; and flexibilities in the planning system. The full report would be recirculated to members. **[Action: Secretariat]**
- 7.2 DECISION:**
That the report of the Covid-19 Housing Delivery Taskforce be noted.

8 Next steps (Item 8)

- 8.1 Dr Nick Bowes thanked members for their input and explained that their comments would be taken forward in the period before the next Board meeting on 15 September, alongside feedback from the public engagement exercise, and used to refine and prioritise the draft missions for approval.
- 8.2 The Board featured many powerful voices, representing a range of London's anchor institutions, and it had been acknowledged that the role of those organisations in the recovery could be better defined. It was proposed that ahead of the Board's next meeting, thought would be given to proposals for a set of short-, medium- and longer-term actions that Board members' organisations may be able to commit to in support of the agreed missions.
- 8.3 Councillor Peter John closed the meeting by thanking those present for the discussion and reiterating that to achieve the Board's ambitions, public funds would need to work harder than ever before and institutions would need to integrate their work in new ways. It had been suggested that to move forward with many of the issues discussed at the meeting, London needed a clear vision of how it would look when the Covid-19 crisis was over. This, alongside the major infrastructure investments needed, was linked intrinsically to London's autonomy and the types of fiscal devolution that had been recommended by the London Finance Commission.

9 Any other business (Item 9)

- 9.1 There was no other business. The meeting closed at 3:58pm.

Appendices:

Appendix 1 – Public and stakeholder engagement update

Appendix 2 – Social and economic recovery: draft missions

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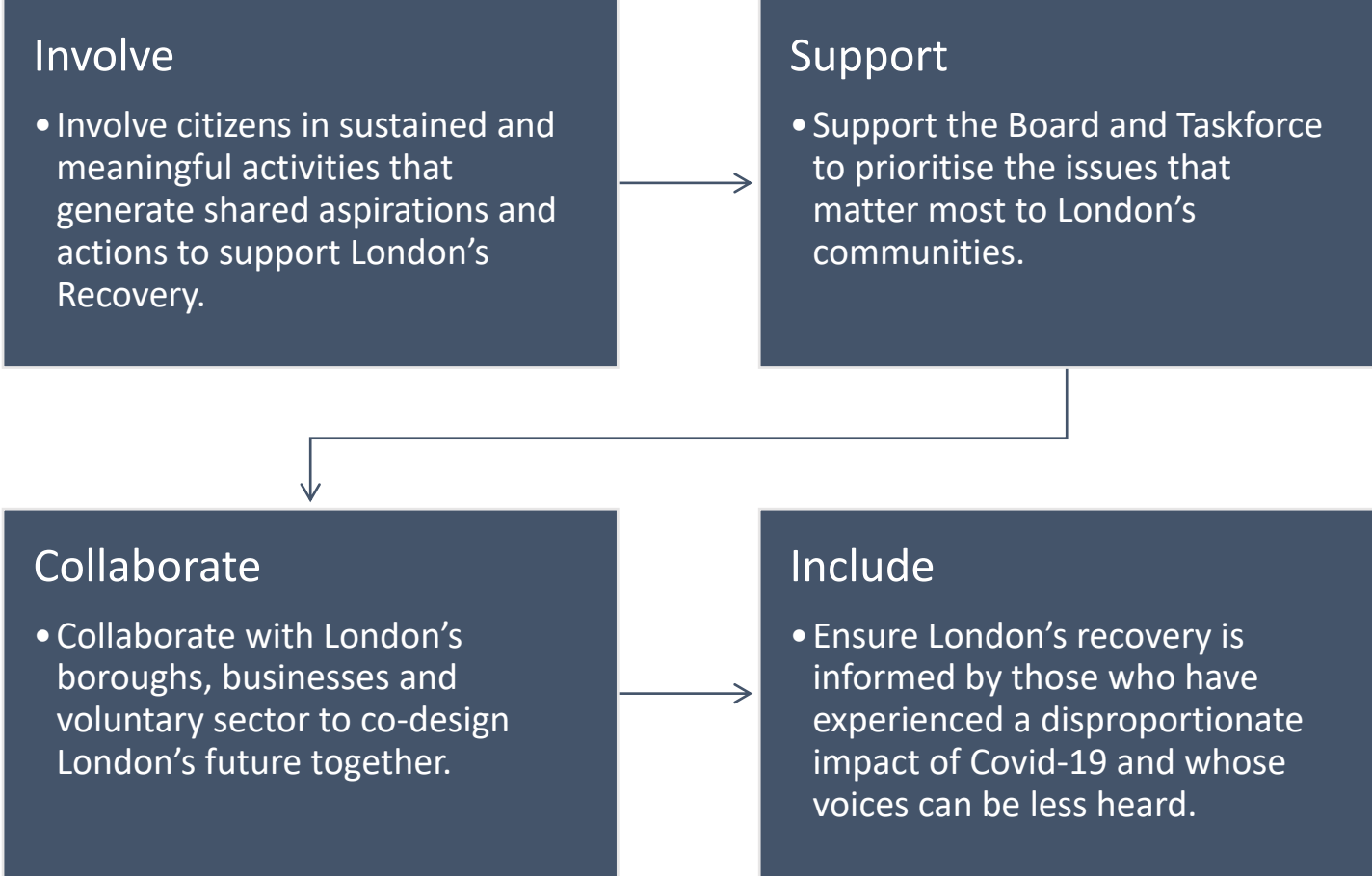
Recovering Together:
London's Engagement Collaborative

London Recovery Board Update

A large crowd of people, mostly yellow, with some text overlaid. The background is a dense field of yellow figures, possibly representing a large gathering or a community. The text is white and centered, reading: "Londoners, communities and civil society are able to influence, shape and participate fully in London's recovery through a far reaching and inclusive process."

Londoners, communities and civil society are able to influence, shape and participate fully in London's recovery through a far reaching and inclusive process.

Ambitions



The strength of the mission-based approach relies on:

A Cross-sectoral approach

'Bottom up' solutions

New ways of thinking

This approach necessitates **meaningful** consultation and co-creation with London boroughs, partners, businesses, communities and Londoners.

Today's Update

- Public Engagement to date
- Learning from the response effort
- What we have heard: concerns and aspirations
- How do Londoners want to participate?

Public Engagement so far

- Talk London online community – 58,000 Londoners; 7,000 participants in COVID-19 engagement (8 discussions; 1 survey)
- Telephone Engagement – Daily intelligence gathering
- London Community Response Survey – 300 voluntary and community organisations
- Coronavirus Diaries – Listening to Londoners' lived experiences
- Community and Faith sector roundtables – 130 organisations/Faith groups
- Reports from strategic partners' engagement (<https://data.london.gov.uk/topic/covid-19>)

Learning from the response effort

Build on

- Collaboration
- Community participation

Address

- Digital exclusion
- Lack of clarity in public messaging

What we have heard: concerns and aspirations

Some of the key challenges and opportunities are:

- Mental health and social isolation
- Tackling racism
- Digital exclusion
- Access to good quality housing and tackling homelessness
- Greening the economy and supporting people back into work
- Reduction in traffic and improvements in air quality

“The loosening of shut in coupled with fear of virus loss of income rise in food prices and bills starting to come in is almost a perfect storm of disaster for many families who were financially independent. People are finding it upsetting and incomprehensible that they are in this situation. It is damaging people physically and mentally.” (London Community Response Survey)

“Put the positive vision up front: deliver a cleaner, greener London. It builds on what so many people have enjoyed about the shut down. Mitigating the problems we face should be there as well. But please start with the positive vision.” (White British man, age unknown, from Wandsworth – Talk London)

How do London's communities want to participate?

- Londoners want to contribute from a position of being informed.
- They want to take part in designing policy solutions
- They want to know how we will know if we've been successful.
- The opportunity to work in partnership and collaboratively was highlighted as one of the most positive impacts of COVID-19, and something that communities wanted to hold on to as we move towards recovery.

"The only way people will take part is if it is very participatory and grassroots. Hearing people's personal story ... a relational approach is needed. Core message in terms of solutions have to be grassroots, it needs to be done among communities that are worst affected. Information sharing needs to be looked at in relation to empowering communities." (BAME Community Roundtable)

Next Steps: July – October 2020

July-August: Inform missions through multiple insight channels (Talk London, Focus groups, polling etc.)

Late August/Early September: Collaborate on sharing and interpreting insight through ‘Hackathon’ style events

15th September: Recommendations to the Recovery Board for confirmed missions

October: Launch longer term participatory programmes



Inform Missions through multiple insight channels

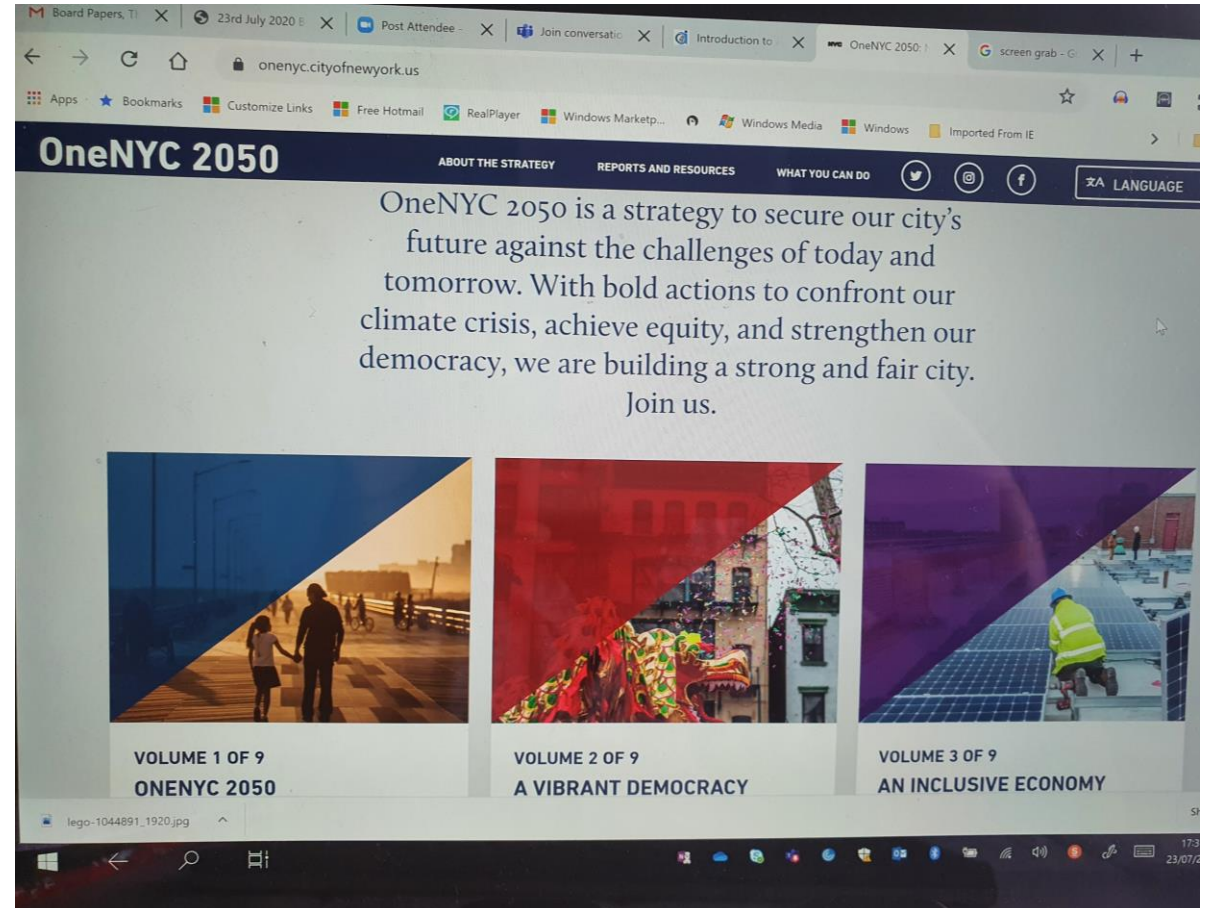
- ❑ Publish evidence base and insight from engagement to date
- ❑ Guiding questions to support collective sense-making
- ❑ Create multiple points of engagement:

- Recovery Board and Taskforce
- Talk London: City Hall's online community of nearly 58k
- Future of London Research
- Community Roundtables
- Business sector engagement
- Review of Inequality of COVID-19 Impact
- Community Engagement and Civil Society networks
- Borough-based engagement panels and networks
- GLA Policy stakeholder panels, forums and networks (e.g. Mayor's Design Advocates, Peer Outreach Team, EDI Advisory Group, Mayor's Cultural Leadership Board, VRU panels (young people, parenting, youth workers),
- Funder networks

Evidence and Insight

- Organised by Mission/
Thematically
- Plain English
- Interactive
- Infographics

<https://onenyc.cityofnewyork.us/>



At the next Board meeting

- Share insights we have collected based on our engagement on the Missions
- Offer recommendations for shaping final Missions
- Present an action plan for collaborating with the whole system: Communities, London boroughs, Businesses, Voluntary sector, Creative sector etc.

Jeanette Bain-Burnett

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Recovery: Missions

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From transition to recovery

- Transition programme provides initial foundations for recovery – clear shared priorities spanning both programmes e.g.:
 - Outbreak control
 - Business reopening/support
 - Transport capacity
 - Health and social care resilience
 - Arts, culture and night-time economy
 - Consumer and tourist confidence
- Plus revitalisation of the CAZ and reacceleration of major development programmes identified as critical challenges in moving from transition into recovery
- Need for seamless handover as transition winds down (end 2020) and ongoing focus on these areas as bedrock for longer-term missions

A missions-based approach

- To meet the outcomes agreed by the Recovery Board, the Taskforce has developed a set of **missions to guide the programme**.
- These **missions are not exhaustive** and there will be other work the programme does.
- **Cross-cutting themes** such as reducing race inequality in all sectors and promoting health, environment, equality, diversity and inclusion are objectives that cut across all of the missions.
- The missions will have **different timescales** – some of the outcomes are more short-term while others will take a number of years to meet.
- We will need to consider **what levers exist** across Recovery Board membership to make these missions achievable.
- We **seek your steer today** so that we can consult the public and stakeholders and then bring refined missions for endorsement at the 15th September Board meeting.

Mission 1: A Strong Civil Society

All Londoners - especially those who suffered unequal impact of Covid-19 - are served by a thriving, diverse and sustainable Civil Society and Faith sector.

Outcomes:

- All communities - particularly the most disadvantaged with the greatest health inequalities - can **access support and services** with enhanced control and choice over those services.
- Londoners can build and maintain relationships and be **active citizens**.
- London's Civil Society is **strong and resilient**, reflects and champions London's communities, can meet future shocks, organisations can access resources and support to meet new/changed demand and provide essential services.
- **Sustainable and strong partnerships** between funders and VCS organisations.
- Ongoing **risks** arising during the crisis are addressed.
- Public service partnerships proactively include **the voice of older Londoners** in future planning.

Mission 2:

A robust safety net, a good standard of living and the tools to thrive

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All Londoners receive the support they need to avoid or be lifted out of poverty, and to relieve hardship

Outcomes:

- Increases in **poverty and destitution are minimised** and reversed.
- Londoners' **disposable incomes are maximised**, and costs reduced.
- Londoners able to **access a robust safety net** and tools to develop personal resilience; improved trust and confidence in public services.
- **Public services transform their approach** to provide a joined-up local service of tailored welfare advice plus support to progress.
- Rises in **homelessness prevented**; no return to rough sleeping.
- Londoners are **not pushed (further) into problem debt**.

Mission 3:

No one's health suffers because of who they are, where they live, or if, how and where they work

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To address the disproportionate impact of Covid-19 on certain groups, and take steps to ensure that the rebuilding of London reduces the gap in healthy life expectancy

Outcomes:

- The gap in **healthy life expectancy** between communities is closed.
- The **disproportionate impacts of Covid-19** are understood and minimised.
- **Partners across the system work together** with a focus on preventing ill health, including mental ill-health.
- Londoners have **access to the best health and care services**, including mental health, and a health and care system response that **prioritises the needs of under-served communities**.
- **Londoners are central to decision making** on their health and care.
- Health inequalities reduced, especially by **tackling environmental determinants to poor** health including air quality, access to green spaces, and poorly insulated homes.

Mission 4:

A new deal for young people

Every young Londoner to have the best start in life; to be happy, safe, fulfilled & ambitious – focussing on those facing the greatest barriers to realising their potential.

Outcomes:

- To experience **positive mental health and well-being**
- To have access to a **safe and stimulating physical environment** including access to clean air and green spaces
- To have a **positive educational experience**
- To benefit from a **skills and training offer** with employment prospects
- To enjoy **positive relationships** with parents, teachers, youth workers and peers
- To feel **empowered to shape and lead** young people in the future

Mission 5: Good Work for All Londoners

No Londoner, particularly those people disproportionately affected by the pandemic or BREXIT, is left without access to education, training or a job opportunity.

Outcomes:

- ‘No wrong door approach’ is established for Londoners to access a more **integrated and aligned employment and skills system.**
- **Skills pathways** established for **key sectors.**
- **Rising** levels of **unemployment** in London are **reversed within two years.**
- More Londoners understand and enforce their **rights at work** and poor or exploitative employment practices are reduced.
- Increase in the number of employers accredited by the **Good Work Standard.**
- All **Londoners between 16 and 24 in employment, skills and training.**
- **Employment gap for vulnerable groups** (including women, some BAME groups, disabled people) in London is reduced during the next five years.
- **Reduced** numbers of **working families in poverty.**
- A **reduction in skills shortages** reported by London’s employers.

Mission 6: Green New Deal

Increase [by %TBD¹] the size of London's green economy by 2030, to accelerate job creation and to drive a fair and inclusive recovery from Covid-19 that tackles the climate emergency, eradicates air pollution and builds long-term, community-led resilience.

¹ Need to agree what the percentage is – will be refined once evidence confirms figure and ensure the approach is in line with other missions

Outcomes:

- Accelerated creation of **good jobs** in London's green economy and supply chain. London Green skills academy launched.
- London's **Low Carbon & Environmental Goods and Services (LECGS)** sector, including Carbon Finance, is supported and strengthened (sales, employment, businesses).
- **Green skills and training** are available to all Londoners, particularly the most vulnerable.
- Jobs and organisations within the **green VCS sector** are protected and strengthened.
- Walking, cycling and public transport become the default choice for more people, accelerating progress towards 80% mode share for **sustainable modes of transport**.
- London's **public realm** is greener, accessible and resilient to climate impacts, supporting health and wellbeing.
- **Vulnerability and inequality** are reduced by addressing fuel poverty, improving the air we breathe, increasing resilience and providing access to green spaces.
- Substantial progress has been made to keep London on track to becoming a **zero pollution city** by 2030 and a zero waste city by 2050.

Mission 7: Digital Access for all

Every Londoner to have access to connectivity, basic digital, skills and digital employment opportunities and support by 2025

Outcomes:

- **Develop detailed picture of digital exclusion** in London through access to high-quality granular data.
- **Identify cohorts in need of ‘minimum access package’** and pilot initiatives to provide them with devices, skills and connectivity.
- **Fill gaps in broadband and 4G/5G provision** to tackle geographical inequalities in service and access.
- **Ensure all Londoners with no or low digital skills receive training and support** to enable them to make effective use of their connectivity access.
- **Support job creation in connectivity infrastructure works**, through skilling Londoners and working with industry.
- **Support Londoners to develop higher-level digital skills to enter the tech sector**, particularly those underrepresented in the industry.
- **Improve digital leadership** – put people first and respect diversity when designing digital services, use data or adopt emerging technology.

Mission 8: '15 minute cities – the city on your doorstep'

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Thriving, inclusive and resilient high streets and town centres in every London Borough with culture, diverse retail and jobs within walking distance of all Londoners

Outcomes:

- **Expanded/enhanced high street public realm**, urban greening and cycling infrastructure, new local civic and cultural infrastructure.
- **Increased footfall** at different times of the day/night, limiting vacancy rates.
- **Business rates reform** achieved that enables high streets and town centres to thrive, whilst sustainably funding London government.
- The adoption of new technologies and the promotion of civic innovation challenges to meet local community need.
- High streets provide **equitable access to the social infrastructure** that serve diverse and inclusive communities.
- Diverse new cultural uses for empty spaces across London.
- **15 minute cities** - in every London borough Londoner's daily needs are met within a 'short' walk or cycle ride.
- **Growth across London's everyday economy**; the creative industries, knowledge based and green economy sectors.
- **Growth in London's social economy** including community businesses and social purpose organisations.
- Central London's role reignited as a **centre for enterprise, collaboration and innovation.**

Missions summary

1. A Strong Civil Society

2. A robust safety net, a good standard of living and the tools to thrive

3. A new deal for young people

4. No one's health suffers because of who they are, where they live, or if, how and where they work

5. Skills and Employment

6. Green New Deal

7. Digital Connectivity and Inclusion

8. 15 Minute Cities