

Draft Economic Development Strategy Just Space response

13 March 2018

We welcome the emphasis across the Economic Development Strategy (EDS) on the importance of achieving a fairer, more inclusive economy and the evidence acknowledging the extent of poverty and inequality across many of London's communities and neighbourhoods.

However as it currently stands the EDS is not likely to address these fundamental issues and risks reinforcing inequalities through some of the proposals, particularly the emphasis on high growth sectors. We are concerned about the lack of detail, strength and specific actions particularly in relation to the vision set out in Chapter 3 of the Strategy.

In the following sections we make a number of proposals, both on overarching issues and on specific chapters, and we welcome the opportunity to work closely with the GLA in developing these further and more generally in the implementation of this strategy.

Overarching issues

- **Devolution must have equity as a key driver**

We welcome the Mayor's asks from central Government set out across the EDS and would support more ambitious requests for devolution to meet the needs of London's communities, while seeking more balanced development across the UK regions. Just Space gave evidence to the London Finance Commission and supports particularly the recommendation in *Devolution: a capital idea*¹: 13. *If substantial devolution were to occur, we recommend that London's government should explicitly balance growth incentives with equity considerations as part of the governance arrangements.* This needs to be reflected not only in the resources and powers the GLA lobbies for, but also in how London positions itself in relation to other UK regions and cities. The continued focus on high growth sectors and increasing GVA is reinforcing inequalities among regions. The GLA should work more closely with other cities and regions to understand and complement their agendas and learn from best practices (for example Manchester City Council's procurement policy and practice²).

¹ https://www.london.gov.uk/sites/default/files/devolution_-_a_capital_idea_lfc_2017.pdf

² https://cles.org.uk/wp-content/uploads/2017/02/The-Power-of-Procurement-II-the-policy-and-practice-of-Manchester-City-Council-10-years-on_web-version.pdf

- **Governance must be inclusive**

We have previously raised concerns about the LEAP membership, as it is not representing the interests of a wide range of small businesses, community groups and organisations (for example businesses in the foundational and everyday economy, social enterprises, migrant and ethnic businesses, self-employed workers in low pay occupations etc). Within and alongside the LEAP there should be a number of boards comprised of representatives from such sectors and groups, with the autonomy to develop policy and create forums for evidence gathering, sharing of best practice and implementation.

- **Driving the implementation of the Good Work Standard**

We see the Good Work Standard as the essential next step to the London Living Wage to provide an extensive protective framework and support increases in productivity for businesses in low pay sectors. Although the LLW has created benefits for many Londoners, evidence suggests that it has also had impacts in terms of decreasing work hours and security of jobs, particularly for part time workers and those from ethnic minority backgrounds³. We want to work with the GLA, London universities, trade unions, other cities and partners to support achieving a Good Work Standard and model of implementation that address these inequalities and supports small businesses and social enterprises to take this up, including mechanisms for participation and monitoring.

- **Prioritising an Industrial Strategy for London that addresses socio-economic inequalities**

A new Industrial Strategy for London is an opportunity to engage with wider debates about the relationship of the economy with the rest of society, with more emphasis on the everyday economy, and the relationship with other UK regions, with the primary aim to reduce socio-economic inequalities, thus strengthening aspects of the EDS implementation. To this end, the Industrial Strategy needs to be based on a shared understanding that London's economy should be for achieving socially just outcomes, health and wellbeing within environmental limits. This means the involvement of small businesses across sectors which are usually marginalised, community groups, social enterprises, trade unions and public institutions is essential. Just Space is ready to work with the Mayor to develop an Industrial Strategy for London that will achieve the narrowing of socio-economic inequalities.

- **Establishing monitoring and targets for reducing inequality**

³ Linneker, B., Wills, J., 2015, The London living wage and in-work poverty reduction: Impacts on employers and workers, Environment and Planning C: Government and Policy vol. 34, (5) 759-776. Queen Mary University of London.

As identified in the EDS, growing inequality is a future driver for change, therefore the strategy needs to play a key role in reverting this trend. The strategy needs to have a clear baseline of the current situation and set targets and monitoring indicators to track progress in narrowing inequality. The GLA should incorporate and build on existing frameworks for monitoring inequality, for example the London Poverty Profile⁴ and ensure this explicitly captures gender⁵ and ethnicity dimensions.

- **An explicit focus on reducing gender and multiple inequalities**

Given the Mayor's commitments to feminism and gender equality, there is a need for the EDS to give significant prominence to this issue. However this has to be framed through an understanding of multiple inequalities and the interplay of gender, class, age, ethnicity etc. A fundamental issue is the gendered nature of occupations, with higher proportions of women working in foundational economic sectors in low paid and insecure jobs. Therefore the focus in the EDS on high growth sectors is likely to reinforce gender inequalities; instead actions, resources and support need to be directed to increasing pay and productivity in sectors such as health, social and child care, education, other public services etc. making jobs decent, secure and attractive for both women and men.

- **Facilitating fairness through greater redistribution**

The Mayor needs to be bolder in asking successful businesses to contribute to social and environmental sustainability. The EDS indicates areas of London in which through special designations such as Enterprise Zones, some businesses will have exclusive privileges and exemptions, in order to secure investment in the expectation of future growth. To achieve a fairer and more inclusive economy, these incentives need to be complemented by requirements to contribute to local economies and communities, for example through meeting the requirements of the Good Work Standard and investment in local areas through clear and transparent mechanisms that are monitored. The Mayor should strive to secure greater corporate social and environmental responsibility in concrete and meaningful terms to address inequalities.

⁴ <https://www.trustforlondon.org.uk/data/topics/inequality/>

⁵ For example, Diane Perrons and Robin Dunford, 2013, Regional development, equality and gender: Moving towards more inclusive and socially sustainable measures, <http://journals.sagepub.com/doi/pdf/10.1177/0143831X13489044>

Chapter 3

A fairer, more inclusive economy

3.1 World class education

We welcome the Mayor's aspirations to give every child the best start in life. This is fundamental to a long-term vision and to achieving social sustainability. However to make this happen the action related to early years need to be strengthened. Some suggestions include:

- identify the resources needed to implement the Healthy Early Years outcomes framework and tools across all London Boroughs;
- a strategy for extending the Early Years Hubs beyond the initial pilot stage; Early Years Hubs should be seen as part of Lifetime Neighbourhoods and Lifetime Suburbs and developed in close collaboration with families from diverse backgrounds. The model of Sure Start Centres was successful in providing a range of services and support and should be built on as a best practice example.
- Healthy Early Years outcomes and tools, and Early Years Hubs should take into account and reflect the full cultural and social diversity of their settings, including the needs and practices of families from different backgrounds

There should be a specific action related to ensuring places in 'good' and 'outstanding' schools for every child – this needs to take into account cost of housing and particularly access for low income families and those in temporary accommodation.

There is a need to focus on the gender stereotypes in low pay occupations usually taken up by women – child, health, social care and work equally with schools etc. to encourage boys and young men to gain skills and enter these fields.

Supporting enterprise in education is welcome, especially for those girls and boys coming from backgrounds where family businesses and self employment are a key cultural value or where discrimination is preventing them from being in secure and decent jobs. These initiatives should not focus solely on setting up technology, financial or creative businesses, but also to support those in more traditional sectors to gain the self-confidence and skills they need.

Other actions needed by the Mayor to achieve the vision:

- support for those who take the elective home education route to ensure that parents and tutors have the guidance, monitoring and resources they need to ensure high quality education.
- Lobby central government to adequately resource specialist support in schools e.g. for mental health and wellbeing, or support services that have been lost due to council budget cuts e.g. Traveller Education

3.2 Opportunity for all Londoners

The proposed actions should seek to achieve equal outcomes as well as opportunities. There is a need for initiatives that focus on sustaining work and employment, reskilling for people at different stages in their life, not just entering the labour market.

In terms of further learning, there needs to be more focus on free training provided by community and voluntary sector organisations, which meet a range of community needs in specialist and culturally suitable ways. The Mayor needs to set out a clear strategy for working with community groups, local authorities, funders etc. to ensure coherent and wide reaching provision is supported. We do not support the proposals around Advanced Learner Loans, given the financial risks of debt, particularly for women and men on low incomes. A bursary scheme should be made available instead to increase access and financial inclusion.

Strategies and interventions need to have an intergenerational focus. Succession planning is important for many BAME and migrant communities. The GLA should map out examples of best practice from community groups across London and the UK (e.g. the Ubele Initiative - Mali Enterprising Leaders pilot⁶).

Adult Education Budget priorities should be set in close collaboration with community groups and the voluntary sector – particularly those led by, working with and supporting women and men from disadvantaged backgrounds (including low income, ethnicity etc.). A participatory budgeting mechanism should be set in place by the GLA working with these partners to achieve outcomes that meet the needs of diverse groups.

The GLA needs to be more ambitious in lobbying central government for bridging the gaps of the European Social Fund. This should be supported by needs and impact assessments and costing. Any replacement ESF should be managed by the GLA/LEAP in a much more open, accountable and participatory way, making it easier for small providers and community groups to bid. This is a significant opportunity to develop new models of budgeting that involve community groups and support organisations from the outset in

⁶ <https://www.ubele.org/mali/>

setting priorities, monitoring and evaluating how funds are allocated to ensure fair outcomes for those most in need.

3.3 A lower cost of living

Just Space has made extensive submissions on the GLA's approach to affordable housing in response to the Draft London Housing Strategy⁷ and the Draft London Plan⁸, including thorough proposals on a number of key issues related to prioritising the delivery of social rented homes and caring for existing homes and neighbourhoods. The Mayor's devolution asks should include powers to set rent controls, repealing Section 21 evictions, landlord licensing and regulation of build-to-rent. A significant issue that should be addressed in the EDS is an analysis of property development and real estate as sectors which contribute to reinforcing socio-economic inequalities across the city.

In terms of affordable transport Just Space has made comments and proposals to the Mayor's Transport Strategy⁹ and Transport chapter of the Draft London Plan¹⁰. A fundamental concern is that the transport infrastructure priorities set out by the GLA do not reflect and meet the needs of low income Londoners, and especially those in part time work and with caring responsibilities. Some key issues include reducing the need to travel through the implementation of lifetime neighbourhoods, setting investment priorities focusing on local links and orbital transport, particularly improving bus services across London's neighbourhoods.

In relation to affordable childcare, this should be encouraged as part of pay packages, rather than loans which are likely to put low income families into further financial difficulties. This needs to be targeted particularly at low pay sectors, with resources identified to support its implementation. Within all businesses that take up the scheme there should be support and monitoring to ensure it is accessible and can be afforded by those on the lowest pay grades and incomes.

⁷ <https://justspacelondon.files.wordpress.com/2017/12/js-response-to-housing-strategy-2017.pdf>

⁸ <https://justspacelondon.files.wordpress.com/2018/02/js-on-chapter-4.pdf>

⁹ <https://justspacelondon.files.wordpress.com/2017/10/mts-consultation-2017-just-space-responses-final.pdf>

¹⁰ <https://justspacelondon.files.wordpress.com/2018/02/js-on-chapter-10.pdf>

Additional actions by the GLA in relation to affordable childcare need to give consideration to:

- the importance of informal childcare performed by family, extended family, community, and informal childcare workers – together with cultural and other social factors that encourage this. Creating the conditions for informal and intergenerational childcare to happen through lifetime neighbourhoods, family housing, support and resourcing for community spaces will be essential.
- the implications for child minders particularly those who are migrants, who often perform other domestic work roles in terms of pay, security, working conditions etc

In terms of financial inclusion there is scope for the GLA to reframe the role, make up and contributions of the financial sector to support more community-led and social purpose services meeting the needs of low income households, small businesses, community and social enterprises. The EDS should more explicitly include the recommendations of the London Assembly Economy Committee report *Short-changed: the financial health of Londoners*.¹¹ A range of good practice examples are presented in the Centre for Local Economic Strategies report 'Creating Good City Economies in the UK'¹², such as community development finance institutions, local investment funds, community shares in businesses, crowd funding and peer to peer lending.

3.4 Fairer pay and employment practices

We believe the Good Work Standard is a significant opportunity to address low pay, work insecurity and poor working conditions, increases in productivity in low pay sectors, ensuring job progression and a stronger representation of small business and workers. Just Space has made a number of proposals on how the Good Work Standard can be improved and strengthened in our response to the public consultation (document attached). Some key issues include:

- Paying a London Living Wage that reflects the real costs of living and housing, including London Weighting and annual pay rises
- Transparency on executive pay, pay ratios between senior level, median and lowest pay and numbers of employees in each pay bracket
- Reducing gender and ethnic pay gaps within and between sectors
- Providing not only training and up-skilling, but also clear job progression pathways and opportunities
- Integrating the implementation of the Good Work Standard with the implementation of the other Mayoral Strategies and London Plan; and with the GLA and local authority procurement and funding procedures

¹¹ <https://www.london.gov.uk/sites/default/files/financial-inclusion.pdf>

¹² <https://cles.org.uk/wp-content/uploads/2016/12/Good-City-Economies-Report.pdf>

The GLA should support the implementation of the Good Work Standard particularly in low pay sectors and activities, in close collaboration with small businesses, social enterprises, community organisations, trade unions and other partners. The Economic Development Strategy should set out a plan for piloting this initiative across a number of low pay sectors and a longer term strategy for scaling up, with identified resources and mechanisms of participation and monitoring.

We welcome the ambition to make London a Living Wage City but this should be strengthened through setting a target and identifying resources to support businesses and employers particularly those in low pay sectors to implement this.

Other actions are required by the GLA to achieve economic fairness, through strong commitments and resourcing to enable wide and inclusive representation and participation of small business and workers interests, for example through:

- Resourcing businesses and organisations that are usually marginalised in economic and development processes, including independent, small, micro, migrant and ethnic businesses, social purpose businesses and charities to fully take part in the implementation of the Good Work Standard. This could require training, advice and support in terms of feasibility studies, auditing, recruitment, accessing supply chains and tendering, linking with skills providers etc. This could become a central area of activity for the London Growth Hub initiative delivered by the LEAP, for the Economic Fairness Team and a priority for the Mayor's Civil Society Strategy.
- Working closely with trade unions or other kind of employee, independent contractor and freelancer collective representation across economic sectors. An evidence based review of existing forms of workers' organisations including independent workers unions such as the Cleaners and Allied Independent Workers Union (whose members are predominantly low paid migrant workers), associations and collectives should be used as a baseline to identify gaps and take positive targeted action.

3.5 Better health and less poverty

Just Space has made a number of proposals related to affordable and healthy food in the following documents:

- the response to the draft Health Inequalities Strategy¹³
- the response to the Draft London Plan Economy Chapter¹⁴

¹³ <https://justspacelondon.files.wordpress.com/2017/12/just-space-response-to-draft-health-inequalities-strategy-nov-2017-final.pdf>

¹⁴ <https://justspacelondon.files.wordpress.com/2018/02/js-on-chapter-6.pdf>

- the Just Space Health Policy chapter¹⁵

Food spans across a number of different industrial sectors such as hospitality, manufacturing, retail, agriculture – there is a need to understand the sector in a more integrated and holistic way, particularly as it has a high potential for sustainability and self-sufficiency. The proposals around local authorities developing food poverty action plans and healthy food retail plans need to be strengthened with more detail and guidance on how and when these will be produced, what resources are available and establishing participatory processes that involve diverse communities and small businesses.

Other proposals that we would like to develop further in collaboration with the Mayor are:

- The food sector should become a central focus to implementing proposals related to improving pay and work conditions, through a coordinated approach linked to the Mayor’s Food Strategy, Economic Development Strategy, procurement policy, London Plan etc.
- Stimulating light industry and markets associated with food processing, distribution and retailing across London could be achieved through a relocation of large wholesale outlets to strategic sites within greater London, in alliance with large, community food growing ventures
 - Encouraging the start-up of food hubs which are located in Town Centres which work in partnership with schools and colleges to encourage food based businesses by offering training skills in food growing, marketing and distribution as well as environmental management, managing food waste, and addressing food poverty
 - Facilitating the development of sustainable food supply chains across the UK regions
 - Ensuring appropriate, affordable, accessible accommodation for food manufacturing, storage and distribution activities, ranging from the protection of wholesale, traditional and ethnic food markets, to urban food growing spaces and small scale community-led food initiatives

3.6 Inclusive and safe communities

We welcome the Mayor’s commitment to maximise community participation and this needs to be backed by dedicated resources and mechanisms to ensure a wide range of voices take part in processes of policy formulation, decision making, implementation, monitoring and evaluation.

Community participation is a key concern of Just Space and we have made a number of proposals for how this should be achieved by the GLA the Just

¹⁵ <https://justspace.org.uk/next-london-plan/health/>

Space 'Towards a Community-led Plan for London', Chapter 2 Public Participation and Community Involvement in Planning¹⁶.

Chapter 4 – Creating the conditions for growth

4.1 Space for businesses and work

Just Space has made extensive proposals on how the GLA's policies related to work space and supporting local economies can be improved and strengthened in the response to the Draft London Plan, Chapter 2 Spatial Development Patterns¹⁷ and Chapter 6 Economy¹⁸. Some key issues include:

- supporting a new geography for London's economy and spatial development that shifts from a reliance on the CAZ to more dispersed, sustainable, suitable and inclusive development through Lifetime Neighbourhoods and Lifetime Suburbs, protecting and enhancing local employment and local businesses across all sectors, particularly those operating in the foundational and everyday economy
- designations and stronger protections for low cost work space of all types, including high streets, all industrial land, markets, offices etc.
- targets and monitoring for the provision of low cost and affordable work space

In terms of working with other partners in ensuring the protection of low cost work space, the Mayor should take a strong position in resisting the approach taken by Network Rail across London¹⁹ of displacing small businesses from railway arches, through rent increases, evictions and refurbishment which makes the spaces too expensive and unsuitable for existing enterprises.

We welcome the proposal that workspace providers develop a standard to monitor economic and social value, but we consider the GLA and LEAP are best placed to coordinate and resource this. Just Space has started developing in collaboration with community groups across London a range of Social Impact Assessment tools²⁰ and would welcome the opportunity of contributing to this initiative.

4.3 Other infrastructure

¹⁶ <https://justspacelondon.files.wordpress.com/2013/09/just-space-a4-community-led-london-plan.pdf>

¹⁷ <https://justspacelondon.files.wordpress.com/2018/02/js-on-chapter-2.pdf>

¹⁸ <https://justspacelondon.files.wordpress.com/2018/02/js-on-chapter-6.pdf>

¹⁹ For example in Brixton <http://savebrixtonarches.com/>

²⁰ <https://justspacelondon.files.wordpress.com/2018/01/social-impact-assessment-draft-chapter.docx>

Just Space has made a number of proposals on how infrastructure priorities and interventions can be improved and strengthened to meet the needs of London's communities in:

- the response to the Draft London Plan Chapter 8 Green infrastructure and natural environment²¹ and Chapter 9 Sustainable infrastructure²²
- response to the London Environment Strategy²³

We welcome the proposals regarding the circular economy but would stress that the following issues need to be incorporated in a clear action plan by the GLA and other partners (such as the London Waste and Recycling Board, LEAP etc) with resources identified for implementation:

- Encourage changes in consumption and production to achieve a sharing and circular economy, setting targets to reduce all types of waste, supporting reuse, repairing and recycling activities (for example through networks connecting surplus food, building materials, furniture, IT equipment etc. with people in need). Ensure support and funding schemes are easily accessible to SMEs, social enterprises and local community groups for education and training programmes (for example, waste management, resource-efficiency, accessing local supply chains).
- Raise the environmental performance of the building stock and reliance on non-renewable energy sources (see response above to Policies SI 2 & 3 Greenhouse Gases and Energy) and re-configure settlement and urban patterns to reduce the need for travel.
- Ensure that the strategy to shift towards a zero carbon economy is based on the principles of Just Transition, working closely with local communities, businesses, workers and trade unions to prevent the loss of existing jobs and increased insecurity in traditional sectors of the economy to ensure they can benefit from technological and other changes. Just Space has incorporated these principles in the Industrial Strategy paper²⁴.

4.4 Innovation and skills

We believe there is a need to move to a progressive vision of the future of technology and innovation which serves the purpose of increasing human and environmental wellbeing rather than only GDP/GVA as conventionally measured. The Mayor should support universities, research institutions and

²¹ <https://justspacelondon.files.wordpress.com/2018/02/js-on-chapter-8.pdf>

²² <https://justspacelondon.files.wordpress.com/2018/02/js-on-chapter-9.pdf>

²³ <https://justspacelondon.files.wordpress.com/2017/12/just-space-response-to-london-environment-strategy.pdf>

²⁴ <https://justspacelondon.files.wordpress.com/2018/01/just-space-industrial-strategy-chapter-draft.docx>

businesses to work in close collaboration with London's communities to co-design, test and produce goods and services that meet current and future needs, in line with principles of socially useful production. Some key proposals include:

- Develop a standard/charter for the London tech and innovation sectors based on the principles of socially useful production - democratic and local control and direct participation in the design, development, social use and ownership of technology.
- Commission a social audit/impact assessment of the tech sector²⁵ – to include issues of diversity in the workforce, wages and income inequality, workers' rights, relationships with other sectors –e.g. implications of the gig economy (e.g. platforms such as Uber) or 'sharing' economy (e.g. AirBnB), automation -, standards and practices in global supply chains, affordability, accessibility and ability to meet diverse local needs
- GLA investment in technology and innovation should meet the criteria of the socially useful production standard. Lobby central government for devolution of R&D budget to London
- Work with London Universities to embed the principles of socially useful production in tech-related curricula and build on existing models of good practice to widen co-production, research and testing solutions together with local communities

The proposed actions on apprenticeships should be strengthened in line with Policy E11 in the Draft London Plan which sets a number of requirements in terms of apprenticeships in construction. Building on these proposals the GLA and LEAP should work with other industries to develop apprenticeship programmes with clear targets for diverse and inclusive uptake of local young people, completion rates and clear pathways into secure work.

We support the Mayor's asks targeted at central government in relation to immigration and the impacts of Brexit. However these should be extended to all migrant workers, not just those in tech and creative sectors, in recognition of the huge contributions of migrant workers in the foundational economy particularly health and social care, retail, building and infrastructure.

4.5 Enterprise and entrepreneurship

We are concerned by the prioritisation of 'high growth' businesses in the actions proposed in this section. In order to achieve the objectives of fairness

²⁵ Link to Industrial Strategy Commission criticism of cost-benefit and efficiency-equity methodologies, p25, <http://industrialstrategycommission.org.uk/wp-content/uploads/2017/10/The-Final-Report-of-the-Industrial-Strategy-Commission.pdf>

and inclusion, the focus should be on the sectors, activities and businesses who are in most need of increases in productivity, pay and security.

- The LEAP Growth Hub – needs to support businesses across all sectors – and focus in particular on sectors that are usually low paid, ignored or marginalised (e.g. repairs, manufacturing etc)
- Protect and support the development of Migrant and Ethnic Businesses (MEB), for example through: *recognising their contribution to local economies, overarching retail strategies for development areas which draw upon the needs of existing communities and local economies and are inclusive to both small and micro businesses and MEB clusters, supporting the retention, sustainability and growth of existing businesses through a comprehensive business readiness programme to include: language support, business development assistance, financial planning, employment law advice, other training and to open access to financing options for MEBs.*²⁶

Chapter 5 – Supporting London’s sectors

We are concerned by the selection and focus on the sectors in this chapter as they do not meet the criteria set out in the Executive Summary, to be *key to a fairer and sustainable future economy for London - sectors that can bring wider benefits to Londoners*. A much broader and diverse range of sectors and activities particularly in the foundational and everyday economy need to be targeted in order to achieve this. We believe the Industrial Strategy for London will play a fundamental role in redressing the balance between London’s economic sectors and between London and other UK regions.

The approach to picking ‘winners’ is dangerous as it excludes a large part of London’s economy which provides essential goods and services for the running of the city, as well as local jobs and opportunities for small scale entrepreneurship. We are keen to work closely with the GLA in developing the London Industrial Strategy which should complement the EDS. This should be based on the following principles

- The need to support sectors that have been historically poorly understood and underrepresented despite playing an essential role in sustaining London’s everyday economy
- The need to reframe the approach to ‘high growth’ sectors in order to achieve socially and environmentally just outcomes

²⁶ Latin Elephant, 2016, The Case for London’s Latin Quarter: Retention, Growth and Sustainability, <http://latinelephant.org/wp-content/uploads/2015/03/The-Case-for-Londons-Latin-Quarter-WEB-FINAL.pdf>

- The links and interdependencies between sectors and the risks posed by singling out particular industries in terms of exclusion, access to space, support etc

A number of initial proposals are included in the Just Space Industrial Strategy paper in relation to sectors such as: health and care; food; retail and wholesale; manufacturing and repairs; craft industries; construction; technology and innovation; finance, insurance and real estate. We would welcome the opportunity for ongoing dialogue with the GLA and LEAP to facilitate further work in collaboration with a diverse range of small businesses and social enterprises to further develop these proposals.

Chapter 6 – Working together to achieve the vision

Strengthening partnerships

We are concerned by the lack of detail provided in the section on communities and civil society, in contrast with the section related to businesses which sets out a number of networks and forums that will facilitate collaboration. The EDS needs to give recognition to the wide range of groups, organisations, networks, enterprises and alliances that facilitate public dialogue and the representation of diverse communities and businesses in policy, monitoring and delivery related to London's economy. There is a need on one hand to resource, support and open access within the GLA institution to these existing groups; and on the other hand the need to facilitate the development of new networks that meet different interests and needs that might not be catered for. This requires not just 'one-off' contact, but continuous, meaningful involvement and a stake in shaping policy and interventions, decision making, implementation and monitoring.

We find that the language used across many of the EDS chapters is not accessible to a wide range of Londoners – the aspirations and proposals, particularly around the selected growth sectors, do not reflect the day to day experiences, realities, needs and ambitions of most women and men, girls and boys who are engaged in London's economy and communities. Using descriptions, language, case studies that are relatable to people's lives can play an important role in encouraging them to have a say about their future.

Leading by example

Some additional actions that should be considered by the Mayor are:

- Through the EDS and the GLA's own Responsible Procurement Policy, public investment should be directed primarily towards goods and services provided by businesses and organisations which meet a range of criteria reflecting the principles set out in the first section of this paper (e.g. are local; meet the requirements of the Good Work

Standard; meet principles of socially useful production; are social purpose businesses)

- The GLA should set a leading example followed by implementation by Boroughs and other public institutions to build on the model of anchor institutions²⁷
- The GLA should create and support an infrastructure for community ownership and community led economic development through localised procurement and commissioning practices, capacity building, business and financial support etc – through LEAP, GLA funding streams, recognising community owned, worker owned and social purpose business models in policies and strategies alongside private sector businesses

Monitoring

We welcome the shift towards broader measures and indicators for London's economy. Some suggestions have been made by Just Space in the Implementation Chapter of 'Towards a Community-led Plan for London' and we would like to work closely with the GLA to develop these further in relation to the EDS policies. Examples include:

- Good jobs: % of the labour force that has a secure job that pays at least the living wage
- Wellbeing: average life satisfaction on scale of 0–10
- Fairness: ratio between after-tax incomes of top 10% and bottom 10% of households
- Financial success of households, after meeting housing costs.
- Diversity of business sectors (for example in terms of size, number of employees and required floorspace; social and cultural, number of ethnic and migrant businesses etc).
- Strength of local supply chains (for example interlinkages between firms, delivery distance, time and cost etc).
- Sustainability of resource use (for example capacity of renewable energy equipment installed; amount of waste generated that is not recycled). Environmentally-damaging travel and transport generated by economic activity (for example number, distance and cost of work-trips, deliveries, air-travel).
- Gender disparities in terms of wages and access to the labour market (for example a Gender-sensitive Regional Development Index).

²⁷ CLES, 2017, Community Wealth Building through anchor institutions, see model of Preston Council, https://cles.org.uk/wp-content/uploads/2017/02/Community-Wealth-Building-through-Anchor-Institutions_01_02_17.pdf