

# A CITY FOR ALL LONDONERS

Economy Workshop  
23<sup>rd</sup> November 2016, 9.30 – 13.00

## Opportunities for All Table 3 Session 1

**Facilitator in bold – facilitator comments in bold**

Respondents in regular text

*These notes are a summary of the conversation*

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*Session 1, Table 3*

**Nathan Davies - Facilitator**

**Christopher Mansells - Facilitator**

Steven Burak - Just Space

Mike Brook - Capital Enterprise

Ilina Diaconescu - London Gypsy and Traveller Unit

Andy Chapman - Economy for the Common Good UK

Bridget Knapper - Spanner in the Works

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**This is a table about Opportunities for All. I'm Nathan from the GLA and have been working on economic fairness.**

**I'm Chris, predominantly working on London living wage and financial inclusion and exclusion.**

I'm Steve from Just Space and work with Ilina involved in reexamining and re thinking in terms of economics and inequality. Making the connection to the situation that is increasingly unstable. How do we create a new way of looking at the problem and a new narrative? In a long term, a very utopian view while in the short term so that we can move forward while revealing more cracks in the system.

Mike Brook, from Capital Enterprise, providing start up and enterprise agents with support, HE institutions, co working spaces and accelerators, involving most sectors and most parts of London.

Hi, I'm Carol from the London Borough of Barnet working with the Public Health Team.

Ilina, London Gypsy and Traveller Unit. I've been doing work on employment skills and inclusion. As Steve mentioned, working with Just space planning group, set up 3-4 years ago, working on policy in London on the economy expanded to work with the GLA economic space.

Hi, I'm Bridget, and work with Spanner in the works which is an organisation that is a Theatre and Drama, and Multimedia project working with young adolescents in psychiatric on drama projects in hospitals and also a coordinator for Economy for the common good that seeks for any economic activity to have the primary goal for the common good and not just for external stake holders. Through looking at governance

I'm Andrea, chair of the neighbourhood forum in Deptford, which has been designated by Lewisham, and looking to write a neighbourhood plan, we've had a presentation and adopted their values to be part of our introduction to our plan, because we want it to be value based, and i'm going around to get in on policy. I'm interested in the London plan to see how it can all fit in.

**We have until 11 o'clock, where we want to get to is to agree on three to four priorities.**

**I have three questions, which Chris has prepared, but if you feel there are important issues to raise we might have time.**

**Starting with a question on the living wage, particularly Mark has raised if the real wage is keeping up with the rest of the city, wages have risen in 3% in 2011 - 2015 but costs of being a Londoner have increased at a much faster rate. We have taken a role in campaigning for £9.75 an hour for the London living wage, there are more than 1000 employers who are accredited. We are one of those and there are others who engage with the campaign. How can the Mayor use his profile and influence to increase the number of employers to pay the London living wage to their employees, to their cleaners, security and catering, with those jobs that are lower paid.**

**Who would like to begin?**

Trading levies add additional cost and increase to business rate, It will be a struggle to extend the living wage. Areas to do that is uplifting skills of London at schools and colleges, higher level skills, increase productivity and through that enable companies to have higher wages. The Skill budget is where to start looking.

**Very interesting point, at an event, they were drawing out different professional wage levels and there are a shortage of technical skills, between school leavers and graduates, the average wage is 15k and above, looking at the basic national living wage level across the UK that can really have a benefit.**

Anecdotally, you can't get a good plumber or electrician. You don't have to go to university, but you can earn a lot of money, the perception of those jobs have declined over the decade, they haven't seen it as a good route to go down, perhaps it could be encouraged through career service.

Schools should do woodwork, introducing electrical skills; it is really hard to find a good one. More emphasis on vocational. There is this middle but without jobs, more vocational, or this trade, making it easier for people to do. Internships perhaps.

**You're coming from a public health background.**

It is all public health now.

**I'm interested now what would you see it as a health impact and the knock on effect of being paid a London living wage.**

As one of the few council house or housing associations, there is no way to live in London unless you have a council house from years ago.  
If you're just a normal person, you can't rent anywhere which leads to overcrowding, living on streets, it just builds up.

We have to talk about social housing; affordable housing is not affordable for a normal being. Affordable is someone who earns 50 grand, but if you're on 15 grand?

**I'm interested. The Mayor has a large public profile; there is always a conflict, but also the moral argument, made in the campaign, if you can, to uplift the lowest paid wage.**

You have the benefits of businesses paying the London living wage, but also on the ethical side, because there are very clear benefits, it increases your profile as a company; it reduces your recruitment costs. It encourages better engagement, better motivation, in the Economy for Common Good model, the multiplier effects of the lowest and highest paid are looked at and through that perspective.

Businesses follow the lead of policy makers. If they know there is a policy leader, they jump on it.

It is raising the bar, let us look at what pay looks like through the whole company and interrogate their own supply chain.

Skills. Increasing the skilling-, Pimlico Plumbers-, stand on the corner see three, four, half a dozen, little vans driving around. Which makes it very plumber hard for a plumber that wasn't linked to a corporation, whether it's an Uber, little SMEs, even smaller, SMEs can be very big. A board game of monopoly, monopolisation is becoming the name of the game, it's happening right across the board.

Increasing corporate profile is fine, but, what it does, if i look smart and walk in a room, more people will start to appreciate me, it doesn't go to the essential heart of the problem, it doesn't encourage people that they have a moral duty to change what is wrong.

**Those are good points you are highlighting, maybe the London living wage for larger companies, but what about the sole traders and the pressures to compete with?**

This has to be linked strongly with the London plan and the other strategies, there are already councils in local plans with certain number of employment, especially in opportunity areas in regeneration zones, there should be something in policy, developers in, employment that should be at least pay the London living wage, not just a construction job that lasts 16-18 months. This applies to all range of jobs. Steve is right, self-employed, self-contracted people, zero hour contracts, people who work in care and teachers, jobs that are essential and sustain society, coming from a voluntary sector. Skilling people is left to the private sector, they have to compete for funding, even though it is employees are in part time jobs, it is looking at how the London living wage can become a requirement. You know what happens in these opportunity areas, people are displaced, micro businesses, and these areas have rich culture of entrepreneurship even though it is not looked at such.

**Opportunities after construction, what happens after that? We want to be an exemplary employer, but also exemplar purchaser, there is a requirement. You**

**mentioned a social care; I would just like to bring up the social value act that is placed on public authority which is a vehicle for that.**

It is voluntary, so not everyone is signed up to that. There needs to be a stronger approach from the GLA to not work with company's services or products that pay lesser.

Zero hour contracts, minimum wage, they are reducing their hours, not having them do that. Reducing business tariffs, small businesses want to but can't afford to. Looking at plumbers, looking at pop ups, helping people become entrepreneurs; this stuff has to be in the London plan to be filtered down to the local plan. We should do this because this is in London.

I was going to talk about the supply chain. If they think the living wage can be mandatory, when I was just on my way here there was a demonstration outside the magistrate's court, demanding the living wage.

In so many places, the cleaners are not being well paid and I will point out, they all seem to be ethnic and minority. It is very clear.

It can't be voluntary, it has to be mandatory, no one is going to pay more money.

Economics does tend to work like that.

**I'm going to unpick this a bit. There are a few separate issues here, at a national level, what is the national living wage. I believe to announce a small increase; we don't have much control of that side. What can public agency do? We have a responsible procurement policy, having an audit on subcontractors, we do take that seriously-, living wage accreditation.**

Look at Salford and the orange tower and orange code.

Boroughs in London offer discounts for employers who become living wage accredited, that is only for the Boroughs that can afford it. But there are quite a few out there where there is more housing stock than businesses.

Should have a word with the Borough treasurers.

Some sort of hot fund, where they can support the lesser Boroughs for the particular aspect.

**I'm conscious of time.**

**Who is paying below the living wage and particularly highlight, women are more affected by this, Mark was saying 20% earn less than the living wage in London, 24% of those are women, 17% are men. We have a second question about the gender pay gap. What we would like to pick up on is what can larger employers do to address the gender pay gap for both lower and higher paid employees. Women in more senior roles-, I say larger because from April 2018, companies with more than 250 employees will have to publish a gender pay audit. So it is worth picking up larger public agencies where the rules apply to them.**

**There is an over representation of women in catering and cleaning. In senior roles there are less women. Clarifying that we are not talking about men and women in the same role who are getting paid the same money.**

Ethnicity was not brought up but must be looked at to.

Pay gaps in general. What can larger employees do, what can smaller employees do?

When I was working at Newark council a while ago, talking about the snow peak at the senior level. Ethnic minorities could go to a certain level but stopped there. Starting a mentoring program for ethnic minorities to move up. I don't know why it is the way it is, but it is difficult to reach a certain level.

I'm not surprised. Bad and good memes replicate themselves. This problem related to men, relates to ethnic and migrants, prejudice perpetuates itself. One inequality makes another inequality whether it is in women or it is actually, economic inequality.

Back to the voluntary payment of the London living wage. It will reach a threshold, at that threshold; no one can else will be able to pay the London Living Wage.

Some people, British Health Service, some people just don't care, it is a good start but it will peak at a certain point, where it will peak, it will be quite limited and then it will have to be mandatory.

Opportunities for all. Opportunities in Latin means to carry, it is about weight. Redistributing, reweighing. Too much weight is on some areas. Redistributed in all sorts of mean. Start with large companies, 250 + with some sort of subsidisation fewer than 250 could be able to pay the London living wage, for things to look more equally weighted.

We have to look at leadership development in organisation and culture and move beyond the London living wage.

I'm curious. At what point if you or I get the job, at what point do you get more money in that scale.

At what point does the disparity happen?

**Adults born after 1975 are mostly paid on par. The biggest skew is at part time lower end and higher end.**

How is it literally happening?

I THINK THE ANSWER is complex and vary by sector. The point is, some of this might develop into the kind of jobs men and women, white, BAME groups and what levels those are in the organisation, the point of leadership development encouraged to go for opportunities at different levels. It may also depend upon negotiating salaries.

Is it because you are negotiating more?

**Looking at a statistical level and at a more granular level, it comes to cultural aspects of those organisations who invest in skills and development, individual behaviors that self-negotiate.**

**What we're drawing at the statistics show something, but also taking to account the qualitative aspect.**

Being able to raise the expectation in schools-, what is the norm? What is my career path? Start at a younger age. More women and ethnic minorities to start businesses, and who get to be in

control to who gets paid what. They are earning more, they can pay everyone more, a lot of women and ethnic minorities are doing better and the best route is by starting up their own businesses.

**That is interesting. One of the things we want to do is the right thing to do and it makes economic sense. More diverse business leadership and ownership tend to perform better in business terms.**

Our members run by females and ethnic minorities and growing in confidence and thinking maybe this is something I should be doing. Deprived lower business formation rates the more you can get in there the more you can think about too.

Pop ups, empty shops, giving that do the entrepreneurs to start up.

There is a role in policy in terms of the expectation it is morally the right thing to do, you are harnessing the talent, it is set if you raise the bar from London living wage to investigation pay throughout the country, in terms of multipliers, representation.

At schools, it would be quite nice, careers, they don't pass them down if they want to be a brain surgeon and instead encourage them to be a nurse. It is pretty much what they do, even now.

**Stereotypes need to be addressed.**

**Now, Can we try to wrap up? Parents and flexible working, if you have thoughts on those.**

**How can employees support parents with children? And three priorities where we can use to sum up the conversation.**

Target the opportunity areas; it has to be in implementation, just an aspiration.

It has to have a meaning on the ground, your point is particularly relevant, the Mayor is taking Opportunity Areas, planning application, and the larger system.

Particularly in the Mayoral they should lead by example. I've done a lot of work in the LLDC, in reality, if any of the stats converge, they have improved, but because people will have been displaced.

There is some good practice, we have to build on that good practice, and I have direct experience in the nine elms area, awarding contracts to local contractors. Though in Battersea it is 60% foreign.

On the parents, flexible and home working, doing both, if you have issues, being a carer, being flexible especially in public sector.

The GLA being a common exemplar, should interrogate its pay structure and supply chain, it would act as a bench mark.

**On that specific point, we are exemplary, we set our ambitions high.**

**I want to pick up on skills. How do you develop, different diverse communities to have more ambitions where they will get better pay and ambition? I think that was a really important point.**

**A point about leadership is who is leading the organisation and what is the economic benefit of having more diversity?**

Or more representation of the actual leadership being the local. The snow peak.

Good role models. Like myself going into schools to talk, that there is something they aspire to. To be actually like-, you can do this, there are opportunities there are vocational things.

**Are there any other ideas?**

It is an important role to be monitoring the right type of evidence, I am not sure how this will line up with the statistics in black and white, but it should be looked at in the finer detail, the finer complexity. Why are there more minority women? What are the conditions, that kind of research has to exist and be commissioned and shed light. The interrelationship of the security of housing the opportunities to gain skills and be trained in field jobs not just high tech.

Opportunities for all, there is an assumption that one approach will benefit for everyone. If you can only understand that it is not like this.

I am also keen, encouraging the Mayor and women businesses and starting with the business and being a role model for others to be the same. That is a very practical way.

I don't know how to achieve this-, about the balance of what we are talking about that it is a balance.

There are opportunities, motivating people but a lot of them are also disillusioned.

We have to throw it to that side of the balance. I just wanted to put it on the other side; you have to have the opportunities to take from.

Picking up the opportunities don't come out of nowhere, they come up by saying, we're creating a space for you to do this. People get demoralised in these areas, emotional, economic deprivation. The question is how do we recompense the demoralised? Re-moralise. How do we inspire communities to believe in themselves, there is no substitute, for human interaction that is genuine empathy, re-moralise from demoralisation that they have suffered.

# Opportunities for All

## Table 3 Session 2

**Facilitator in bold – facilitator comments in bold**

Respondents in regular text

These notes are a summary of the conversation

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*Session 2, Table 3*

**Nathan Davies - Facilitator**

**Christopher Mansells - Facilitator**

Andy Scott - London Borough of Tower Hamlets

Carole Williams - London Borough of Hackney

Alex-Kinchin Smith - London & Partners

Robin Brown - Hayes Community - Just Space

Rachel Laurence - New Economics Foundation

Tony Laurent Belson - Brown Baby

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**Hi, I'm Nathan Davies, I work in the economic and business policy in City Hall.**

**Mark covered London's economic fairness challenge, the Mayor's commitment to forge cover for all sorts of things that the Mayor believes are important. Such as the London living wage and gender pay gap. But first, let us begin by introducing ourselves.**

**Hi, I'm Chris and I support Nathan on the economic business policy around the London living wage.**

Andy Scott, Director of economic development Canary wharf, Employment Fairness.

Carole, Cabinet lead on Human Resources, London Borough of Hackney.

Alex, London and Partners, A promotional agency to the world to students to investors.

Robin Brown, Hayes Community, part of a London wide network community involvement in planning at Just Space.

Rachel Laurence, Director at the New Economic Foundation, with work in regeneration in city regional policies.

Toby, artist designed education Ladbroke grove, west, a lot of grass roots activity, campaigning for Westway which has 23 acres of land supposed to be for community and a Kensington library that is being leased off to a private school.

**How many of you are accredited as a London living wage employer?**

*6 people raise their hands.*

It is not a lot about accreditation, we have been paying long before there was accreditation.

**So the points for today are how are wages keeping up with cost of living? To put it in some context, between 2011 and 2015, the average weekly wage rose by 3%, though the cost of childcare and the average consumer products have increased much more dramatically. What role can the Mayor have to increase the number of employers in London to become accredited with the London living wage or pay above it of £9.75 per hour? To explain, that wage is calculated the cost of living in London and 15% that is added to consider daily life and the knocks and strains and how to families plan for the risks that might come or through their pay practices. I wonder if anyone would like to volunteer to begin?**

I was on the previous table where there was conversation about apprenticeships. Apprenticeship pay is super low, even if they are living at home, it is still very low. The London Living wage should not just be for employment but also apprenticeships, the Mayor should take a lead on that. Many apprentice come from families from poverty and they get the skills and have the opportunity to be apprentices. If London really wants to rebrand, apprenticeships are one way of doing that.

What is the take up of the London living wage?

**1133 are accredited and many organisations who pay above.**

**There are 20% who are paid below the living wage.**

Does that break down by sector, what industries are they working in?

**Most likely, in hospitality, low wages in catering in cleaning, these sort of sectors. They say it is most difficult as the margins are so low, if they are increased; it no longer makes them competitive.**

For procurement-, in a similar premises in elephant and castle, community reps at the caterers for that conference held by the GLA were not paid the minimum wage and that is an issue which rolls out to all the other issues.

The big business, that roll out, those credited, do they track their suppliers? Is that part of the condition? It should filter down.

If i was to wrap this up into the package. There is the apprenticeship agenda, the new apprenticeship regime, which is more than 16-25, including adults, more than three pound an hour, zero hour contracts, the social value contract, procurement supply chains, 10 billion on public sector, several organisations that have the ability to apply pressure to that living wage and put back money into the economy. Does the Mayor engage with businesses who don't?

I completely agree with that. Business rate retention on the devolution table, how this might become devolved in London. Can we look at that in a creative way, there is a harder line approach with businesses that don't? Hospitality is the key offender; tourism is a 'you don't want us to go bust' since we provide 80% of this. Schemes where there are tax rebates, flexible around rebates. In Manchester there is devolution for incentives for living wage, but rebalancing the tax burden on bigger companies.

Tax credit can get free skills training, unless you invest in London living wage.

Make the London labour market more mobile

### **Apprenticeship and supply chains.**

**Today's event, should there be availability in city hall would have been held there where the catering staff will be paid the London living wage. We are accredited and when we enter into contractual relationships to pay the living wage.**

**The Mayor called for an audit to sub contractors and it is taken seriously.**

**There is a broader point, the social value act. Encouraging sub contractors to do that.**

Incentivising, tax rebate, tax credit, fiscal levers?

In terms of that we are aware of some Boroughs who offer business rate discount who become living wage drawing that out as that is an incentive.

### **Are there any other levers out there?**

I'm interested in that statistic how small percentage have zero employees, and the next 20% are micro employers, lowering the bar making the 20% increase to the number of employers straight out immediately. They want to pay their living wage, but can't afford to.

It is not about those individual businesses, they will choose or not choose.

They will not be which sectors don't pay it and if their argument, is their affordability, location, business rates. The common argument is that we don't earn enough money to pay the London living wage. We are all going to go bust, 200 of them who can't afford an extra 3p. There is always an argument; we are always poor because you want to get whatever you can get hold off.

Those are the arguments, address the sector issues and they will cluster and against you.

Talking about support for business, what would be really useful is what kind of business sector support the Mayor can provide. How much of that should be around, what business model do you need?

What are your pay ratios? Where are you borrowing from and at what interest rate? Provide business model support. How does your business stay viable when you pay the living wage?

Be a meaningful employer.

Attractively and pulling away, increase the market and you are going to get employees who can say, 'I don't need to work for you because I can work for you instead'

From hospitality, London living wage and a lot more, what are these sectors? Who are they? What ownership structures do they have and what areas are they in? Details. Not a hard stick, understand, as well as encourage.

British Hospitality union, those are the conversations to be had instead of the corporate business, talking to institutions to raise the game.

Business models and support and advice, to corporate to schools in particular, schools are semi-autonomous. Councils have very little influence and how schools deliver their services. How

many of those pay the London living wage to their contract staff, catering and subcontractors? I think that would be useful if the Mayor could have some sort of involvement with staff who aren't employed throughout the year, summers or Christmas, aggregate across the year.

I agree with that, to cleaning staff, it was off our backs, that needs to be something to be held up important for schools, community organisation, boards, the pay for drivers and minibuses.

This is really key, if the Mayor closing the gender pay gap, schools, health and social care, to pay the London living wage, and they know there are more industries including digital creativity, if we get that right.

**20% of Londoners earn less than the London living wage, 24% of those are women, compared to 17% who are men. At lower income levels there is a gender pay gap. At different levels of seniority, gender pay gaps. Second question. How can London employers address the gender pay gap and organisations at a lower income levels and at senior level. You mention schools and health and social care who welcome contributions of different aspects. From April 2018, companies with more than 250 employees will have to publish their gender pay gap audits. This is going to be a more visible issue for larger businesses as well.**

It is really important that to think differently about wages as they are not the same as income. The wealthiest have ownership of assets, they might have investment assets of which they derive an income and that is the reason for the gender pay gap, because of time of spent in a paid economy, caring responsibilities, caring needs and the correlation between them.

Living wage, is a no brainer important tool. Just by looking at the hourly rate, you are working 50 hours a week, but which people derive income, not as much outgoing.

It has to be part of the discussion of pay gap. Time spent in paid and unpaid economy.

I see this as two separate scenarios. In work - seniority. That's a different discussion, that household make up, their ability to go to work.

Equality in the workplace and on the pay scales,  
The other is about ability to address the female associations with poverty.

The accumulation of time, time spent out of the work force are all related with women out of the work force who then come back.

**I would like to put some perspective to that. London's women with dependants in London is lower in the UK.**

Clearly it comes down to child care, which has risen by 25% between 2011 - 2015. They see the opportunity cost to bear children go down, which brings us back to what employers do to support women with dependent and other people, who have caring responsibilities, to meet their family requirements.

Flexible working. Seniors at a part time role and re looking at office culture.

Incentives, do we have a set of incentives to offer to businesses.

Discrimination of the labour market, time and memorial, how do you educate employers?

Maybe it is about the developers who are growing growth in London, why are they not providing free spaces for child care services, rent free? You immediately reduce the cost.

**Would that be attractive to you?**

We are doing that in Tower Hamlets.

Do we want to make it more attractive for people to go to work?  
My partner wants to have constant access to her child.

**It is an important point but is also a personal choice.**

How are those spaces, allowing community to look after each other's children?  
How is that support from the GLA to nurture those community spaces, than private.

New Economic Forum has childcare co-operatives as childcare professionals that have a high quality of provision. The cost model is different, corporative, is a non-profit. That idea, coming together and sharing cost and sharing profit, sharing wages.

It's interesting as Maxilla, a local children's centre in west London recently closed. 40 years ago they perhaps started with the model but now the council wants to save cost. Please be looking at existing examples, because of gentrification they are under threat again. What are the frameworks in place?

Newer industries are tackling how you address the long hours culture. In the new creative sector, a long hour culture, has a risk brings excluding women, who might be the primary carers and might exclude residents who are living in poverty, who can't dedicate that amount of time. Famine or feast. They don't always have a lot of work, when you do have access to a contract you work long hours, and you don't have it, it all dries up. There is a role of the GLA, how it excludes certain people.

**Could you give us insight on some of the challenges of a Hackney resident?**

Caring responsibility for a child or disabled who wants to be part of the labor market. How do they participate, when they are expected to on the Friday evening networking, Silicon drink about, Pizza night. They are expected to build those social networks, it is a really big issue. We value it, it brings a lot of benefits but it also brings a lot of challenges.

We've got this great booming economy productivity, what kind of jobs do you want?

The night time economy us good, why do you want it?  
There is tension between two outcomes; well we've lots of primary carers in these spaces. Let us look at this and what kind of jobs and sector would be best for each Borough and lets foster that sector.

What you're not doing is local authority to have access to those support jobs. It has to come with what is this good job, flexible day time. That will vary, of the needs of each Borough and resident.

In a student quarter, night time is good.

If that is possible to weave that in, in the beginning and not the end. The losers are the least flexible.

Around Shoreditch, there are a lot of student halls, a booming night time. That is a way of supporting the creative account of the sector. If the area is not seen as low skilled low paid employment ones.

Thinking of those in London, maybe with an opportunity area, the job mix that goes in there, reflect on that.

How we write policy in the economic policy and London plan-, the opportunity areas the Mayor has more control because of partnerships in the area, accommodate, recognising the needs of particular activities, that is something difficult, we need more bright ideas.

It is the same basis, taking on sensitives, low wages, pay gaps. What are the groups that the London plan is looking to promote, if we have opportunity areas. Infrastructure, will develop areas of opportunity, the conversation with the Boroughs, we want to develop place, the economic social environment place, we don't want a sterile Miami business district with nothing in between, it promotes business growth and development.

They want to move Chichester into Tower Hamlets, it is an impossible situation. Take account into place, all of these subjects, need to take account opportunity for all, infrastructure.

Cross fertilising, but if you're going after gender, impact, in different, geographies, affect everything.

More on implementation and mechanisms for delivery, a plan that has an overarching plan. What leverage does the Mayor have?

**What we would like to do. Three things we can prioritise.**

**What kind of role public employers have in a supply chain? What is a good job? Cultures in a work place that supports opportunity. The London plan and how all these complex aspects feed into that. We need to think about opportunity of the work place, who are excluded for other responsibilities. What does this mean, to larger employers and micro employers.**

**From those various points, what would be your three priorities?**

Systemic approach, and how does this approach, play out. That needs to a starting point, instead of pulling a lot of levers. Whether it is a living London wage, hospitality-, How can you think of it holistically instead?

The system itself works, what can the Mayor do individual inputs in the system.

It will probably become a reaction.

London is a top dynamic 21st global housing, you already have five things on the agenda, there will be full out from that.

What is the impact on people and geographies and how do you mitigate some of that, drivers are not going to change.

Relate what we do to this agenda about everyone benefitting from London success. Benefitting more people. The Mayor has a lot of a power of convergence and statutory power in a lot of areas. Listening to this, is champion that good practice and have the GLA find those things that are working well and then elevate them. People have made those positive choices and they are being successful doing that.

Is it certainty that he has such little statutory power.

At least statutory duty, social economic development which is different from economic growth, equality for all.

He doesn't have the levers that he can pull.

**Why don't we talk about the living wage because we do that employ people through our group? The decisions we make and how we champion them?**

Maybe, you have to reimagine those levers. He has a global face, a reputation, there is press, there are things that can be done. It is very different from restaurant around the corner from a billion pound organisation paying London living wage. There is an issue there, if he would say it it would go global, sometimes you need corporate in a room, you are spending times 50 x the money before breakfast and can definitely afford to pay the living wage.

Lobbying government for further devolution of skills and business rates, for more business rates. Left behind Londoners, there is gradually.

What leverage is he trying to gain? The power of the people? There are different levellers, how they treat their employees and the power of people.

In London there is the ability and it is important the Mayor does truly integrate itself with the grassroots with the local level of people, who he is supposed to be answerable to, instead of big corporations.

Is he going as a Mayor of London, or the representative of nine million people?

**You are raising the sum of, what does it mean to Londoners and the different communities? A sense of a campaign conversation of London. The living wage is a good campaign; we have tried to create that kind of conversation. Create that kind of economic situation, I take that point that there are also large employers. Are there any other priorities or ideas?**

That is the image that he has set.

An idea, the Mayoral development of Park Royal.

In the draft London plan, they are framing their vision around life chances, work in progress, the fairness of inclusivity and trust of a city for all Londoners yet, but they are writing policy too vague and too open, wide to interpretation that doesn't necessarily capture all of the sensitivities.

Is there a convenient phrase or saying that planners should seize upon, because life chances, you could have a grammar school in the middle of the development corporation area, but mobility in the middle.

The phrase is inclusive prosperity, the product of growth.

Just to challenge that, if you don't have the growth, you won't be available to afford the growth.

**Defining economic fairness means within Park Royal.**

Fundamentally, that is what they are going to revolve around.

There is a balance.