



INCLUSIVE GROWTH STRATEGY 2019

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FOREWORD

POLICY CHAIR, CATHERINE MCGUINNESS

Central London's growth over the past ten years has been remarkable and has shaped the city into what it is today. The city is dynamic, adapting to change and constantly reinventing itself. This dynamism is at the heart of the city's creative energy, made possible by the diverse communities and businesses that call London home; securing London's position as a global hub for talent and innovation.

Major investments in the capital's infrastructure networks promise to deliver the bold ambitions for London as a global destination to live, work and study. Two of the biggest contemporary urban infrastructure projects, Crossrail and the Thames Tideway Tunnel, are currently under construction and will have a significant impact on the city's resilience and future development.

Central London has successfully recovered from the difficulties and challenges that the last decade's recession presented. Yet we should not take sustained economic growth for granted, especially in the context of Brexit. Going forward, greater efforts need to be made to ensure that the benefits and opportunities of growth are more equally distributed.

Central London's success is a shared success: much of the value added in the Central London boroughs is shared well beyond London and across the UK – supporting jobs, people and the delivery of public services across the country.

Investing in people, jobs and infrastructure will be key to addressing future challenges and ensuring that Central London's economy continues to deliver and spread the benefits of growth. Greater efforts need to be made to address the challenges that continue to prevent Londoners from accessing jobs. We also need to invest in the expansion and modernisation of our infrastructure networks to ensure that Central London businesses have access to the talent they need.

This report provides a plan for the Central London boroughs to address these future challenges and drive change through collaboration. Increasing the capacity and reach of public transport, developing cleaner modes of transport and connecting more Londoners to digital networks will be key. By working together, the Central London boroughs can address common challenges, drive positive change in the economy and support the delivery of jobs, homes, business space and infrastructure that are essential to deliver future growth and access to opportunity where it is needed most.

Catherine McGuinness

Chair of Policy & Resources,
City of London Corporation,
July 2019

EXECUTIVE SUMMARY

Central London's economy has recovered strongly from the global financial crisis. Powered by robust employment growth in its high value industries, it has created more than half a million jobs since 2010.

This growth has benefitted the national economy. Today more than £1 in every £7 generated in the UK is attributable to Central London's economy, and Central London's net contribution to the UK's tax base helps to pay for vital public services across the country.

Growth across the Central London area has been driven by:

- » An open, stable and specialised business environment.
- » A diverse and highly skilled workforce.
- » High quality transport infrastructure connecting businesses to employees and customers.

These are strengths to build on. By working in collaboration with a range of partners including businesses, developers and education providers, as well as local and national Government, the twelve Central London boroughs have the power to shape future economic activity to maintain competitiveness, develop talent, and manage and grow their infrastructure capacity.

In looking to the next decade, Central London's economy faces two key challenges. The first is that **today's success is not guaranteed tomorrow**. The UK's position in the global economy is uncertain; Brexit poses real threats to both trade relationships of Central London firms, and their ability to access the skilled labour they need to prosper, while the cost of land and living is driving firms and employees from the capital, and infrastructure is increasingly operating at capacity.

Second, **Central London's recent growth has not been accessible to all**. Residents with low or no skills continue to struggle to find

work in the Central London economy, and certain demographic groups continue to be marginalised in the labour market. Despite a growth in residents accessing employment, not all have benefitted from the higher pay that Central London's economy can offer. Today more than 300,000 people earn below the London Living Wage. This is particularly prevalent among part-time workers and women. Economic exclusions are compounded by a lack of access to affordable transport links, which impacts low-income communities most by isolating them from Central London's economy. At the same time, the cost of living within the capital is forcing more and more households to balance the promise of cheaper housing with a longer, more expensive commute.

Transforming challenges into opportunities

These challenges can be addressed. In looking to secure a thriving, inclusive economy, Central London boroughs can ensure that their businesses benefit from new growth opportunities and help to spread the benefits of growth more equally in future.

To support this objective, included here are the shared challenges and opportunities that the twelve Central London boroughs face across three areas where they have the most leverage and can have the greatest potential impact:

- » The labour market, including how to **improve skill levels and retain talent**, as well as **improve progression routes and pay**.
- » Housing and land supply, including how to **support the building of more genuinely affordable homes and preserve affordable work spaces**.
- » Infrastructure, including **addressing bottlenecks and planning for the right infrastructure where it is needed**.

CENTRAL LONDON'S ECONOMY



Around one fifth of the UK's national income (or Gross Value Added, GVA) is generated in London. The twelve Central London boroughs are pivotal to this success: almost 65% of London's total GVA is created within the Central London Forward partnership area.

This economic success is underpinned by Central London's strong business environment:

- 1. It is **specialised** in a number of higher value-added sectors like finance, professional services and IT, clustered around Central London (Figure 1).
- 2. Its economy is **open**: Central London is a trading centre with close ties to European markets, coupled with strong trading relationships with the US and growing links with East Asia. It is also open to different nationalities, cultures and ideas, making it an attractive destination for a diverse range of people and businesses from across the globe.
- 3. It has good **quality infrastructure**, including a well-connected transport network that provides links across the capital, to other cities

in the UK and international transport hubs. While infrastructure capacity is increasingly stretched, compared to other major cities London still performs well on infrastructure measures.

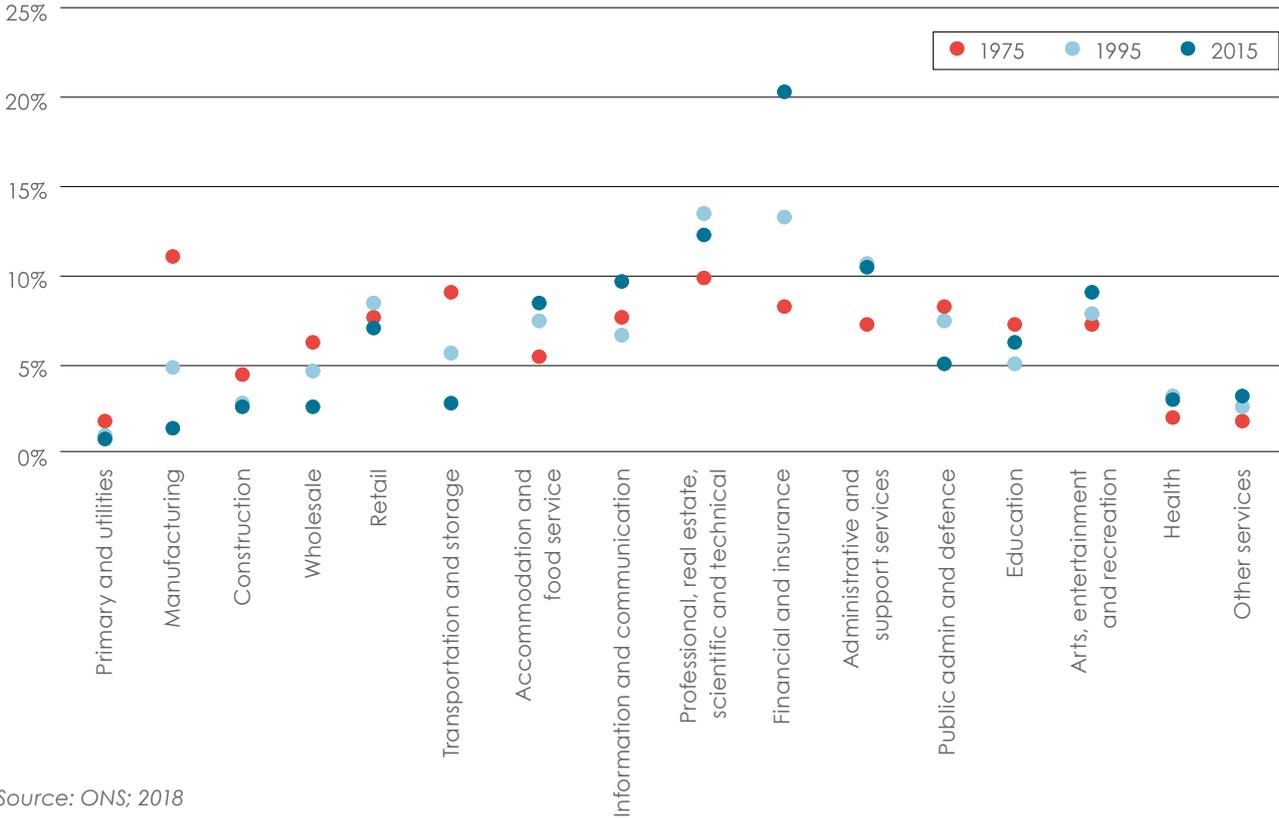
- 4. Business success has been underpinned by **access to a young and highly qualified workforce**. Working in Central London continues to be desirable, especially for graduates, despite the high cost of living and commute times.

In addition, Central London benefits from a number of UK-wide advantages that encourage businesses to launch and build their business in the capital:

- » It **accommodates innovation**: The UK's regulatory system is supportive of start-ups and innovative businesses while access to talent supports businesses to grow.
- » It is **competitive**: Taxes on the profits of companies are internationally favourable – the UK's corporation tax is the lowest among the G7.

The benefits of Central London's growth reach beyond its boundaries. More than one in ten workers in Central London live outside the Central

Figure 1: Sectoral composition of CLF employment in Central London, 1975–2015



Source: ONS; 2018

London borough boundaries, and one in twenty outside of Greater London altogether.

Recent growth has been concentrated in a number of **high value but mutually dependent sectors**, including professional and business services, finance and insurance, and ICT.

Employment growth in typically high paying sectors has been coupled with jobs growth in **low-paid sectors that support these activities**, such as administration, health, retail, and hospitality.

The mutual dependence **presents a risk to economic resilience**, where the fortunes of the high value sectors may significantly impact employment at the lower-paid end of the labour market.

The growth of high-pay and low-pay employment activities illustrate an **increasing polarisation of the labour market**, where occupation data shows a decreasing share of mid-skill, mid-pay employment, creating challenges for residents with low or no-skills to access and progress in the labour market at a wage that can support them to live in Central London.

The high concentration of jobs in the centre is impacting growth by driving up the cost of housing and office space. While Central London's future job growth is forecast to be concentrated to the east end of inner London in the boroughs of Tower Hamlets, Hackney and Newham

(GLA; 2017), the pressure on land in the Central Activity Zone (CAZ) in particular will persist.

The cost of housing is forcing workers out of Central London, and London altogether. Londoners aged 30–45 appear to be leaving the capital in large numbers. The growth in **commuting this has generated is adding intense pressure to the transport network.**

The **effects of Brexit are beginning to show** through sharply falling National Insurance registrations among European Economic Area migrants (Centre for London; 2018), and Central London employers risk losing skilled workers **if large numbers of the 435,000 EU residents in CLF opt to leave or are excluded by immigration reform.**

Many of these challenges to Central London's economy are driven by factors beyond the immediate control of CLF's members as they are driven by market conditions in the national and global economy, regulations and investments made beyond the sphere of local democratic decision-making.

However, there are a number of areas where Central London boroughs can have a meaningful impact to ensure that the future growth of Central London's economy is more closely tied to the growing prosperity of all of its residents, covering labour markets, housing and land, and infrastructure.



CENTRAL LONDON'S LABOUR MARKET

Central London is a critical part of the national labour market. It hosts around 3.5 million jobs (GLA; 2019) – around one in every ten jobs in Britain – and has added over half a million new jobs since 2010.

At the heart of this success is the highly skilled workforce. The twelve boroughs have, on average, a higher-skilled workforce than either Greater London or the rest of the UK: some 58% of employees in Central London had a higher-level qualification compared to 38% in the rest of London and 29% in the rest of the UK (GLA Economics; 2016).

Talent is both created in London or drawn to it by the opportunities on offer:

- » London's schools are performing well, especially for children from low income backgrounds (ibid).
- » A larger share of Central London students go on to achieve higher qualifications than in the rest of England (ibid).
- » 24% of new graduates across England in 2014 and 2015 were working in the capital within six months of finishing their studies (Centre for Cities; 2016).
- » The capital was better at retaining the talent its world leading universities created, having a graduate retention rate of 77%, higher than any other UK city (ibid).

Three things appear to be critical to attracting talent to Central London: employment prospects, where high skilled jobs growth has outpaced most international competitors and UK cities (Metro Dynamics; 2017); wages attached to professional careers, where the pay premium on average in London is around 29% above the UK average; and progression opportunities enabling entry-level graduates to move quickly up the career ladder (ibid).

These factors also apply to attracting international talent, the vast majority of whom come to London for the employment opportunities on offer (ONS; 2017), bringing with them higher skill levels than UK-born nationals, especially those from the European Economic Area.

In many ways therefore, Central London's labour market is a success story. The area has shifted from a high- to a low-unemployment area, creating half a million jobs in sectors that have driven Central London's huge contribution

to national GVA and providing substantial new opportunities to marginalised residents. This is firm ground to build upon. Central London offers a wealth of opportunity for those with high skill levels and those looking to recruit them. This, in turn, offers residents of Central London the chance to acquire work, learn new skills and build their careers.

The patterns of the past are expected to continue in future. Central London's job growth is predicted to continue to outpace the rest of London, with the biggest share of jobs expected to come in the form of scientific and technical work in line with recent CLF patterns.

But the labour market isn't benefitting everyone and risks excluding large numbers of residents, or those looking to live and work in the capital, from accessing the opportunities that are being created by the capital's growth.

Labour market challenges

Many Central London residents are missing out on employment opportunities. Labour market exclusion is prevalent among:

- » Low skilled residents: Only one in two residents with a Level Two qualification are in work, compared to nearly two thirds across the UK (IPPR; 2017). This is compounded by the skills system and employers who are not geared to help them acquire the higher skills that London's businesses require.
- » Disabled people and those with health conditions: There remain around 108,000 residents claiming Employment Support Allowance, 73% of whom have been claiming for at least two years (Social Market Foundation; 2018). These residents face multiple barriers, including insufficient support services, accessibility of businesses and discrimination.
- » Ethnic minorities: The unemployment rate of UK-born ethnic minorities living in Central London is around 2.5 times higher than the white UK-born population (ONS; 2017).
- » These challenges are connected: Certain demographic groups, including those with health conditions and disabilities, and certain ethnic minority groups, have proportionately lower qualification rates.

For those residents who have found work in Central London's competitive labour

market, there remain structural challenges, not least the scale of in-work poverty, where a significant proportion of jobs do not provide the means to afford to live in London. Today, around 330,000 people are paid below the London Living Wage – a number that has increased sharply in all CLF boroughs. Patterns of low pay are concentrated amongst part-time workers (especially women) and those on precarious employment contracts. Future challenges are also substantial:

- » Jobs growth in the coming decades is expected to reinforce the hourglass economy with growth focused in high-paid, high-skill sectors such as professional

and business services, IT and finance, or in lower paid sectors, such as social care, retail and hospitality.

- » Brexit poses significant uncertainty and potential risks to recruitment in key sectors across CLF, as well as the residency status of EU nationals living in the area.
- » The potential loss of international workers is likely to significantly impact the construction, tourism and hospitality, and health and social care sectors.
- » Technological change, in particular automation, threatens to exacerbate labour market inequalities.

➤ Recommendations

Improving skills provision to help Central London residents navigate a polarised labour market

- » The Employment and Skills Board will work closely with the GLA to ensure future skills funding aligns to employment, earnings and social outcomes rather than courses attended or qualifications gained.
- » Groups of Central London boroughs will work with key sectors such as tourism, construction, hospitality, and creative and digital to improve their workforce resilience and widen entry and progression routes into these sectors for CLF residents.
- » CLF's Employment and Skills Board will share resources and best practice across education providers and employers to increase the supply of, and demand for, apprenticeships in Central London.
- » Central London boroughs will use outreach, and information, advice and guidance to foster engagement in learning among underrepresented groups.
- » The Employment and Skills Board will work closely with the GLA to redesign careers advice around progression and increase the commissioning and provision of courses at level 3 or greater.
- » Central London boroughs will press partners at the GLA and in Government for greater local control of the new Shared Prosperity Fund.
- » Our employment programmes, such as Central London Works, Working Capital, and programmes operating in each borough, will support improving employment rates among marginalised groups in the Central London labour market.

More details on CLF's plans for improving skills provision in Central London can be found in the **CLF Skills Strategy**.

Increasing pay

- » CLF programmes such as Central London Works are trialling approaches to ensure that participants in unemployment programmes are supported to enter good quality, well-paid jobs.
- » Boroughs across Central London will continue to work with businesses through influencing, the use of Social Value and planning policies to expand the volume of employers paying London Living Wage, promoting good quality employment practices and encouraging stronger employment rights for part-time workers and those on low-hours contracts.

Retaining international talent

- » Central London Forward's Board will work with business groups and the GLA to agree a common position on post-Brexit visa policy.
- » Boroughs will work with business, the third sector and the GLA to support residents to exercise their right to remain living and working in the UK and will share insights into how wider services could be used for signposting vulnerable groups.
- » Central London Forward's programmes team will use employment programme providers to signpost residents to exercise their right to remain in the UK.



HOUSING AND LAND

Central London provides a home to around 3 million people across more than 1.2 million dwellings (MHCLG; 2018).

Most of these homes are good quality, within reach of local services and are served by transport links to Central London's main employment centres.

Central London's population has grown quickly in recent years and as it has grown, so has the demand for new homes. Central London boroughs have approved the majority of new planning permissions across London in recent years, and in the last decade 46% of London's additional homes have come from within the CLF area, one in every twelve across England (MHCLG; 2018). This track record of housing delivery puts the twelve Central London boroughs in a strong position to meet even the ambitious targets of the New London Plan.

This has been achieved against a backdrop of a challenging land market. Land in Central London is used more efficiently than perhaps anywhere else in England. CLF residents live in highly dense residential developments, generally exceeding 30 homes per hectare, and while CLF's twelve boroughs account for only 17% of Greater London's geographic area, they host 33% of the Greater London population (GLA; 2018).

For all the success these boroughs have had in accommodating new growth, there remains a lot more to do to address the deep challenges in the housing and land market.

Prevailing challenges in housing and land supply

After a decade of growing at a roughly similar pace, since 2010 population and jobs growth has outpaced the number of homes available in Central London. This has significantly increased the demand for, and price of, Central London's housing stock, and more broadly on the pressure for a scarce supply of land.

Central London's housing crisis is perhaps the most acute in the country. For residents, record house prices and rents are driving up the cost of living to such a level that Londoners face the highest risk of poverty nationally when housing costs are factored in (Trust for London; 2017).

A simple illustration of the problem is that Central London's house prices and rental costs

tend to be at least double the English average, while weekly pay premiums in London are only 29% higher.

Central Londoners are therefore forced to spend much more of their income on housing, and spend longer living in the private rented sector (PRS), where costs are typically higher (the poverty rate in the PRS in London is higher than any other tenure) and conditions are poorer (25% of homes in the PRS failed to meet the Decent Homes Standard in 2017, (MHCLGb; 2018)).

The insufficient supply of genuinely affordable homes is hurting the economy:

- a) The London CBI revealed that two-thirds of businesses found the cost and availability of housing were having a negative impact on recruitment, with three-fifths struggling to retain mid-level managerial staff.
- b) Staff are forced to look for housing farther and farther from their place of work, meaning businesses must manage the spill-over effects, such as the impact that longer commutes has on productivity and employee health. This is evident in the large numbers leaving Central London (mainly those aged over 30) to other London boroughs or the south of England, where homes are more affordable, but also to major cities elsewhere in the UK such as Bristol, Manchester or Birmingham.
- c) Demand for housing is driving the conversion of business space to residential properties.
- d) The competition over land for homes and commercial activity is driving up costs of doing business in Central London. The cost of office lets in some parts of CLF the highest in the world and triple equivalent lets in Manchester.

The responsibility to compensate for the increase in prices is falling on local and national budgets. Central London residents account for 1 in 4 households in temporary accommodation (MHCLGc; 2018).

The lack of genuinely affordable housing in Central London is also a significant driver of housing benefit spending, of which £2.2bn a year is spent in Central London alone, despite a growing gulf between the price of private rents and what housing benefit will cover (DWP; 2018).



➤ Recommendations

The vision for more genuinely affordable, good quality homes is shared across Central London’s boroughs.

Fundamentally, to support future economic growth these boroughs need to ensure homes are being built for all income groups near employment opportunities. But the challenges to delivering this vision are significant. The cost of building new homes in Central London is higher than anywhere else in the country, and the challenge of managing a growing PRS and helping tenants out of poverty cannot be met by the boroughs alone.

Increasing housing supply

To build more genuinely affordable homes, the Central London boroughs will:

- » Take up new housing revenue account headroom to increase the supply of genuinely affordable homes.
- » Work with partners at the GLA and in Government to secure higher grant rates in Central London.
- » Work together to address emerging challenges on the direct delivery of new homes.

Managing a growing private rented sector

To support tenants to afford to live in good private rented homes, Central London boroughs will:

- » Lobby the Government to relink Local Housing Allowance to rents in Central London’s broad rental market areas.

- » Support changes in national legislation (such as the Tenant Fees Bill) that aim to abolish unreasonable fees and practices in the lettings industry.
- » Lobby for more flexibility to license rented properties.
- » Participate in the Rogue Landlord and Agent Checker managed by the GLA.

Securing affordable business space

As well as ensuring that there are more affordable homes, there is a pressing need for more affordable business spaces and to prevent valuable business space from being converted into residential properties. Efforts need to focus on retaining existing businesses and supporting new businesses to gain a foothold in CLF. Together the Boroughs will:

- » Share approaches across CLF member boroughs to secure and manage new affordable workspace policies, in particular around using procurement to extract social value from new commercial developments.
- » Work with the GLA and Government to strengthen borough autonomy over applying permitted development rights to local plans, beyond the current CAZ exemptions.



INFRASTRUCTURE: DELIVERING PHYSICAL AND DIGITAL CONNECTIVITY

Infrastructure is critical to the functioning of Central London's economy. It provides the network and services that allow people and goods to move quickly from place to place, trade to flourish and business activity to grow by increasing productivity.

The demands on Central London's infrastructure are substantial. There are currently more than 2.7 million Londoners living within the twelve Central London Forward boroughs – more than twice the population of Birmingham. The twelve boroughs also accommodate around 240,000 businesses and 3.5 million jobs. Combining the effects of employees and day or night visitors, Central London's population is around 60% higher than its resident population alone (ONS; 2011).¹

London's infrastructure connections measure up well against international competitor cities, with surveys highlighting the strengths of a reliable, regular and well-connected public transport system. Furthermore, London is currently home to two of Europe's largest infrastructure projects, Crossrail and the Thames Tideway Tunnel, which will extend the city's transport and sewage infrastructure respectively.

As well as major infrastructure upgrades, a number of successful initiatives have helped to manage demands on the network: the successful introduction of the congestion charge, which has supported a reduction in the number of vehicles in inner London; and the development of the cycling network and bike-share schemes which have increased the popularity of cycling.

In terms of inclusive growth, the majority of Central London residents enjoy good transport links to economic opportunities with most neighbourhoods enjoying relatively good access to jobs within a 45-minute commute.

Prevailing infrastructure challenges Transport

The vision for Central London's transport network is simple – an affordable, reliable service that supports the needs of residents, businesses, employees and visitors. But as the demands on the network has grown, delivering this vision has become more challenging:

- » From 2010 to 2015 alone, the number of people coming into Central London each weekday morning has grown by some 20%, while **the capacity of the network has remained largely unchanged:**
 - The demands on the underground and rail network have grown exponentially. Today, the proportion of passengers on trains that are overcapacity heading into London during morning rush-hour is double that of other English cities (5.4% of passengers and compared to 2.2% in 2017, (DfT; 2018)), a problem that has generally become worse over the last five years.
 - The pressure on the network has grown significantly. The number of people arriving into Central London's stations has risen by 11% since 2010, and at Kings Cross, Marylebone and London Bridge morning arrivals have increased by upwards of 25%, with knock-on effects for the rest of the network (ibid).
 - Data shows that of the ten stations that closed the most often due to overcrowding, nine were located in the Central London area.
- » Private car usage has fallen by around 14% in the last decade, but traffic congestion levels have stagnated (ibid).
- » Excessive traffic has negatively impacted bus users and threatens the viability of the service, which is of particular importance to households on low-income and those with mobility challenges.
- » Congestion caused by excessive traffic on the road network is also a barrier to cycling and walking, and a drag on the economy that costs London billions of pounds in productivity losses, while the planned extension of the cycle network is slow, creating a bottleneck between demand for cycle infrastructure and its provision.
- » The costs of transport are a significant burden on the lowest income households and, coupled with rising housing costs, risk excluding them from accessing economic opportunities.

¹ The visitor economy makes a significant contribution to London's economy. GVA of the tourism sector in London was estimated to be at least £11.5 billion in 2015, 3% of London's total GVA.

- » Although access to public transport is generally good, there are pockets within boroughs (particularly those south of the river) that have poorer access to London's employment centres.

Digital infrastructure

Although London is ranked first on the European Digital City Index 2016, this is largely a reflection of the city's success in attracting tech companies rather than proof of the quality of its digital infrastructure. London is the primary destination for tech innovation in Europe and start-ups looking to grow their business as the city offers a supportive regulatory environment and government, while the proximity to world-class universities and graduates provides access to talent.

But Central London's digital infrastructure is dated, and it is estimated that more than 300,000 residents in the central

London boroughs experience poor internet connectivity. The prevailing challenges for digital connectivity are:

- » The majority of Central London boroughs fall in the bottom half of median broadband download speeds in England, with four of them falling into the bottom quartile of median download speeds (House of Commons Library; 2017).
- » London's broadband infrastructure is aging; the majority of fixed line broadband infrastructure is delivered by copper lines that connect to street cabinets and are unable to deliver superfast connectivity. This is compounded by a number of barriers that prevent and disincentivize investment in the broadband infrastructure.
- » There remain pockets of no or very low connectivity (digital deserts) across the twelve inner London boroughs which presents a challenge to inclusive growth.



➤ Recommendations

Matching the needs of a growing economy with a 21st century infrastructure network requires a two-pronged approach:

- a) Investing in infrastructure upgrades to accommodate growth.
- b) Managing demand on existing networks, especially through the promotion of more sustainable modes of transport.

Investing in the network

The rail and underground network need significant investment to keep pace with demand. Central London boroughs therefore will:

- » Support the expedited delivery of upgrades and extensions to the existing network, including speeding-up the delivery of additional trains, working with Transport for London (TfL) and the Department for Transport to identify an appropriate way to finance the projects.
- » Advocate for the delivery of Crossrail 2 and endorse the extension of the Bakerloo Line to improve connectivity and development in South London.
- » Boroughs will advocate for the accelerated delivery of more low emission bus zones within the CLF area and the accelerated delivery of low emission buses across the inner London road network.
- » Commission a new programme of work on fiscal devolution to **consider new options to infrastructure projects.**

Supporting modal shift

Reducing the number of private vehicles on the road is critical to improving public transport reliability, reducing congestion and delays, addressing air quality, and encouraging more walking and cycling. Central London boroughs therefore will:

- » Lobby for the accelerated delivery of the expansion of the ultra low emission zone (ULEZ) by 2020, as opposed to October 2021, and reassess the current number of exemptions to the charge. They will also develop a proposal on how funds generated by the ULEZ should be reinvested in the transport network. The boundaries of the expanded emissions zone should also be reconsidered to reduce the risk of negative impacts within boroughs.

- » Work with the Mayor to develop more sophisticated road charging policies.
- » Boroughs will collaborate to lobby the Mayor to increase the congestion charge and reduce the number of exemptions, including exemptions for private hire vehicles.
- » Lobby for the accelerated development and expansion of the existing cycle network.

Furthermore, Central London boroughs will:

- » Expand traffic calming measures, such as 20mph zones and car-free streets.
- » Commit to apply the London Cycling Design Standards as best practice and support the adoption of the Standards into new formal planning guidance.
- » Collaborate on a workplace ban on personal deliveries, and work with local businesses to implement this strategy.
- » Explore additional measures to reduce car use, such as piloting a Workplace Parking Levy.
- » Explore a programme of work with colleagues in TfL and in Government to examine new approaches to supporting low income households to be able to access opportunities across the capital.

Better broadband for economic growth

Finally, Central London's digital infrastructure needs significant investment in order to manage current demand and keep pace with the growing needs of businesses and residents. Together boroughs will:

- » Develop a joint statement on their digital priorities including nominating a Digital Champion who will act as a contact person on digital matters.
- » Consider digital infrastructure in future Government funding bids and projects funded by pooled business rates.
- » Develop a standardised wayleave toolkit to support the delivery of new digital connectivity.
- » Introduce standardised notice-giving schemes to ensure that providers and developers are aware when they ought to engage to arrange the installation of digital infrastructure. This would save costs but also reduce roadworks, thereby reducing potential traffic jams caused by road closures.

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