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London revival plan

A business manifesto for regional prosperity

March 2021

Regional Growth

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Foreword

This Mayoral Election comes at a perilous time for London's economy. As our capital city faces the triple shocks of Coronavirus, Brexit, and climate change, it's more important than ever London protects its status as a dynamic, progressive, and coveted global city.

Domestically, London faces a growing levelling-up agenda and a national economy in shock. Internationally, it faces renewed competition for investment and talent, as its peers all seek to build back better. Yet, our capital is still the home of ground-breaking industry; still boasts a melting pot of extraordinary talent and is still renowned, the world over, for culture, academia, and research.

But now is not the time to rest on our laurels. London finds itself under the watchful eye of the world and many of its pre-Coronavirus challenges remain. Housing affordability still prices out key workers, while infrastructure investment is still critical to London's long-term ambitions. And economic and social inequality unfortunately remain currents running through our city.

That is why, at a moment like this, both leadership and partnership are paramount. Leadership from City Hall will help London redefine and articulate its pitch to the world again. Partnership will help London's businesses put skin in the game and turn recovery plans into real progress.

Decisions made by the newly elected Mayor can therefore unlock prosperity in London for years to come, ensuring it remains *the* most attractive place to live, work and invest.

To achieve all this, together, **we have a plan.**



Firstly, business can help the Mayor **champion London's dynamism and global competitiveness** through an even recovery for all of London boroughs. One in which business and academic networks are supported to create local wealth and prosperity, while also continuing to develop a dynamic ecosystem for entrepreneurialism, harnessing London's most internationally competitive sectors.

Secondly, business can help the Mayor **transform London's digital and physical infrastructure on the UK's race to Net Zero**, driving productivity and sustainability through connectivity and investment. To achieve this, ensuring safe, Green, multi-mode transport will be crucial in futureproofing the capital. Alongside striving to make London the most digitally connected city in the world, will aid any future trends towards polycentricity.

And thirdly, business can help **address social issues and economic exclusion while stimulating inclusive job creation**. Supporting communities at such an uncertain time for many Londoners is business' duty. To do so, investment in emerging and high-demand skills, as well as closing the digital divide is paramount. While also continuing to drive social value, tackle violent crime and unlock social housing.

This *London Revival Plan*, outlines employers' ambitions to protect London's international reputation. Playing to our strengths, showing international leadership, pushing for excellence, and levelling up within our capital city and across the UK.

We urge the next Mayor of London to show the world that there is no better city in which to invest, study, work and live. Now is the time for partnership. Business' door is open; we hope the Mayor's is too.

Jordan Cummins

Head of London Policy, CBI



Maximise London's standing on the world stage

Against a backdrop of COVID-19 and the UK's departure from the EU, it is more important than ever to understand London's place on the world stage and maximise opportunities for growth.

Following consultation with business and London stakeholders, the *London revival plan* has identified five core comparator cities, identified as other leading global cities that sit alongside London. Four of these are firmly established – New York, Paris, Singapore, and Tokyo – with Shanghai seen as a rapidly growing megacity and our fifth comparator.

Understanding the capital's position against these cities and developing a more competitive edge against them, will be crucial to both London (and the UK's) recovery, growth and sustained global reputation.

Throughout this plan, we have highlighted London's ranking against these core comparator cities, as well as identifying other rising cities in key sectors or competitive indicators. The aim of this is to showcase London's standing on the world stage, while also highlighting the cities that the newly elected Mayor should consider as alongside London, who we can learn from, share best practice with, and who the city could collaborate with moving forward.

Core comparators: GPCI comprehensive competitiveness ranking

City	2020 rank	2019 rank
London	1	1
New York	2	2
Paris	4	4
Singapore	5	5
Shanghai	10	30
Tokyo	3	3

Source: Institute for Urban Strategies, The Mori Memorial Foundation, *Global Power City Index 2020*¹

In 2020, the world's top three global cities each kept their rankings. But when comparing the fluctuation in deviation scores, London (1) and New York (2) were seen to pull away from Tokyo and Paris. Singapore has rebounded significantly from a decline in 2019 and is narrowing the gap with Paris. Shanghai is the only new entrant into the top 10 cities, improving its scores across 5 functions, rising dramatically in its ranking.

Core comparators: 2020 ranking and scores across six key metrics for attractiveness and competitiveness

City	Economy	R&D	Cultural interaction	Livability	Environment	Accessibility
London	2 (328.0)	2 (186.8)	1 (380.5)	10 (349.1)	14 (168.1)	1 (248.5)
New York	1 (362.8)	1 (212.1)	2 (253.0)	33 (308.6)	22 (154.5)	4 (223.8)
Paris	17 (230.4)	11 (98.8)	3 (249.9)	4 (365.3)	25 (150.6)	2 (230.5)
Shanghai	11 (252.2)	15 (78.2)	19 (130.3)	37 (305.0)	42 (114.5)	3 (228.8)
Singapore	5 (272.5)	10 (99.8)	5 (201.7)	34 (308.4)	13 (169.3)	8 (210.4)
Tokyo	4 (273.7)	3 (155.0)	4 (235.9)	12 (345.0)	18 (163.6)	7 (213.3)

Source: Institute for Urban Strategies, The Mori Memorial Foundation, *Global Power City Index 2020*

Key points to note on the economy, livability, and environment

Across the core competitors, each scored lower in environment and livability indices (outside of Paris) than is seen with the other categories. London's newly elected Mayor must pay particular attention to enhancing these two aspects of London's offering to enhance the capital's competitiveness.

Looking more widely and towards the Economy category, Shanghai now ranks at 11, moving up from 16 in 2019. This was achieved by notably growing its score in the *Variety of Workplace Options* (under the Economy category), for which the 2020 definition includes fixed broadband speeds (in consideration of the popularisation of home or remote working). In Livability, Amsterdam (374.1) overtook Paris and places number one, while Vienna (352.8) and Zurich (345.8) improved their ranks highly with strengths in *Workstyle Flexibility* (under Livability). Stockholm achieves first place in the Environment function, with high scores in *Commitment to Climate Action* and *Satisfaction with Urban Cleanliness* metrics.

Source: *Global Power City Index 2020*



Champion London's dynamism and global competitiveness

Business stands ready to work in partnership with the newly elected Mayor to support the capital's recovery and protect its status as a leading global city. Whether that's growing the presence of London's blossoming industries and championing existing world-leaders, or supporting the revitalisation of London's high streets, the capital's Central Activities Zone (CAZ) and levelling-up within and outside of London, it is critical that the newly elected Mayor is more of a partner to business than ever before. Together, the mayor and business can enthusiastically create one of the most dynamic and inclusive economies in the world. To revive London and boost its competitiveness, proactive collaboration between local government and industry will be paramount.

Crucially, London's business community knows that the strength of the capital's recovery is not just about London. Business sees the capital as a partner to the UK regions, which involves shared prosperity. The Mayor has a significant role to play in championing London's contributions and partnerships with other regions, while also highlighting the reality that London and the wider South of England, are not uniformly wealthy. They too have significant challenges to overcome in tackling inequality and deprivation^{*2}. A first step in addressing these inequalities is ensuring business can recover and invest, not only in the capital but in Londoners too. This can begin with building on London's business ecosystem, ensuring its dynamism is uniform across the capital and championed globally – attracting international investment, tourism, and study, in collaboration with industry.

But London's position in the world and its ability to support the UK's recovery, cannot be taken for granted. Fair and equitable growth must be achieved alongside expanding London's competitive advantage in a post-Brexit world. With London being the international gateway to the wider UK, the Mayor has an instrumental role to play in growing and promoting the UK's offering to the world.



^{*}Like many other regions across the UK, the most deprived areas in London (prior to the COVID-19 crisis) have [also] seen the largest increases in claims of unemployment benefits.

Use the recovery to ensure London has a dynamic economy across both inner and outer boroughs

Business has welcomed the nine social and economic recovery missions established by the London Recovery Board. However, these cannot be seen as a 'catch-all' to aid full economic recovery (as acknowledged by the Board). To help London's revival alongside these missions, business is keen to see proactive support for London's CAZ, practical policies to ensure the return of London's bustling internationalism and a dynamic economy and business eco-system that works across the whole of London.

Recommendations:

- Directly engage industry (across all London boroughs) in the London recovery missions, ensuring consultation and policy development is completed in a timely manner. Key missions for business include *Digital access for all*, a *Green New Deal*, *High Streets* development, and areas of public health where business can support the growth of a physically and mentally healthier London. This should be accompanied by regular business updates (beyond the Board) on the progress of the missions, every quarter.
- Keep the economy and recovery moving by expanding the use of the 'dig once' policy and where appropriate, ensure this is implemented across boroughs to provide coordination on utilities, telecoms, and road maintenance, mitigating disruption and enhancing regeneration efforts. In addition, develop a strategy (in partnership with industry) which will enable utilities and telecom firms to work on projects concurrently to avoid unnecessary local and economic disruption. This will be crucial in aiding projects such as the Geospatial Commission's work on digitally mapping the UK's underground pipes and cables for The Underground Register.
- Work with England's nine Metro Mayors (M9) to advocate for inclusive levelling-up across the UK, which includes metropolitan areas with high levels of deprivation as seen within London. This advocacy should include a formal partnership between the mayors which can share best practice and support/promote collaborative policy development. This work should also include establishing a forum with London's neighbouring South East and East of England regions, creating a formal route for collaboration and inclusive growth.
- Protect London's local communities by championing the reconfiguration of high streets, activity zones and the CAZ, alongside borough leaders; supporting business in the repurposing and development of High Streets and the CAZ to reflect necessary changes in use and consumer behaviour. Reconfiguring London's major centres will be an important part of recovery and should look to expand on London's reputation as a cultural hub. Moving forward, high streets should enable social interactions for work and leisure. This should include promoting (and developing around) the prominence of leisure/hospitality venues such as cinemas and restaurants (to aid stimulating both economic and social activity), alongside retail venues. While also adopting a more flexible approach to the repurposing of buildings; ultimately enabling flexibility in the use/development of space, for example creating affordable, collaborative workspaces and studios (e.g., for film, tech, design) and aiding growth of the sharing economy.

- Work alongside London's borough councils, the M9 and UK regions, to create an impact assessment of the impact COVID-19 has had on local economies centred around aviation hubs and create a collective view on the support required to aid recovery for these communities. This can build on the national findings of the Airport Operators Association's *Airport Recovery Plan*. The impact assessment recommendations should sit outside of the individual asks of airports but should support them. Asks should also be advocated to central government where they sit outside of local authority powers.

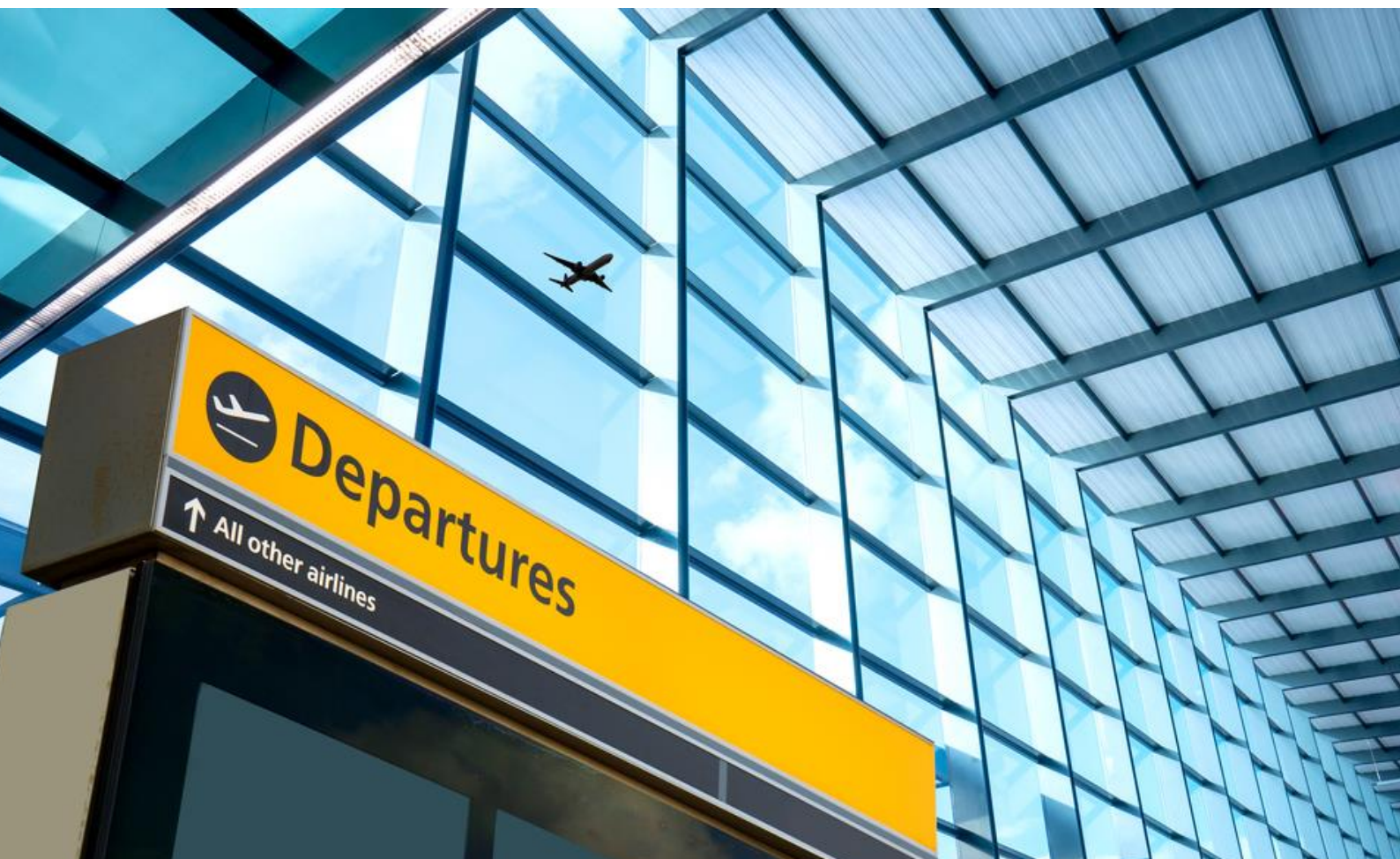
Case Study: Impact of reduced activity at Heathrow across Hounslow

Independent research carried out by Oxford Economics forecasts the borough of Hounslow will be the second hardest hit in London due to COVID-19, with a possible 40% decline in output. A major factor is its proximity to Heathrow Airport and strong links to the aviation industry.

There are four types of economic activity supported by Heathrow in the borough, ranging from direct on-airport impacts to Catalytic impacts (including businesses being based in Hounslow because of Heathrow airport).

- The reduction in activity at Heathrow could lead to a £1bn loss to Hounslow's economy over three years - £480m in 2020, £410m in 2021 and £70m in 2022.
- 11,000 residents are in jobs directly linked to Heathrow, and up to 43,000 are in jobs associated with its 'catalytic impact'. This is one-third of the borough's workforce.

Source: *Oxford Economics and London Borough of Hounslow*



Develop a dynamic and world-leading business eco-system

It is critical the next Mayoral term and beyond is used to develop a dynamic and world-leading business eco-system. One that harnesses diverse entrepreneurialism, supports start and scale-ups and SME development, and encourages investment from multinational corporations. This will enable London to become a world leader in emerging industries, while also protecting those with an established global reputation, and can be achieved through proactive policies such as supporting business accelerators or reviving London's international air connectivity.

Developing London's economic dynamism will be critical to securing London's future and failing to do so will see competitor cities capitalise on inaction. Prioritising the protection of London's professional services, including financial, business, knowledge and legal, will be key to this eco-system. London has an international reputation for providing the highest quality services. Such fast-moving industry, in an increasingly digital world, will be courted the world over. The Mayor's advocacy and protection of these must lie at the heart of the economic recovery.

Core comparators: Financial centres

City	GFCI 28 rank and score	GFCI 27 rank and score
London	2 (766)	2 (742)
New York	1 (770)	1 (769)
Paris	18 (713)	15 (718)
Shanghai	3 (748)	4 (740)
Singapore	6 (742)	5 (738)
Tokyo	4 (747)	3 (741)

High ranking and rising cities: Financial centres

City	GFCI 28 rank and score	GFCI 27 rank and score
Hong Kong	5 (743)	6 (737)
Beijing	7 (741)	7 (734)
San Francisco	8 (738)	8 (732)
Zurich	10 (724)	14 (719)
Luxembourg	12 (719)	18 (715)
Amsterdam	22 (701)	27 (703)

Core comparators: Professional Services and FinTech

City	Professional services rank	FinTech rank
London	2	4
New York	1	1
Paris	Outside of top15	Outside of top15
Shanghai	6	3
Singapore	5	2
Tokyo	12	9

*while Paris does not feature in the top 15 for either professional services or FinTech, other European cities have prominent positions. These include, Zurich (10), Luxembourg (11) Amsterdam (13) and Frankfurt (15) for FinTech and Luxembourg (3), Geneva (7), Zurich (10) and Frankfurt (14) for professional services.

Source: Long Finance And Financial Centre Futures, *The Global Financial Centres Index 28*, published September 2020³

Recommendations:

- Advocate for central government to deliver comprehensive reform of the business rates regime to support London's highstreets and activity zones, drive essential investment in energy efficiency (which is disincentivised under the current system) and aid leveling-up of business investment across the capital.
- Work in partnership with industry, central government, and the Lord Mayor to protect London's position as a global hub for financial, legal, professional, and business services, including London's intellectual capital. Success measures must go beyond headquarter figures and include a focus on the capital's ecosystem for FinTech and RegTech investment, the environment for scaling up and the free flow of professional services and data.
- Champion existing business accelerators and incubators and work with industry and universities to establish new hubs/incubators, where they are required. This could aim to create at least one accelerator in the North, East, South and West regions of London, but must be driven by potential investment demand. Location should consider agglomeration factors for business such as, proximity to an appropriately skilled workforce, education providers, complimentary organisations and social hubs. As per City of London's *London Recharged*, the spaces should help to 'convene and innovate, akin to startup incubators focused on a specific theme. The incubators should provide workspaces for experts from government, academia, and business to coalesce and innovate on specific priority themes. They should facilitate physical and virtual collaboration'⁴.
- In line with the central government and London roadmaps, work with businesses, London and Partners, Transport for London (TfL), aviation, other transport providers and London's regional neighbours, to develop a promotional campaign encouraging the safe return of Londoners into central London through clear and consistent communication. In addition, actively promote (alongside London and Partners) the safe return of tourism and study through targeted marketing campaigns in key markets. This should begin with domestic tourism/study and then international markets.
- Encourage investment in developing business districts across London and commission new research to understand the progress of existing Business Improvement Districts (BIDs), challenges and emerging opportunities. This should also include support for areas that are not able to achieve formal BIDs but wish to create business partnerships or informal business alliances. While also ensuring the development and improvement of these areas will help aid the development of a polycentric London.

Protect and grow London's international competitiveness and status as the European epicentre of business, investment, study, and tourism

London is a world-leading megacity, regularly ranked as the top global city in the world for economic potential, human capital, lifestyle, connectivity, and business friendliness.⁵ But against the backdrop of Brexit, London recently saw Amsterdam become Europe's largest share trading centre (January 2021), with 'the Netherlands [scooping] up business lost by the UK since Brexit⁶. London's competitive edge cannot be taken for granted.

Over the next mayoral term, it will be critical for the Mayor to champion and advocate for London's position on the world stage and ensure the capital's competitiveness is strengthened. Not just for the benefit of London but for the prosperity of the UK.

The Mayor, alongside partners such as The Lord Mayor, London and Partners, central and devolved governments, industry, and the M9, must proactively champion the international profile of London's (and the UK's) leading industries, support international connectivity, and attract investment. While also working with central government to ensure barriers to growth are removed.

To ensure this focus is embedded throughout the mayoral term, it is important City Hall actively measures London's international competitiveness. This should be done during the first mayoral term and inform decision-making throughout. It is also crucial to evaluate how investments in London benefits the wider UK and identify how these investments can be grown.



Core comparators: air connectivity⁷

City	2020 rank	2019 rank
London	8	1
New York	Outside top10	4
Paris	Outside top10	12
Shanghai	1	2
Singapore	Outside top10	11
Tokyo	Outside top10	5

High ranking and rising cities: air connectivity

City	2020 rank	City	2019 rank
Beijing	5	Beijing	4
Guangzhou	3	Los Angeles	6
Chengdu	4	Bangkok	7
Chicago	5	Hong Kong	8
Shenzhen	6	Seoul	9

Source: International Air Transport Association

Core comparators: Internationalism

City	International students studying in the city	International tourists per year	Foreign born population %
London	105,870	19.83M	38%
New York	60,791	12.7M	37%
Paris	111,678	16.2M	19%
Singapore	23,752	1.56M	29.2%
Shanghai	61,400	8.54M	0.7%
Tokyo	103,456	11.89M	3%

The above details reflect figures pre-COVID-19

Source: [International Trade Administration \(USA\)](#), [Ministry of Education \(China\)](#), [World Cities Culture Forum](#), and *World Cities Culture Report 2018*



Recommendations:

- Ensure London's international connectivity (such as air connectivity) is revived and strengthened to maintain one of London's key competitive advantages. This should include working with the M9 to advocate for targeted aviation support, effective utilisation of existing capacity and sustainable airspace modernisation. The Mayor should also ensure developments in sustainable modes of travel include greater access to London's airports⁸.
- Actively promote the success of industries experiencing a rapid recovery from COVID-19 such as London's screen industry. Highlight where this recovery is having a positive impact across London boroughs and/or generating high levels of investment. This should showcase strengths in London's economy, promote consumer confidence and encourage business investment across the capital. Actively promoting the revival of industries will also encourage the return international students and tourism.
- Support the interconnected tourism, hospitality, and leisure sectors by committing to the avoidance of any introduction of a tourism tax in this mayoral term. Regaining confidence in travel and spend in the capital will be critical in the coming months and years. Ensuring as few barriers to safe travel exist as possible, will also be key to this recovery.
- Harness the economic and social contributions of London's world-leading educators through the creation of a centralised online 'partnership platform' from the Greater London Authority website. The platform should help connect and advertise collaboration opportunities between London's businesses, schools, Further and Higher Education Institutions (HEIs). This could be for careers engagement, consultancy purposes or collaboration for research and innovation, training, or project collaboration opportunities (for students, apprentices, under and postgraduates to aid work-readiness). The website should also sign-post specific support/programmes and collaboration opportunities for start and scale-ups.
- Advocate for the reinstatement of the London weighting element of the Higher Education (HE) teaching grant. Returning the London weighting will enable London's universities to play their part in supporting the economic and social recovery of London and remain competitive institutions offering world-leading academia and research. The cost of offering provisions in London has been recognised by past funding bodies as more costly compared to other regions⁹.
- Showcase London's and the UK's progress as a leading player in the race to Net Zero, beginning with COP26. This should include highlighting how the capital is building on existing schemes and utilising the COVID-19 recovery to accelerate the transition to low carbon and shared transport, better energy efficiency, low carbon heating in buildings (and retrofitting) and green skills development. London's activities during COP26 should also showcase how the capital is working with other UK regions and nations to ensure reaching Net Zero aids levelling-up, is collaborative between regions and involves the sharing of best practice.

- Actively promote and champion, both domestically and internationally, London's growing industries such as FinTech, private healthcare and the international patient market, and the Sharing Economy (which can enable participants to make more sustainable choices). Each of these industries can particularly support activity and recovery in some of London's hardest hit industries, such as leisure, hospitality, and tourism. Promotion should also encourage developing companies to start and scale-up their businesses in London and attract visitors.
- Expand the remit of Mayoral trade missions, by diversifying the sectors and markets engaged in these. This could include trade missions and business development of London's creative industries such as Film London and committing to supporting/promoting their renowned activities, such as London Fashion Week, London Games Festival and the London Film Festival. In addition, engage with the newly appointed International Education Champion to support London university involvement in international trade missions, utilising Higher Education institutions' soft powers.



Case Study: London's screen industry – Bringing international investment from across the world, throughout London

The value of London and the UK's screen industries to 'Brand Britain'

While the road to recovery will differ from sector to sector, some of London's leading industries are already experiencing rapid recovery. Highlighting the success of these sectors will be critical in encouraging confidence in London's recovery (both domestically and internationally) and bringing investment into the capital. One of these leaders is London's screen industries.

In November 2020, Barking and Dagenham Council signed an agreement with Hackman Capital Partners (a leading Los Angeles real estate and operating company) to build Eastbrook Studios London, a film and TV production centre in Dagenham.

Eastbrook Studios will be the capital's largest studio campus, with the firm investing £300m over the next three years to develop the site. The investment also involves an endowment to maximize local jobs, placements, apprenticeships, community outreach and supply chain opportunities, demonstrating confidence in the area. This provides a major boost for the borough, the entertainment industry and the capital, creating an estimated 1,200 jobs, contributing £35m per year to the local economy and inspiring more development into thriving East London.

Crucially, jobs within London's screen industry span an array of different disciplines. Ranging from new digital jobs, in areas like virtual production and rapidly growing animation and the games industries, to more traditional skills, such as carpentry, set design and costume creation.

Recognise the substantial economic and socio-cultural value of London's and the UK's screen industries

The capital has a hugely successful film and TV industry, and the UK wide industry generates £3.5bn per annum, which is set to reach £6bn by 2024/25. London sits at the heart of this screen eco-system, regularly showcasing international and European film premieres and hosting world-leading screen festivals, bringing with them tourism, spend and London's reputation as a cultural hub. In turn, these can be used to also promote other UK cultural hubs.

It is currently estimated that around 85% of film and TV production is safely operating again, following an initial suspension in March 2020 due to COVID-19. This is supporting more than 100,000 jobs, with approximately 75% of these being based in London and the South East. Despite the impact of COVID-19, Q4 2020 saw the screen industries second highest quarterly result on record. This must be celebrated and encouraged to grow through supportive policies. As content demand is globally increasing, London can be at the forefront of this. With the right conditions, such as increased space made available for studios, supportive pan-London skills strategies and a London Screen Skills Academy, the capital can be the world-leader for the screen industries, continuing to boost London's growth and global competitiveness in the creative industries.

It is crucial that the newly elected Mayor of London looks to champion and support London's fast-paced recovering industries, such as London's screen industries; helping to secure further investment, create inclusive growth and support the capital's economic and social recovery.

Sources: Film London, BFI, ONS and Hackman Capital Partners

Transform digital and physical infrastructure on the race to net zero

As of December 2018, London declared itself in a climate emergency. The reality of meeting Net Zero emissions in thirty years means that the 2020s must be a decade of delivery. London's businesses are playing a critical role in delivering this economic, social, and technological transformation and have already been key drivers of innovation. Maintaining open and collaborative engagement between the Mayor and industry is essential to accelerating progress over the coming decade, delivering London's *Green New Deal* and future proofing London's economy. London firms want to be bold and progressive advocates in London's mission to reach Net Zero and are eager to collaborate with government to achieve these aims.

The transformation of London's digital and physical infrastructure can be one of competitive advantage and a significant part of London's recovery and global reputation. With the expectation of a continued hybrid approach to working practices (where possible) and the pandemic accelerating digital adoption across many industries, it is more important than ever London is one of the most connected cities in the world. The right plan supporting this transformation, can aid the development of boroughs into polycentric communities, which are more safely and sustainably connected to central London and neighboring boroughs. This will help to create a halo-effect of economic and social activity across the capital, which is already seen in other international cities.

Business engagement on the development of London's infrastructure must be timely and collaborative and support the return of economic and cultural activity. Regular consultation and engagement on the developments of (or changes to) sustainable programmes such as the Streetspace Scheme, the introduction of greater pedestrianisation, micro mobility, and digital connectivity across the capital, will enable businesses to remain advocates of, and partners in, London's race to Net Zero and avoid disrupting economic recovery.



Core comparators: Overall environment and satisfaction with urban cleanliness

City	Environment rank and score	Urban cleanliness rank
London	14 (168.1)	35
New York	22 (154.5)	44
Paris	25 (150.6)	45
Shanghai	42 (114.5)	4
Singapore	13 (169.3)	2
Tokyo	18 (163.6)	11

Source: Institute for Urban Strategies, The Mori Memorial Foundation, *Global Power City Index 2020*

European cities are leading the way on global Environmental rankings, but London and its core comparators are falling behind

A strong “Sustainability” policy, good “Air quality and Comfort” (or commitments to these) and a strong “Urban Environment”, are key indices for a cities global environmental ranking.

The top rankings for the Environment continue to be dominated by European cities, with Stockholm (1, 220.7), Copenhagen (2, 213.2), Vienna (3, 200.5) Berlin (4, 196.2), Zurich (7, 196.1), Geneva (8, 193.8) and Helsinki (9, 191.8) all featuring within the top 10.

In the 2020 Global Power City Index, Stockholm and Copenhagen obtained ‘excellent results’ in several indicators making up the ‘Environment’ ranking. These included *Commitment to Climate Action* and *Renewable Energy Rate* (under Sustainability), *CO₂ Emissions per Capita* and *Air Quality* (in Air Quality and Comfort), and *Water Quality* (in Urban Environment).

Vienna and Berlin also achieved high scores in *Urban Greenery* and *Water Quality*, excelling in Urban Environment. Alongside these European cities, Vancouver (5, 196.1), Sydney (6, 196.0) and Melbourne (10, 188.3) also featured within the top 10.

Source: Institute for Urban Strategies, The Mori Memorial Foundation, *Global Power City Index 2020*

High ranking and rising cities: Environment

City	2020 rank	2019 rank
Berlin	4	13
Vancouver	5	10
Seoul	15	34
Sao Paulo	17	31
Hong Kong	29	35
Toronto	12	19

Source: Institute for Urban Strategies, The Mori Memorial Foundation, *Global Power City Index 2020*

Ensure safe and sustainable travel is at the heart of the green recovery

Recommendations:

- Work in partnership with the national government and TfL to secure a stable, long-term capital investment framework for TfL. This must reflect the critical role that the capital's transport network will play in London's efforts to reduce emissions, for example through its investment in a zero-emission bus fleet. Securing long-term investment will provide certainty for commuters, businesses, and investment into the capital.
- Reaffirm commitments to the London electric vehicle infrastructure delivery plan and the Mayor's Electric Vehicle Infrastructure Taskforce. While committing to a first-year review of charging delivery targets, reflecting central government's commitments to phase out the sale of new conventional petrol and diesel cars and vans by 2030. The review should look to update timelines in consultation with the Taskforce to reflect that more publicly available infrastructure has been delivered than the Delivery Plan originally anticipated, allowing for more ambitious targets. The Mayor and Deputy Mayors should also proactively work with the private sector to ensure the necessary levels of private investment are being met and business is aware of how to contribute.
- Support London boroughs to ensure they install the 3,000 on-street residential charge points committed to as part of the Go Ultra Low City Scheme (GULCS), as well as working to establish business and residential communication campaigns to promote the current infrastructure available and enhance consumer confidence in EVs. This should be done working with key information providers, such as search engines, which highlight where charging infrastructure is located.
- Introduce a designated GLA Freight champion or Commissioner and include freight, aviation, and port/river representatives on the Mayor's Infrastructure High Level Group to ensure they are represented within necessary decisions.
- In timely consultation with industry, ensure London is one of the easiest and safest cities to cycle and use micro-mobility transportation in. This should build on the Streetspace Scheme and look to develop safe cycling routes across the capital connecting inner and outer boroughs and residential areas to high streets; ensuring these are affordable and easy to reach destinations. The routes should look to replicate some of London's key roads which connect outer boroughs with the city centre. However, it is critical that this does not disrupt economic recovery and should be done mindfully (and collaboratively) with the requirements of industry. For example, still enabling commercial and residential deliveries and collections, and the transportation of construction tools and materials.

Ensure a whole-systems approach to decarbonisation across the capital

Recommendations:

- Accelerate the development London's hydrogen economy by expanding the work of Hydrogen London and its industry engagement. This should include greater partnerships with industry and more active promotion on how the capital can benefit from hydrogen in areas such as home heating and transport (creating roadmaps for adoption and infrastructure), and solutions for effective hydrogen capture and storage. In addition, Hydrogen London should support existing schemes in the capital (for example, projects in Isle of Dogs and Barking and Dagenham), ensure it connects with local and regional counterparts (such as Thames Estuary Growth Board and the North West Hynet Consortium) and have formal partnerships with other mayoral Taskforces, like the Mayor's Electric Vehicle Infrastructure Taskforce, ensuring a whole-system approach.
- Support industry in London to achieve Net Zero by working in partnership with central government on policy frameworks which incentivise carbon reduction ahead of offset. Examples include encouragement towards reuse and re-build in infrastructure, rather than tendencies towards destruction and re-construction in projects such as commercial and residential buildings.
- Ensure new requirements for retrofitting across different industries are driven by the availability of technology and take consideration of financial recovery for business. While retrofitting in certain areas such as residential and commercial buildings is becoming more established, this is not uniform across industries and will require partnership with business to ensure that when changes are required, they are feasible and cost conscious or financially supported.



Supercharge London’s connectivity and make the capital the most digitally connected city in the world

Digital connectivity offers unprecedented opportunities for businesses and employees. With the rise of new technology and modern business practices, seamless digital connectivity can enhance productivity and future-proof the digital revolution.

London must be at the forefront of this revolution, enabling firms to offer truly flexible, inclusive, and innovative ways of working and to capitalise on the digital transformations accelerated by the pandemic. Doing so will open London’s talent pipeline, creating a more inclusive and diverse workforce.

Ensuring London is equally digitally connected will also aid a polycentric, London-wide recovery. But London currently falls far behind many other UK regions, ranking 41st out of the UK’s 63 largest towns and cities for digital connectivity. It is essential the Mayor enables London to reap the transformational benefits of fast, reliable, and future-proof connections. While also making it a priority for London to become a world leader in the deployment of gigabit technologies, such as full fibre and 5G.

UK comparators: Digital connectivity across the UK

10 biggest UK cities	Connections subscribed to 30+ Mbps (%)	Ranking out of UK’s 63 largest towns and cities
London	72.6%	41
Birmingham	73.1%	40
Bristol	73.5%	38
Glasgow	71.5%	47
Leeds	71.4%	48
Liverpool	72.2%	44
Manchester	73.7%	33
Newcastle	72.3%	43
Nottingham	76.4%	11
Sheffield	69.7%	54

The most digitally connected largest towns and cities in the UK are: Crawley (80.7%, 1), Cambridge (80.2%, 2), Luton (79.9%, 3), Cardiff (79.3%, 4), Aldershot (78.9%, 5), Mansfield (77.5%, 6), Oxford and Belfast (77.3%, 7), Slough and Brighton (76.9%, 9)

Source: Centre for Cities, City Monitor



Recommendations:

- Take a technology-neutral approach and ensure access to fast, reliable, and future-proof gigabit-capable connections across the capital. Close partnership with industry and London's boroughs will be essential to timely rollout.
- Work closely with London's boroughs to remove and overcome barriers to upgrading connectivity, particularly focusing on timely approval of planning permission. In addition, the GLA should work to become a leading customer for digital infrastructure investment, making public sector assets available, helping to better connect the city more equally and aid economic recovery.
- Consider the findings of the GigaTAG taskforce (a CBI, FSB & Which? led group) due to be published in May 2021 and establish a structured dialogue with the CBI and other bodies on aligning outcomes. The findings will help articulate recommendations for policymakers to support consumer and business adoption of gigabit technologies.



Address economic exclusion and stimulate job creation to secure an inclusive workforce for the future

It is undeniable that COVID-19 has had a direct impact on both the social and economic fabric of London and Londoners. As identified within the *Rapid Evidence Review*, of the risk factors for coronavirus exposure and mortality within the UK, London has higher levels of overcrowding and substandard housing, the highest rates of income and expenditure poverty, and high rates of migration and mobility. Related to this, London also has the highest proportion of ethnic minority communities who suffer worse physical health outcomes from the virus (in-part related to these risk factors) and the highest proportion of LGBTQ+ people who suffer worse mental health outcomes (again, in-part related to the risk factors). This has meant that in some factors, London has been harder hit by the pandemic than other places around the UK. But the inequalities that present within these risk factors, have no place in a modern and renewed London¹⁰.

Recovery to date has also been 'weaker in the capital than in the rest of the UK, particularly so for its labour market, with steeper falls in both the number of jobs and new vacancies... Central London has seen the deepest and most prolonged drop in the consumer economy, but the workers most affected by this loss of economic activity are likely to be living in outer London, where private rents have continued to increase throughout the pandemic'¹¹.

Over the forthcoming mayoral term, is it critical that these issues are addressed. The CBI worked with London business leaders to explore ways to create a more inclusive and equal society in the 2020 London Business Survey (in partnership with UCL and Travers Smith) and would encourage the Mayor and GLA to consider these findings in greater detail alongside this recovery plan.

Londoners must be equipped with the skills needed for the economy of the future and the capital must provide the tools, environment and opportunities required to create a truly inclusive society and rebalance exacerbated inequalities.



Deliver affordable and sustainable homes to aid levelling-up within London and ensure the capital remains an inclusive, accessible, and attractive destination for all talent

As firms within and outside of London continue to embrace remote working, it is essential the capital delivers a competitive, attractive, and accessible housing market to both buy and rent. A focus on strategically delivering quality, diverse and low carbon neighborhoods will help attract both domestic and international talent to live and work in the capital. And it has the potential to set London apart from its core comparators (all of which rank poorly for home affordability), and other leading global cities.

But most crucially, it will provide the urgent supply of affordable and sustainable homes for Londoners that are needed to overcome London's chronic overcrowding and under supply. For this reason, it is imperative that housing delivery remains a priority.

Delivering homes for a range of demographics, including provisions for families and young Londoners, should also consider London's density challenges. Homes for Londoners must be delivered in consideration of the need for residential outdoor space or access to nearby green public space and sustainable routes for travel. While Modern methods of construction (MMC) should be embraced, they are not always a panacea or flexible for dense areas. The Mayor should continue to consider these factors when developing London's housing and regularly consult with industry to understand the best use of land.

Delivery of London's housing requirements can be achieved by building on the findings of the London COVID-19 Housing Delivery Taskforce (the Taskforce) and ensuring London has a flexible and proactive approach to planning permission, which enables the re-purposing of space and increases multi-purpose use.



Core comparators: Home affordability

City	Average property price (USD)		Average monthly rent (USD)		Rental growth last year (2018) %	
	Rank	Cost	Rank	Cost	Rank	%
London	11	\$624,225	9	\$1,887	9	4.07%
New York	10	\$649,026	1	\$2,870	13	2.49%
Paris	9	\$650,555	13	\$1,652	12	2.50%
Singapore	3	\$915,601	4	\$2,604	22	0.39%
Shanghai	4	\$905,834	N.A.	N.A.	N.A.	N.A.
Tokyo	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

Source: CBRE Research, Global Living 2020, published April 2020 (pre-COVID-19 reflections, full data sets for Tokyo and Shanghai were not available)

Lower ranking cities: Home affordability (prominent cities)

City	Average property price (USD)		Average monthly rent (USD)		Rental growth last year (2018) %	
	Rank	Cost	Rank	Cost	Rank	%
Sydney	15	\$492,269	18	\$1,419	32	-5.40%
Madrid	26	\$306,674	15	\$1,573	8	4.64%
Bangkok	34	\$128,659	33	\$322	N.A.	N.A.
Chicago	31	\$241,561	17	\$1,525	17	1.30%
Moscow	27	\$294,680	23	\$1,031	19	0.80%

Source: CBRE Research, Global Living 2020, published April 2020 (pre-COVID-19 reflections, full data set for Bangkok was not available)

UK comparators: Home affordability

10 biggest UK cities	COVID-19 impact: Housing affordability ratio*	Rank out of 62
London	16.7	61
Birmingham	7.6	30
Bristol	11.2	52
Glasgow	5.8	9
Leeds	7.5	29
Liverpool	5.4	3
Manchester	7.7	32
Newcastle	6.5	18
Nottingham	6.9	22
Sheffield	7.3	26

*The national UK housing affordability ratio is 9.9

Source: Centre for Cities, *City Monitor*

Recommendations:

- Prioritise the increase in supply of affordable and sustainable homes and reach the required target, currently set at 66,000* new homes a year. The number of homes required for London should also be regularly reviewed. Delivery of homes should come with a focus on placemaking and the quality of housing should be included within success factors. To aid delivery, work with industry and boroughs to identify potential planning reforms to streamline process and provide access to appropriate land. When consideration is given to converting commercial buildings to residential, this must be done in tandem with the reconfiguration, redevelopment and recovery of local high streets and the CAZ (such as working with borough councils, BIDs). This will avoid splintering recovery by repurposing the wrong commercial space.
- Increase collaboration with public sector landowners to identify land for development and help co-ordinate and accelerate the release of land for both affordable homes and commercial space – including for production studios, workspaces, and logistics/freight. Accelerating the identification and release of public land, will be critical to delivering the required number of affordable homes annually.
- Commit to increasing build-out rates for social housing to ensure the widest possible mix of affordable home options within boroughs. As well as committing to ongoing assessments of real-terms affordability definitions for housing across London, in partnership with industry. In addition, work with London’s housing associations to support their ability to perform legal obligations to refurbish homes in line with future standards.



Snapshot: CBI London Housing Survey 2020

- Renters in London are mainly renting due to affordability; with 41% of 18-35-year old’s unable to afford house buyer deposits and upfront costs. 34% are unable to afford mortgage costs.
- 51% of young people want to see increased action from the Mayor of London on the supply of affordable housing for first-time buyers.⁸

*The CBI would encourage the newly elected Mayor to keep reviewing the amount of housing supply required per annum for London, to ensure the necessary number of homes are delivered. For the next 5 years, the new London Plan will seek to deliver 52,000 new additional homes per annum, working towards an identified need for 66,000 homes. The new 2020 Standard Method for Local Housing Need indicates a requirement for London of 93,579 additional homes per annum, equating to 31% of national need. Central Government proposals for planning reforms published in the *Planning for the Future* White Paper, put forward proposals for Government to set binding housing requirement figures for individual local plans. The Mayor should look to consider the outcome of the White Paper over the mayoral term, when reviewing London’s housing supply and work with central government to secure the most appropriate support for London.

Invest in people today to give them the skills they need for tomorrow

People and skills are often a company's greatest asset, and strengthening them is central to driving growth, productivity and ultimately London's recovery. Together, London's business community and the Mayor, must continue to work with educators to ensure education, study and training are regularly updated to reflect the needs of London's employers, are attractive to students and create environments that harness the capital's diversity of thought and the wide breadth of skills and experiences this brings.

But future proofing London's workforce must not focus solely on skilling-up young Londoners with digital and green skills (undoubtedly a key part of London's future success). It is equally important that more traditional skills, such as soft and core skills like leading and managing, critical thinking and communication, are also a foundational part of London's skills offering. These will be particularly important as hybrid/remote working continues, London navigates the transition to Net Zero and the city becomes a more inclusive society.

Across all of this, it is crucial that the Mayor creates an environment where support is also placed on the reskilling, retraining, re-entry and redeployment of existing and excluded talent across the workforce. This can be supported through considering how the devolved Adult Education Budget (AEB) can help create attractive skills development and secure an inclusive workforce. Strategic application of the AEB will also be crucial to support industries which previously needed to utilise the free movement of talent from the EU to support skills gaps, such as construction, hospitality and health and social care.

Core comparators: Desirability of the city to corporate executives & highly skilled workers

City	Corporate Executive rank	Highly Skilled Worker rank
London	1	1
New York	2	2
Paris	7	3
Shanghai	27	36
Singapore	3	6
Tokyo	9	9

For highly-skilled workers, London's scores highly in Number of International Students and Cities with Direct International Flights, with the city facilitating crossborder travel, while also acting as a place where skilled professionals from across the world gather to study. New York (2) and Paris (3) were both evaluated highly for special characteristics in the ease of working, with the former scoring well in Total Unemployment Rate and the latter performing well in Total Working Hours. Evaluating cities from the perspective of Corporate Executive, London leads at 1, followed by New York, and Singapore. London was evaluated highly for Number of Startups and Cities with Direct International Flights.

Source: Institute for Urban Strategies, The Mori Memorial Foundation, *Global Power City Index 2020*



Recommendations:

- Oversee a joined-up approach across the GLA's *Skills*, and *Business and Economy* units, linking industry and training providers from the start of student study; to ensure young people receive training that delivers appropriate and future-proofed skills, and they can also be matched with employers offering jobs at the end of their training.
- Expand the offerings of the Mayor's Construction Academy beyond construction to create a London Skills Academy, which establishes and connects sectoral mayoral academies (further details on page 29). Identify which skills should be catered for by new academies in partnership with employers and providers, ensuring new hubs to also address existing skills shortages, or those skills which will be of future importance. In addition to identifying/creating new academies, recommit to establishing the Creative Screen Skills Academy for 2022. Include the necessity of academy providers to embed elements of "core skills" training (such as digital, critical thinking, communications, and management/leadership skills) in training provisions. While also requiring that the future proofing of skills, demonstrating how learnings can be used in alternative professions and/or are transferable, are a criterion of the Quality Mark. Furthermore, consider increasing hub funding from two years to three (or five), to enable longevity in programmes and time for hubs to sustainably establish themselves.
- Expand the scope of London's Digital Talent programme to over 25 years-old (or create a parallel programme) to help employees and employers take advantage of digitalisation and home working.
- Advocate for the uptake of apprenticeships in London, which traditionally have lower start rates than other areas of England¹², emphasising parity of esteem across different educational routes to both students and employers. Encourage employers to utilise the apprenticeship levy, Kickstart Scheme (particularly welcomed by start-ups) and London Progression Collaboration. In addition, call on central government to provide a boost in business investment in skills by turning the Apprenticeship Levy into a Skills and Training Levy which funds high-quality accredited training.



In more detail: London Skills Academy

Expanding on the success of the Mayor's Construction Academy (MCA) to create a London Skills Academy could prove transformative in helping tackle London's skills shortages and create a more inclusive and sustainable workforce. The London Skills Academy (LSA):

- should work as an umbrella organisation which oversees and connects the other mayoral sectoral academies. The LSA should help coordinate partnerships between academy providers, provide a platform to facilitate knowledge exchange and help connections with employers.
- The three-stage approach of the MCA (Quality Mark, Hubs, and Investment) should be replicated across the other new sectoral academies to ensure the same high-quality skills training/provisions across all academies, with consideration given to extending hub funding from two years, to three or five.
- When looking at new sectoral academies, consider developing academies for health and social care, financial services – with the inclusion of green finance, retrofitting, coding and digital skills, planning and development, engineering, creative industries and leisure.

Case Study: Mayor's Construction Academy in action with London South East Colleges (LSEC)

LSEC's Mayor's Construction Academy Hub combines traditional learning with 6-week construction boot camps on construction sites, which support people who face barriers to yearly classroom-based education. This provides a clear progression route from entry-level to degree-level and higher, whilst being accessible for people who have previously struggled with the education system.

Courses are co-designed by construction employers through discussions at the College's regular industry advisory board meetings. In addition to designing courses, employers including Berkeley Homes, Mace and Knight Dragon:

- Provide mock interviews for students
- Provide work experience opportunities
- Co-lead courses on construction sites
- Run master classes for students in modern methods of construction
- Provide materials for construction courses.

This approach has enabled the College and the industry to collaborate on delivering skills that will support more students into the industry, reducing skills gaps and providing more opportunities for people in South East London. It also supports the generation of social value by supporting some of the hardest to reach communities. Over 75% of MCA Hub students studying at the College's Kidbrooke Construction Skills are recipients of benefits, require social welfare or were studying through rehabilitation schemes.

To meet the ever-increasing needs of the house building sector, the College continues to support the design and implementation of local workforce development strategies. This ensures they align to the delivery of programmes of longer-term infrastructure and civic development projects between employers, training providers and local authorities.

Ensure London is a truly inclusive and diverse society and economy

Core comparators:

City	Workstyle Flexibility
London	32
New York	7
Paris	1
Shanghai	1
Singapore	20
Tokyo	41

Workstyle flexibility can help create a more inclusive workforce and can help remove barriers to employment for people, such as those with caring responsibilities. The GPCI considers workstyle flexibility to include ease of working flexibly at the workplace (such as leaving early) and the ability to work from home. It was scored through a resident's questionnaire.

Source: Institute for Urban Strategies, The Mori Memorial Foundation, *Global Power City Index 2020*

Recommendations:

- Enhance London's entrepreneurialism by working with industry to establish a business and schools' engagement programme for careers advice, financial literacy, and financial exclusion. This can be voluntarily adopted by London's schools and colleges and should aim to increase inclusivity and productivity.
- Ensure no Londoner is prevented from undertaking study or work due to a lack of access to digital skills, technology/devices, or data and broadband. This should include a commitment that a Tech Guarantee Scheme (TGS) remains a fundamental component of the *Digital Access for all* recovery mission. This should build on the *Device donation scheme* GLA website page to provide a platform for both tech donations and tech requests from educators, charities, community groups and other relevant third-sector partners, connecting parties together. Inclusive digital access should also involve a coordinated industry working group which explores the feasibility and challenges in increasing the sharing of data and Wi-Fi across the capital.
- Establish a London Disability Taskforce, as called for by the Social Market Foundation and Trust for London (and the *2020 London Business Survey*), supporting employers to employ people with disabilities and health conditions. The Taskforce should provide both employee and employer guidance on the variety of physical and neurological disabilities, long-term health conditions, and support that can be provided to enable productive and supportive employment. It should work alongside Disability Confident and encourage firms to be signatories – crucially maximising recent technological adoptions and flexible working patterns to enhance productivity.
- Encourage businesses to look at supporting people who have taken career breaks or gaps in employment to transition back into work. Promote and signpost firms offering 'Back to work' schemes, as well as those offering redeployment opportunities. Consider including 'Back to work' schemes as part of the Diversity and Recruitment criteria of the Mayor's Good Work Standard.

Case Study: A snapshot look at digital and data poverty across London's student population

While coronavirus has increased flexible, online, and blended learning, it has also exposed the reality that many young Londoners do not have access to physical technology or data. As the worlds of work and education continue to adapt, digital poverty must be addressed or thousands of Londoners face exclusion from the ability to learn, train and work.

Goldsmiths, University of London

By August 2020, Goldsmiths, University of London had provided 304 of their students with equipment and/or broadband to combat digital exclusion during the coronavirus pandemic. This number was seen to under reflect the true scale of exclusion. Students applied for support through the university's Online Learning Access Fund (OLAF), which was run at the beginning of the UK's lockdown period. Specific numbers:

- 235 students required laptops, 51 students required both laptops and broadband, 18 students required broadband only

Brunel University London

An internal survey of students in June 2020 reported that since the coronavirus lockdown, 5% of students from Brunel University London, have not had regular access to a laptop to use for studying and 4% do not have regular access to Wi-Fi. A further 8% of students noted challenges with the quality of their internet, reporting inconsistent or poor connection which made engaging with their studies challenging. It should be noted that as this survey was circulated via email, requiring some form of device or internet to respond, the actual proportion of students without access to technology is likely to be higher.

Brunel University London said, *"We know that many students rely on University computers and/or Wi-fi to engage with their studies and this is backed up by student responses, with 49% reporting use of University Wi-Fi, 27% regularly using Brunel desktop computers and 4% utilising the laptop loan scheme."*

Middlesex University of London

When asked about digital poverty Middlesex University of London said, *"Digital poverty is a real issue for Middlesex current and prospective students. We have repurposed funding for our student PC cluster and staff laptop replacements and brought forward other planned funding to provide an additional 1,500 student loan laptops (on long-term loan) to support students during the period of blended online and face-to-face learning. Many students have also reported problems with internet access, so the University has given student Wi-Fi dongles and midi boxes as part of its emergency COVID support provision. Additional student helpers have been employed to reach out to students who might need digital literacy support to signpost them to expert advice and support them with studying online. We have also made available over 150 specialist software titles to all students (while off campus) whether or not they are using a loaned laptop"*.

Work in partnership with business to ensure London's recovery tackles inequality

In the *2020 London Business Survey (LBS)*, 61% of London business leaders stated that the responsibility to reduce inequality was 'an equal partnership between government and business'¹³. Business is committed to playing its part and wants to work proactively with local government to achieve levelling-up within London. While some of this can be achieved through collaboration across London's recovery missions, additional formal routes for collaboration should be established and is explored further is the [LBS](#). This partnership will be particularly important for successfully tackling some of London's most pressing social issues, such as affordable housing delivery and inclusive employment.

Recommendations:

- Ensure City Hall policymaking is data driven, with data analysed through an intersectional lens to create inclusive policies and programmes. While also ensuring timely assessment of policies and programmes once they are rolled out, to monitor their impacts and success rates, as well as replicating local successful schemes London-wide. In terms of using data for tackling economic exclusion, this can be achieved through measures such as cross-referencing employment data, like pay gaps data and using pupil/student subject selections. To aid this, encourage London employers to collect and share pay gap data on areas such as ethnicity, gender identity, health and disability.
- Support and champion the role of social value in procurement, leading the way with how the GLA procures goods and services. Provide support for businesses to engage with their corporate social responsibility and social value potential, going beyond the balance sheet to drive meaningful change within the region.
- Establish an industry working group, alongside the Minister for London, to tackle violent crime against employees. The group should meet biannually and include industry representatives and stakeholders, including retail and public transport, the Metropolitan police and Deputy Mayor for Policing and Crime. Also include reducing violence against London's employees as a priority within the Police and Crime Plan. The Mayoral team, MOPAC and London Councils, should biannually consult industry to gain a holistic understanding of the violence being faced and London's crime hotspots.
- Explore a voluntary Community Fund which business and stakeholders can donate money into, to be used to: organise community activities, fund projects and support existing programmes for young people between the key hours of 4pm and 6pm.

Business Community Fund explored...

The voluntary business community fund should be held by City Hall to fund new and existing projects for school pupils during the hours of 4pm-6pm. Ofsted states that 'the most dangerous time for children is shortly after school, between 4pm and 6pm'.

To ensure maximum impact, the fund should be distributed to London's schools and colleges on a means-bases and support; the most deprived schools, boroughs with the highest levels of crime, or existing projects most in need of funding.

References and Endnotes

- 1 Institute for Urban Strategies and The Mori Memorial Foundation, *Global Power City Index 2020*. CPGI methodology: the GPCI evaluates its target cities in 6 urban functions and each of these functions comprises multiple indicator groups (total: 26 groups), which in turn consist of several indicators. A total of 70 indicators are used in the GPCI. The average scores for each indicator within an indicator group are combined to calculate a city's function-specific rankings, which are then totalled to determine its comprehensive ranking. The highest possible total score equals 2,600 points. Institute for Urban Strategies, The Mori Memorial Foundation, *Global Power City Index 2020*
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- 3 GFCI 28 is compiled using 138 instrumental factors. These quantitative measures are provided by third parties including the World Bank, The Economist Intelligence Unit, the OECD, and the UN. Further details of the methodology behind GFCI 28 can be found in Appendix 3 of the GFCI 28 report. Long Finance and Financial Centre Futures, *The Global Financial Centres Index 28*, published, September 2020
- 4 City of London Corporation, *London Recharged: Our Vision for London in 2025*
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- 7 The IATA air connectivity index measures the degree to which air transport connections support a country's economic development and productivity levels. Data was not available for yearly comparisons outside of the IATA's top 10 cities for air connectivity. IATA, *Air Connectivity*
- 8 Aviation Operators Association, *A UK Airport Recovery Plan*
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- 12 House of Commons Library, *Apprenticeships Statistics*, published August 2020
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