



Local London Plan ●

Towards 2026



Welcome from our Chairman

I am pleased to present to you the Local London plan 'Towards 2026'. This sets out our Leaders' and Mayors' renewed commitment to this sub-regional partnership. This is an ambitious vision for the future of our sub-region, which we can achieve through strong collaboration, partnership, and a with a focus on people, place, and sustainability.

By working together, we can be a stronger voice and find solutions to common problems that affect our communities and residents across our nine boroughs. Working closely with stakeholders in London, Innovation Corridor and Thames Estuary, we will continue to build strong links with our neighbouring councils and regions to help us to unlock new opportunities and drive inclusive growth.



Partnership is what will make the difference for our communities and residents. Our plan places a strong emphasis on collaboration and agility to help us to build stronger relationships and respond to the needs of our members, stakeholders, and communities.

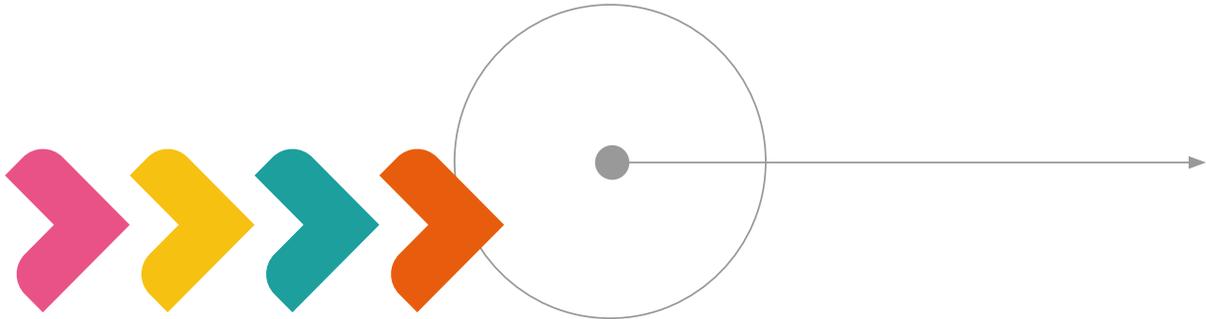
Very consciously we have identified people, place, and sustainability as the central pillars of our strategy. These three elements are interconnected and essential for delivering a sustainable and thriving future for our sub-region. We will work to promote inclusive growth, foster vibrant communities, and ensure the needs of our sub-region are not lost in assumptions about being part of the capital.

Addressing the cost of living is also a critical issue that runs through everything we do with our programs in Local London. We recognize that many residents are struggling with the high cost of living, and we are committed to delivering solutions that can help to ease this burden.

We will build on our successful track record of managing devolved funding and implementing programmes to benefit people and businesses in our Boroughs.

We are ambitious for our sub-region, and the people living, working and learning here.

Councillor Baroness O'Neill of Bexley OBE,
Chairman of Local London



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Executive summary

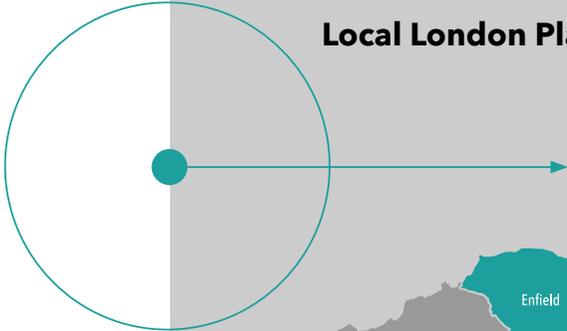
With City Hall now in Newham, City markets moving to Dagenham, the opening of the Elizabeth Line and the growth of new data, digital, film and media sectors, the Local London sub-region is the most exciting part of the capital to live, study and work in. It is one of the fastest growing parts of London and an engine of growth for the UK. It is a sub-region of great opportunities with strong international connections and huge development potential. There is space to grow here at a scale not available in any other part of the capital. It is an area with many challenges too, including low skills, an infrastructure deficit, a high cost base, communities scarred by COVID and now dealing with a cost of living crisis.

Students from Chadwell Heath in Redbridge learn about climate change with Project Everyone at the Local London Careers Hub East's Climate Kick-start event in November 2022.



Andrew Baker Photography



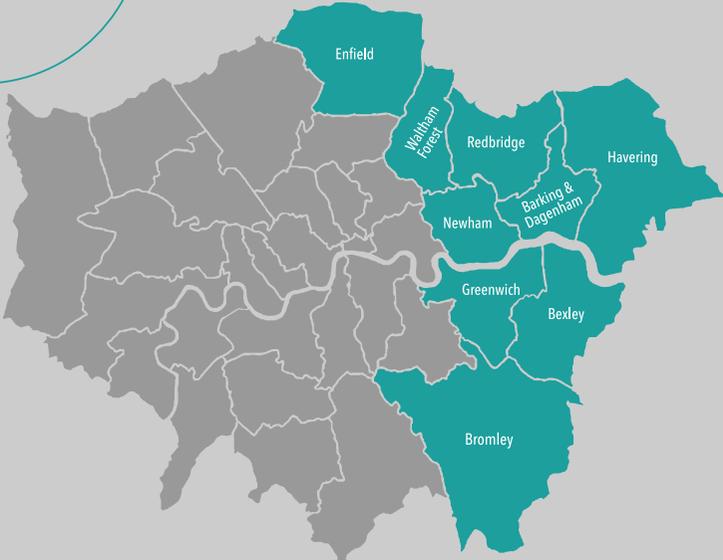


Who we are

Local London is one of the four sub-regional partnerships in London. We are a partnership of nine London Boroughs; Barking and Dagenham, Bexley, Bromley, Enfield, Greenwich, Havering, Newham, Redbridge and Waltham Forest. Local London is a Leader / Mayor-led partnership and its strength lies in its members' engagement on priority issues of sub-regional significance. By working together, our member Boroughs can have a stronger voice both in dealings with London Government bodies and Central Government, as well as with private sector investors. Local London provides a platform for our member Boroughs to champion common issues that need amplifying with a focus on driving inclusive growth through collaboration.

We act in a fundraising and income generation capacity for partners. That means bidding for grants or other support which will benefit Borough partners and improve outcomes for people living and working in the sub-region. We currently manage over £85 million of grants to support delivery in our Boroughs in a number of areas; working with employers to enhance careers education in schools and colleges, supporting long-term unemployed people back to work, helping SMEs to go digital, and investing in better fibre connectivity.

Local London has supported the integration of these programmes within the Boroughs in a way that maximises opportunities for residents and has built valuable partnerships which enhance the offer we can make to the community. We have developed a reputation as a trusted partner for Central and London Government to manage devolved funding to the benefit of the sub-region. Local London is in a position now to develop this further.



Ambitions of Local London

The core ambitions for Local London are:

- To provide a strong voice for the sub-region; and
- To maximise investment into the fastest growing part of London.

By working together with our partner Boroughs on areas of shared ambition, we can deliver inclusive growth through:

- A better skilled workforce.
- Better digital and transport connectivity.
- Raising the ambitions of our future workforce.

North East and South East London is one of the fastest growing parts of the country. We are committed to ensuring that the benefits of this growth reach our residents who can take advantage of new opportunities. We will speak up for the sub-region to raise its profile with public and private investors so that it is recognised as a place to achieve impactful and sustainable results.



© LB of Newham



IFS Cloud Cable Car linking Greenwich and Newham.

© Andrew Baker Photography



Students from Wanstead School, Redbridge discover the Metaverse at our Climate Kick-start Event.

© LB of Havering



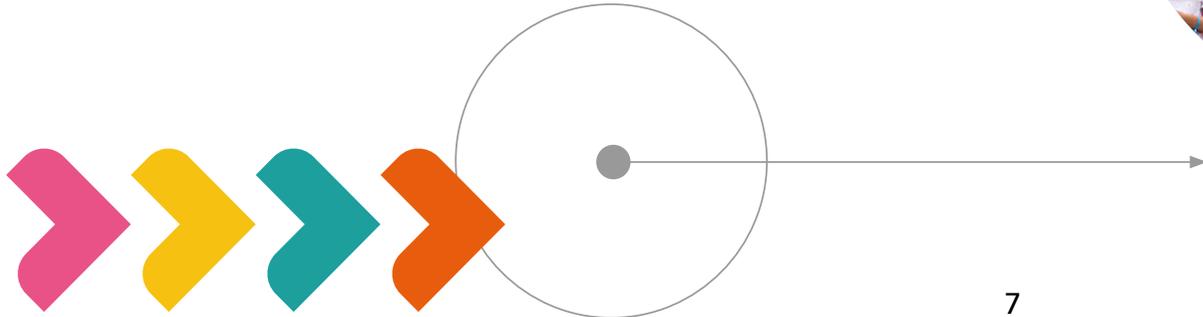
Future Cube, Havering, empowering businesses to adopt new technologies.

What we will do

- We will act as a resource for partners to bid for external funding that can support the partnership’s objectives and benefit from scale and co-ordination.
- We will deliver a set of programmes on behalf of Local London partners to support activity in agreed areas.
- We will provide data and analysis into the needs of the sub-region to influence effective policies for places and people to support the development of North East and South East London.
- We will speak up for the sub-region on issues that affect Local London partners.
- We will promote the sub-region to public and private investors and serve as a catalyst for inward investment.

How we will do it

Local London will be focused and practical, concentrating on those areas where our Borough members need a louder voice or where greater impact can be achieved by working together. Local London does not always have to ‘do’ everything but can facilitate and provide a platform for Boroughs to work well together, e.g. through joint procurement. We will not duplicate Borough or pan-London areas of activity. Instead, we will ensure that we are plugging the gaps and adding value. We will also work to connect Local London to opportunities emerging in the wider region through the Thames Estuary Growth Board, the UK Innovation Corridor and in neighbouring authorities in Hertfordshire, Essex, Thurrock and Kent.



Queens theatre, Hornchurch, Havering.

© LB of Havering



Celebrating the centenary of the Becontree Estate, Barking and Dagenham.

© Jimmy Lee Photography

Objectives: What is this 3-year plan aiming to do?

This plan sets out our work programme toward 2025, our ambition and our asks of decision-makers. It sets the framework for what we hope to achieve by working in partnership with our Borough members, local stakeholders and partners across London and in Government. This new Local London plan aims to be more specific, more measurable, and more clearly differentiated from the work of individual partners.



© LB of Enfield

Enfield Town Street Festival.

Key Pillars: People, Place and Sustainability

People: we will focus on employer-led skills development, employment growth, raising the aspirations of young people through career support, and digital inclusion, including business support.

Place: we will focus on connectivity; digital and transport and supporting the regeneration of our communities by making the sub-region an attractive place to invest and building on its links to the home counties.

Sustainability as a cross cutting theme: we plan to deliver a sustainability agenda through all we do. Already we have started to concentrate our delivery of skills on current and future green jobs and skills. By continuing this sectoral approach to delivering our agenda, this will enable a strong focus on this sub-region’s current and emerging sectors such as media and creative, digital, transport and logistics, food processing etc.

Remembering that the backdrop for our work over the coming years will be the cost of living crisis, the three delivery pillars of people, place and sustainability will support Boroughs now and prepare for recovery on the other side of the current crisis. This will be done by seeking investment from externally funded programmes to support Boroughs’ objectives.

Enabling all of this is a revised governance structure that is leaner, Leader / Mayor-led and ensures good joint working between Borough officers, and bringing key stakeholders onto Boards.

This way we work will embrace partnership, additionality and nimbleness.



CASE STUDY: **Newham residents better supported thanks to Work Connections programme**

As part of the Mayor of London's 'No Wrong Door' (NWD) initiative, Local London's Work Connections brings together employment services, employers and residents looking for work, apprentice/traineeships or training opportunities. Our Work Connections website has a wealth of information to help connect people and opportunities. Our team will work face-to-face with residents, employers, job centre staff and service providers to help people find the right work and training opportunities for them.

Our approach supporting our Boroughs to address unemployment is multi-faceted. We have been engaging with frontline officers to understand how we can best support them and therefore help residents to gain employment. This insight is transferable, and colleagues' input will enrich our support across our Boroughs.

In response to issues identified by Our Newham Youth team, we have provided organisational development consultancy activities to help improve, co-design and shape service delivery at a local level. The service has begun implementing our recommendations and has already noticed a step-change in the morale of colleagues.

"There has been an immediate impact: more self-motivated attendees, better ways of working and improved morale. We're seeing more peer-to-peer conversations with the team supporting each other better."

Asif Sadeeq, Assistant Manager, Our Newham Youth.



CHAPTER 1

Context

Local London is the youngest of the four London sub-regional partnerships. Since we were established in 2016, we have built a strong track record for delivery with external funders, including the GLA, Department for Education, Department of Work and Pensions, Borough colleagues and local stakeholders. Local London is a trusted partner for both London and Central Government.

Local London is the best sub-region in London for good, sustainable and inclusive growth. All of which makes this a great place to live, work, study and visit. North East and South East London are the fastest growing part of the capital but it needs the right infrastructure investment to unlock this growth potential. For example, there are over 163, 000 premises in the sub-region (over 15%) unable to receive gigabit capable* broadband and of these over 19,000 premises are a not spot.** It should also be noted that only 35% of premises have access to full fibre and two of our Boroughs have <10% full fibre coverage.

The lack of public transport infrastructure in outer London, in particular in the Local London area, is reflected in travel to work patterns where almost all Boroughs have significantly higher car use than the London average. Only Greenwich, Waltham Forest and Newham have car usage below the London average of 20.6%. Bexley and Havering residents relied most on driving a car or van to travel to work at 36% and 36.8% respectively in 2021 (Census data).

Nevertheless, many of our residents rely heavily on public transport to travel to work. During the pandemic where working from home rates across all of London averaged 42%, all Local London Boroughs except Bromley had lower than average rates of home working. Many of our Boroughs’ residents work in the foundational economy and are unable to avail of home working as exemplified by the home working rate of 20.7% in Barking and Dagenham, less than half of the London average in 2021.

* Gigabit-capable broadband means download speeds of at least 1 gigabit-per-second (1 Gbps or 1000 megabits per second, Mbps). A 1 Gbps download speed would allow a high-definition film to be downloaded in under 1 minute (source: Gigabit-broadband in the UK: Government targets and policy, House of Commons Library, 25th February 2022).

** A ‘not spot’ is an area that has no broadband internet or mobile phone coverage, or where this is very slow and unreliable (≤30Mbps).



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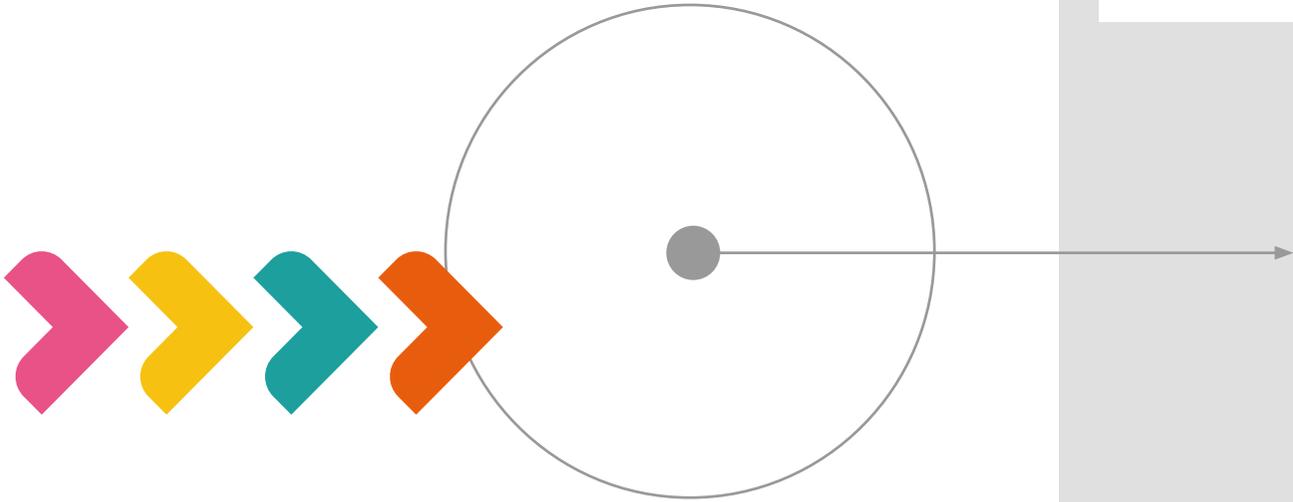
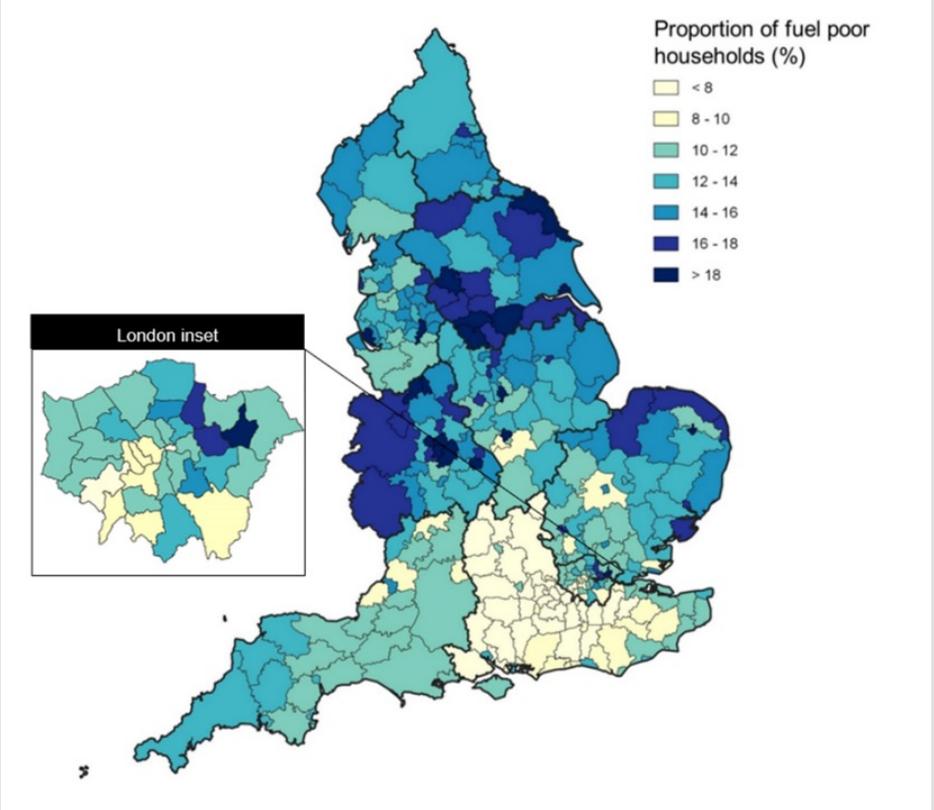
Bexley Riverside.

Local London is full of opportunities to deliver inclusive growth. Our assets include:

- Our creative communities.
- The only Enterprise Zone in London.
- London’s specialist business airport.
- Over 7000 acres of green space in London’s greenest borough.
- Our Freeport.
- Significant development land.

Our sub-region sits within the UK Innovation Corridor and the Thames Estuary and is ready and able to connect with opportunities underway in these wider regions. It also sits at the gateway between London and Kent, with potential to deepen economic connections. The River Thames, at the heart of Local London, is probably the greatest opportunity available to our sub-region, whether as the centre of new green hydrogen generation or as the solution to light freight deliveries in the capital.

However, we cannot forget the challenges that this part of London faces. Local London Boroughs were amongst the worst impacted by COVID and in many ways the recovery is still underway. Now our Boroughs are dealing with the impact of the cost of living crisis. London as a whole has been disproportionately affected by COVID, with statistics on unemployment and fuel poverty showing significantly above the national average. For example, Barking and Dagenham, Newham and Waltham Forest are the three boroughs with the highest proportion of fuel poverty in London.



Unemployment

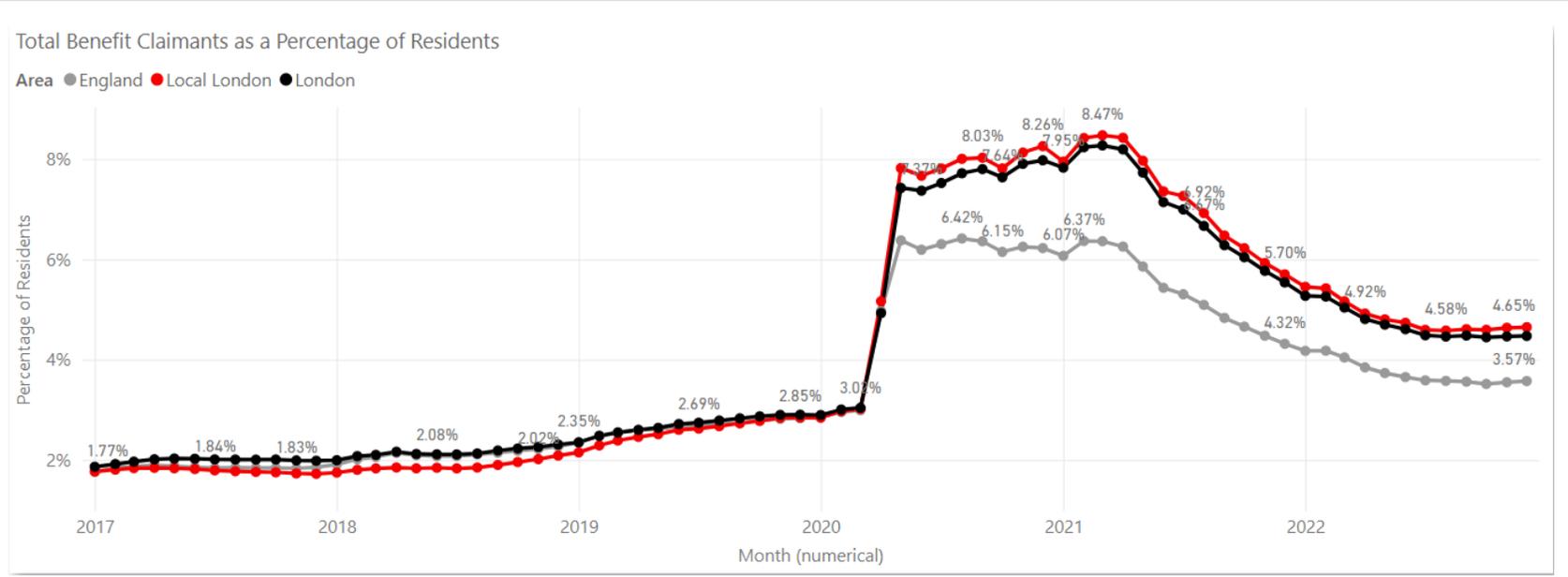
Prior to the COVID pandemic, unemployment within our sub-region was consistent with the London average. In November of 2019, the percentage of combined benefit claimants for Local London was 2.82%, compared to 2.84% across the capital. However, following the first lockdown in 2020, these figures spiked significantly to 7.42% for London, and 7.82% for Local London by May, and remained this way throughout the year. Although figures nationwide have been falling steadily since 2021, Local London continues to show a significantly greater impact - with unemployment benefit claimant figures remaining between 0.4-0.9% higher than the capital as a whole.

This data is an estimate based on published data and combined estimations - see data note 1.

In December 2022, this data indicated a claimant rate of 4.7% in Local London, 0.2% higher than London average, and significantly above the national figure of 4.4%.

It should be noted that there is a particular disparity between males and females. Of those who are of working age, 4.2% of males within the sub-region are unemployed, compared to 6.3% of females (June 2022). This gender disparity has become more prominent across Local London since the pandemic, as this 5-year comparison indicates:

	Jun-17	Jun-22	% Difference
Males	5.3%	4.2%	- 1.1%
Females	6.2%	6.3%	+ 0.1%



Data Note 1: These figures are an estimate based on a combination of ONS Claimant Count, ONS population survey, and GLA population estimates data. These figures may appear higher than commonly referenced unemployment figures and should be considered alongside the GLA metadata: Claimant Count overview - Nomis - Official Census and Labour Market Statistics (nomisweb.co.uk).

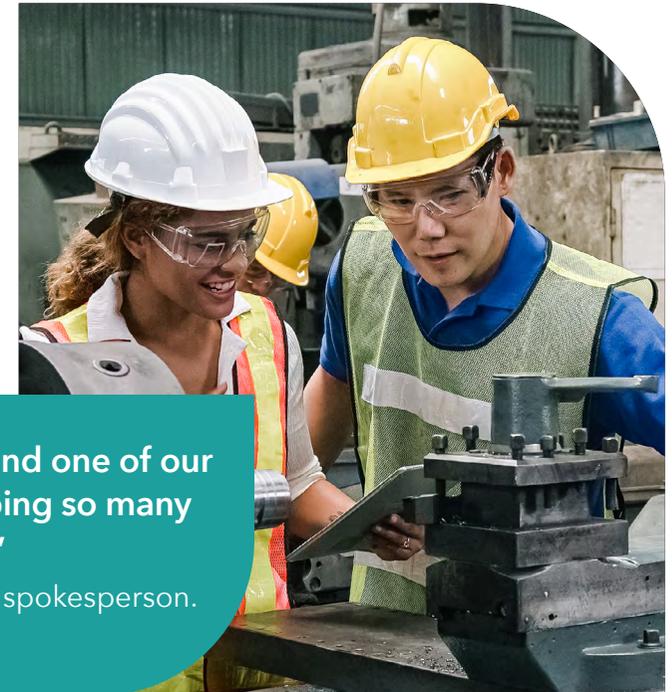
CASE STUDY: JETS - Responding to crises affecting our Boroughs

Launched in October 2020 in response to the huge impact COVID had on employment, the Local London Job Entry: Targeted Support (JETS) scheme has helped over 9,200 people back to work across our boroughs. More than a quarter of the Local London workforce either lost their job or were furloughed during the pandemic, a figure considerably above the Greater London and wider UK average. Recognising the wider impacts of losing jobs during the pandemic, our team quickly introduced bespoke support package, including IT skills, CV writing, mental health support and financial advice for participants.

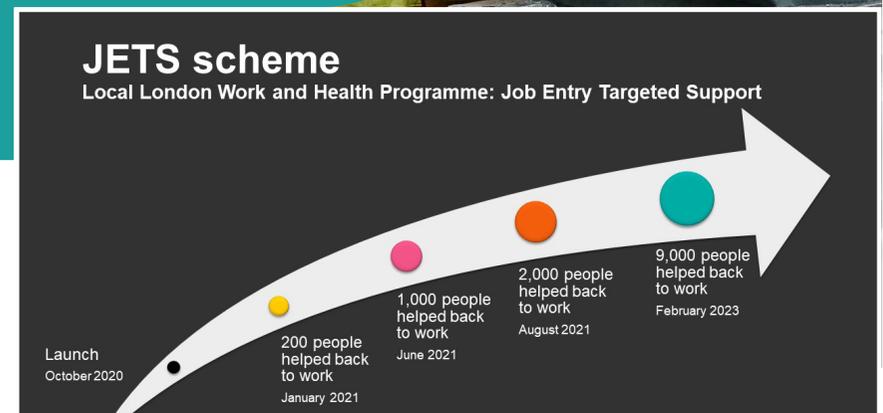
For example, the Royal Borough of Greenwich the programme team worked with partners Greenwich Local Labour and Business and the Royal Borough of Greenwich’s Job Brokerage service, undertaking caseload reviews and training referrals, organised work clubs, and shared best practices to drive up engagement and job outcomes. In October 2022, the Local London JETS team supported the annual Jobs Fair in Greenwich, which attracted over 700 residents and more than 55 employers and training providers. With participant and employer support from the JETS team, over 60 job interviews were secured on the day. Since launching, the programme has supported over 800 people in the Borough.

In 2023, the Department for Work and Pensions recognised the Local London JETS team at the national end of programme awards for their outstanding employer partnership with Travelodge which has led to hundreds of sustainable jobs for our participants across Local London. The team were also highly recommended in the innovation category for implementing continuous improvements that month-by-month helped get more people back into work, evidenced by a 25% increase in job starts between year 1 and 2.

We are using our learning and networks to help residents with cost of living increases.



“Well done to Local London and one of our partners Maximus UK on helping so many people getting back to work.”
Department of Work and Pensions spokesperson.



Skills challenges

When considering skills and attainment levels, Local London's proportion of highly educated residents is still markedly below that of the capital as a whole - which shows 58.99% of the population to have attained an NVQ 4 equivalent or higher in 2021. Figures for Havering are especially low, with just 37.71% of the working age population having attained an NVQ 4+. Of all Local London Boroughs, only Waltham Forest boasts NVQ attainment levels above the London average. Our other eight Boroughs remain below this average, with three of our Boroughs sitting below the national figures (Barking & Dagenham, Bexley and Havering).

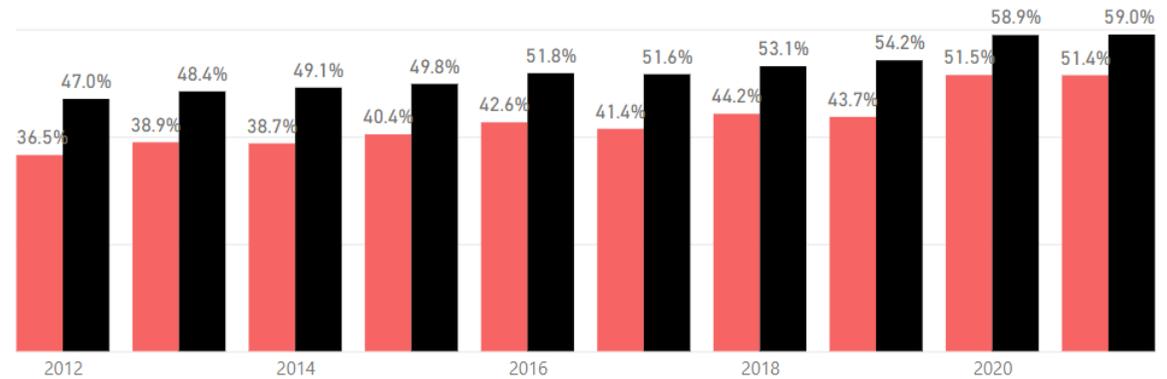
Although the disparity between the sub-region and capital as a whole has decreased in recent years, there is still some way to go before we see figures reach London's average.

London - Local London NVQ 4+ gap:

2014: 10.42% 2017: 10.11% 2021: 7.55%

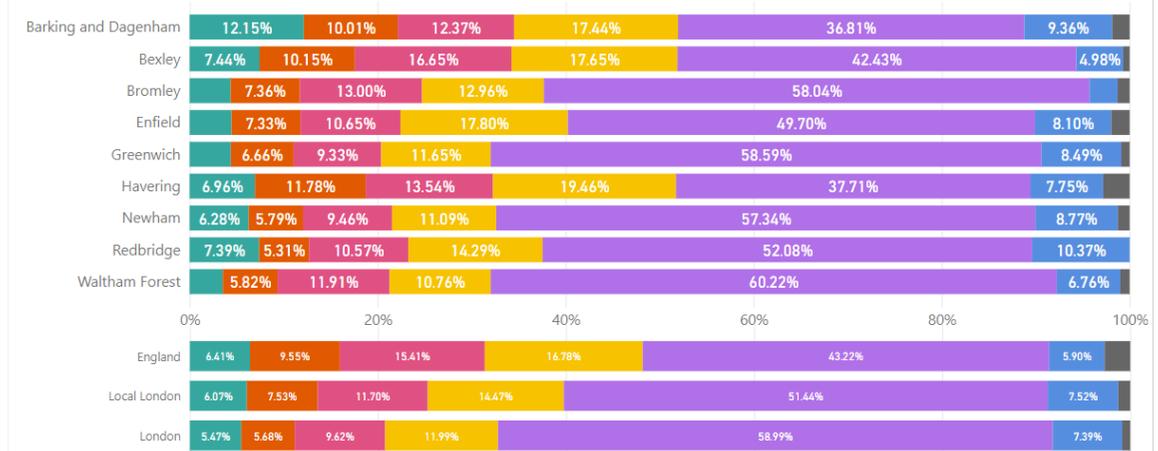
Percentage of Residents with NVQ 4+ between 2012-2021

Area ● Local London ● London



Highest achieved NVQ level of residents aged 16-64

NVQ Level ● None ● NVQ 1 ● NVQ 2 ● NVQ 3 ● NVQ 4+ ● Other ● Trade Apprenticeships



Structural challenges

The structure of our population is a consideration for all policy solutions on how to level up. The diversity of our Boroughs means that there is no 'one size fits all' answer to address our challenges. For example, Local London contains some of the Boroughs with the youngest population as well as some of the oldest.

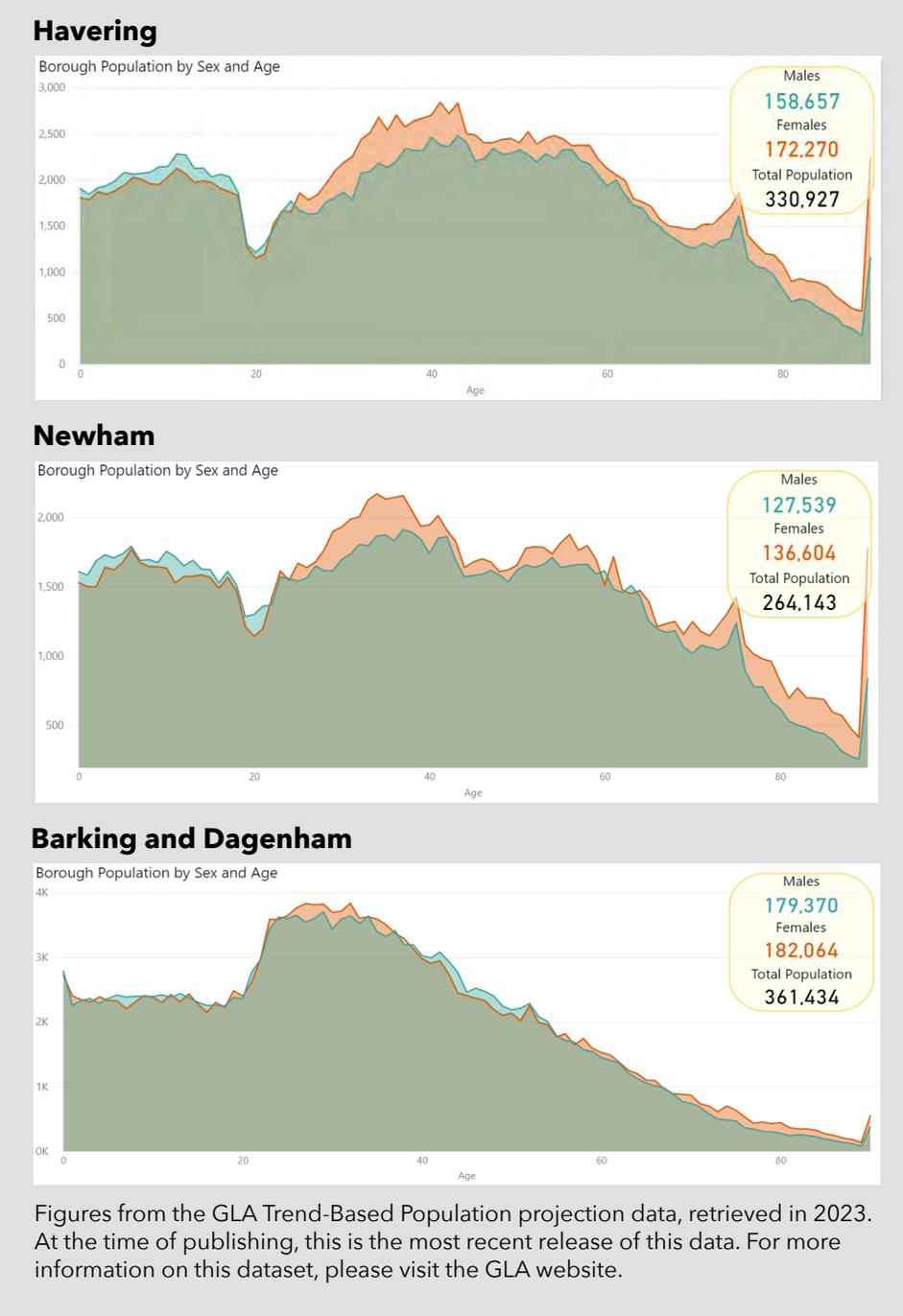
Havering has one of London's fastest ageing population with 24% of residents aged 60+.

Newham has a large skew of working-aged males with approximately 25% more males than females between 20-40 years old.

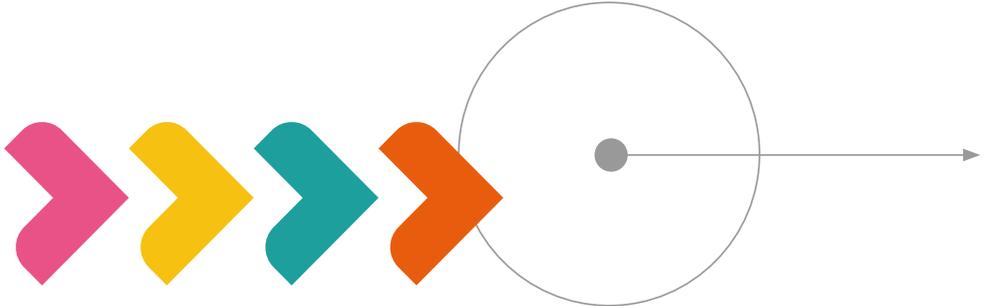
Barking and Dagenham has a notably youthful population, with 34% of residents aged 20 or younger.

Bromley has an older population than the London-wide average with 18% of the population being post-retirement age (65+). There is a significant decrease in the proportion of working aged population projected over the next 5 and 10 years. This is expected to decrease from 63% in 2021 to, 62% in 2026 and 61% in 2031. This is reflected in the increase of the proportion who are aged over 64 years (post retirement).

Migration from inner to outer London, places pressure on outer London in terms of delivering housing to meet the needs of London. It also changes demographics, habits and expectations of citizens.



Figures from the GLA Trend-Based Population projection data, retrieved in 2023. At the time of publishing, this is the most recent release of this data. For more information on this dataset, please visit the GLA website.



CASE STUDY: Enfield Careers Leader Network

In partnership with AccessHE, the Local London Careers Hub East Team formed the Enfield Careers Leader Network. This forum was set up to bring together careers leaders in Enfield and create a space in which to discuss and organise events that can be held or replicated across the borough. Out of this a series of virtual work experience packages were developed with industry input in the following areas;

- Technology and Digital.
- Banking and Finance.
- Digital Marketing.
- Project Management.



The packages incorporated real world problems but also retained an academic subject focus. This allows the uses of the packages to extend beyond that of just careers exercises. Guidance for careers leads which explains the method behind the virtual work experience packages was developed in parallel.

The packages were uploaded to the START website with AccessHE funding the space. Overall numbers suggest the resources were downloaded 352 times and 271 users accessed the webpage in the first two months.

The first school to pilot the programme was Highlands School in Enfield. They delivered to a full year group of year 11s in a group setting. Evaluation data, below, showed the value generated for students:

I enjoyed completing the challenge	I learnt something new about a certain industry	I learnt something new about myself or my skills	I learnt or gained access to useful information for my future career choices	I would like to attempt similar challenges in the future
78% agree or strongly agree	92% agree or strongly agree	75% agree or strongly agree	76% agree or strongly agree	78% agree or strongly agree

“I tried to set up a work feel environment and treated the students as ‘employees’ allowing them use of their mobile phones for research purposes. As a Careers Leader, I would thoroughly recommend this project.”

Silvana, Careers Leader,
Highlands School,
Enfield.

Challenge: Digital Exclusion

Digital exclusion is an interesting measure of the intersection of our work on people, place and sustainability. A significant proportion of London postcodes that indicate residents at high risk of digital exclusion lie within Local London Boroughs, particularly when compared to central or south-western boroughs. There is a notable lack of low-risk areas within the sub-region, with almost no central-eastern areas of Local London indicating low risk for digital exclusion.

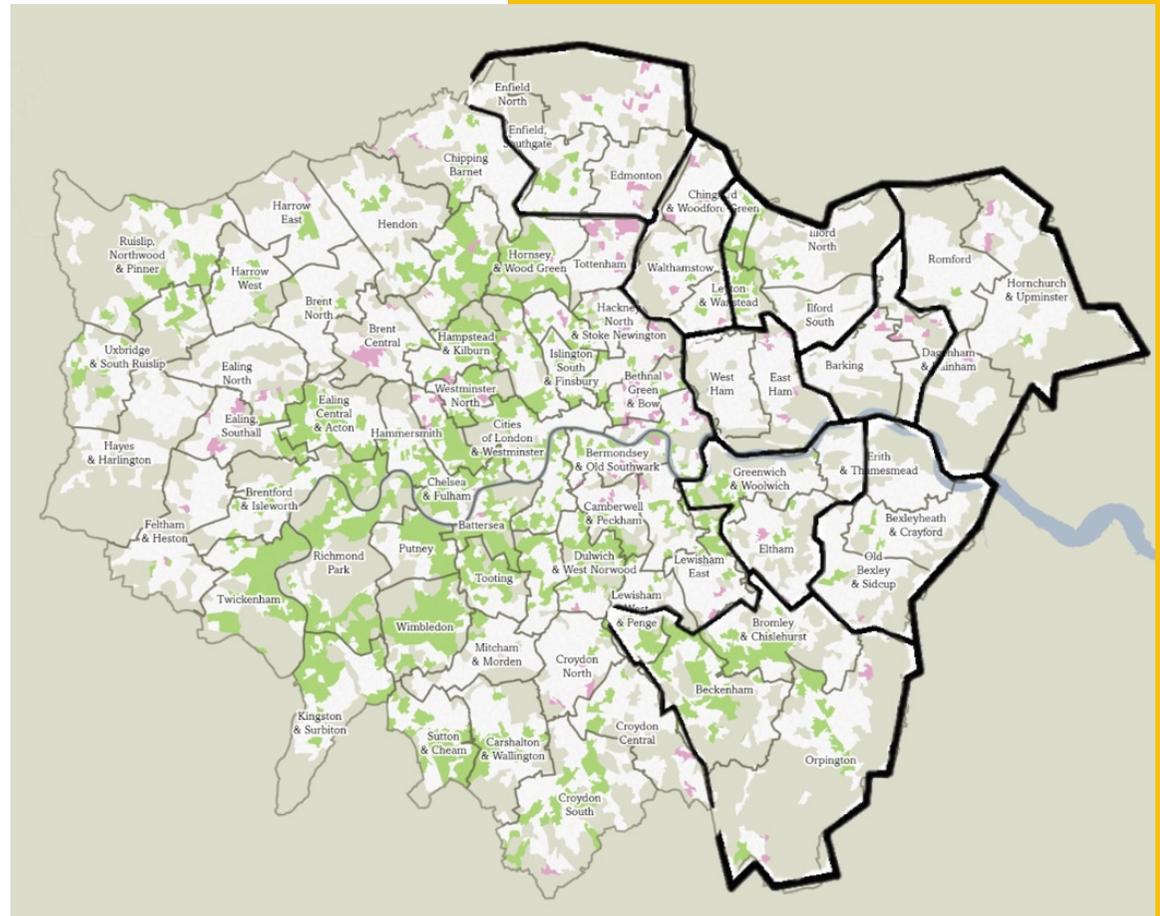
47% of offline people in the UK are part of a low-income household, with 53% of those offline not being able to afford monthly broadband bills. Those with an annual income of £50,000 or more are 40% more likely to have basic digital skills than those earning less than £17,500.

The map shown right, highlights the capital's Digital Exclusion Risk Index: Overall Score (2021), green indicates a lower risk of digital exclusion, and pink indicates a high risk.

Lack of digital infrastructure within the sub-region appears to be clustered, with outermost regions particularly affected by lack of proper access to acceptable broadband speeds of less than 30Mbit/s and some areas having complete lack of connectivity.

In particular, the northernmost parts of Enfield, Newham and Barking & Dagenham, Thameside, the easternmost wards of Havering, and peripheral parts of Bromley are significantly impacted. An estimated 7% of postcodes within Local London are affected by poor broadband speeds.

Local London will work to drive high level of digital connectivity for the poorest residents through wayleave agreements, promote greater take-up of social tariffs as well as take-up of digital learning programmes.



CASE STUDY: Greenlight for Greenwich's digital network

Launched on 23 February 2023, Digital Greenwich Connect Ltd is a new joint venture facilitated by the Royal Borough of Greenwich, between ITS, and DG Cities, the Council's innovation company that will bring ultrafast digital infrastructure to the borough.

The initiative, part financed through the Local London Digital Strategic Investment Pot (SIP) programme with investment from the GLA, will create 22km of open access fibre infrastructure in Woolwich. Passing 1,450 business premises and up to 173 Multiple Dwelling Units comprising commercial offices and residential apartments, this will facilitate ultrafast connectivity supporting business development and next generation of services in this key strategic growth area.

Local London supported the venture by leveraging in over £1m from the GLA's strategic investment pot. This is part of the Local London digital infrastructure programme, working to stimulate digital investment across the whole sub-region.

This digital programme will be transformative for Greenwich making it more attractive for the telecommunications industry and the subsequent leverage of inward investment by highly skilled digitally intensive industries, consequently this will:

- Increase local productivity and employment.
- Reduce gaps in access to digital services by increasing availability and lowering cost of ownership.
- Enhance ability to deliver local services, notably education, health, community safety and transport.
- Unlock environmental benefits and opportunities for employment and skills development.



Cllr Anthony Okereke, Leader of the Royal Borough of Greenwich speaking at the launch of Digital Greenwich Connect Ltd.

"The launch event is the culmination of many years' work to ensure that Greenwich has the digital infrastructure that is essential to a modern economy - one that reflects the needs and aspirations of businesses and residents, and supports the delivery of the next generation of public services."

Trevor Dorling, Managing Director, DG Cities.

Policy challenges

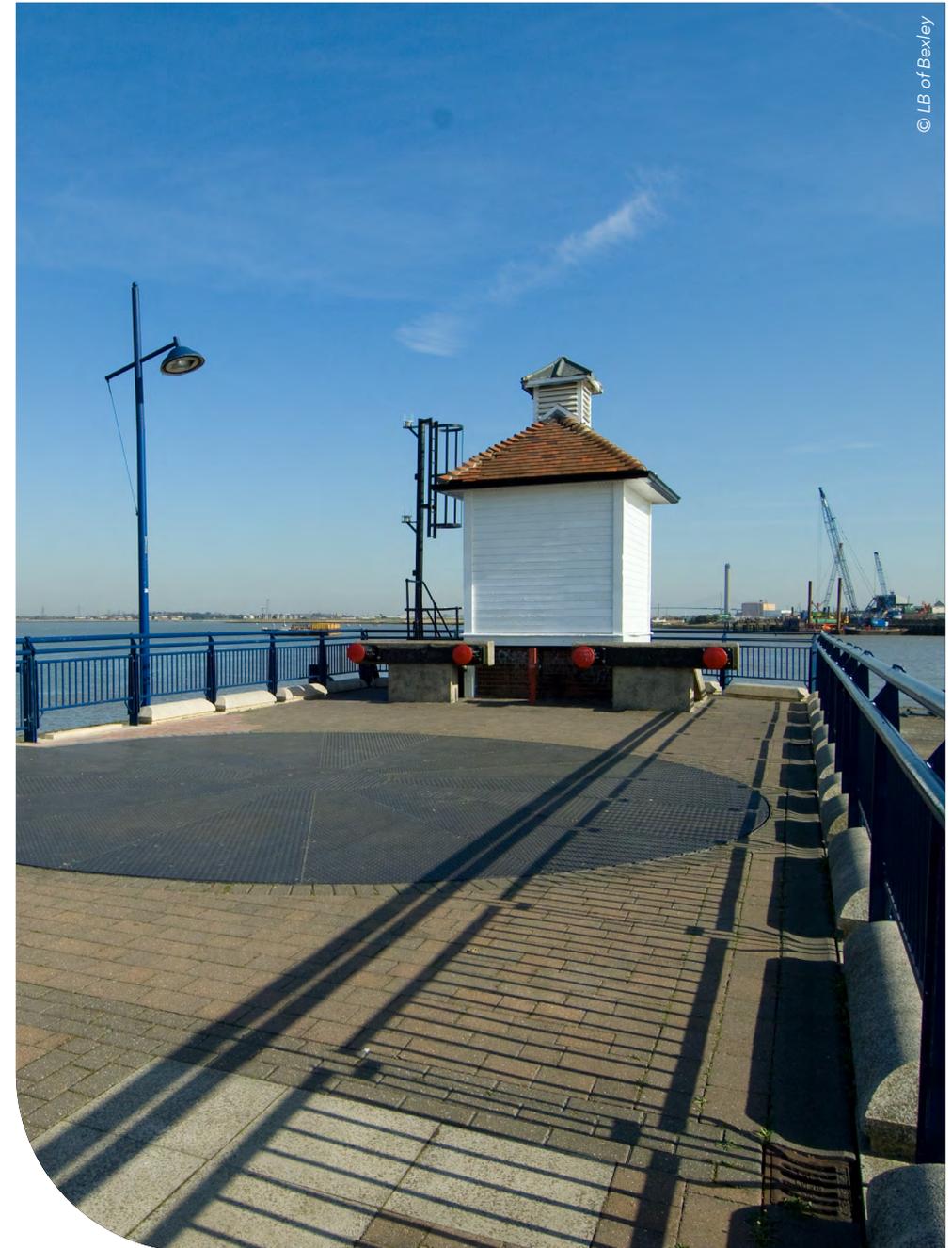
Local London will challenge Government assumptions that London benefits from market driven investment in a ubiquitous way, by using data and insights to show that this is not the case. Our challenge is to refocus attention on the opportunities that Local London Boroughs have to deliver sustainable growth and jobs which should be a priority across the country.

Questions we will tackle include;

- How to level up when parts of Government believe that the focus should be on places outside London?
- How to make the case for outer London's key role in London's growth, whilst retaining its distinctness from inner London and enhancing its natural assets?

Opportunities

Local London, despite the challenges illustrated above is one of the most dynamic parts of London and is constantly evolving thanks to strong partnership working, a culture of innovation, and an entrepreneurial mindset. Local London is well placed to support the success of North East and South East London thanks to our strong track record of delivery and support. This was particularly notably through COVID, where our programme delivery showed flexibility and adaptability, especially the JETS programme. Local London enjoys strong working relationships with central government departments, the GLA, London Councils, and with our Borough partners and other local stakeholders.



Erith Pier, Bexley.

CASE STUDY:

Working with partners in Redbridge to help residents facing the cost of living crisis

We are working with partners in our Boroughs to provide greater support for residents across the sub-region impacted by the cost of living crisis.

In January 2023, we joined with partners in Redbridge to host a the first in a series of combined jobs fairs and cost of living events to help local residents find employment and understand the support available to them to help with cost of living increases.

Over 160 residents on employment programmes attended sessions with employers to hear about roles available currently. Benefitting from CV writing and interview coaching before and on the day, many candidates came prepared to impress.

Fifteen residents who attended the event in the morning, had firm job offers by lunchtime, including Jananee who told us she was delighted to be offered her “perfect role” as an Environmental Enforcement Officer. A further 53 Redbridge job seekers were referred for second interviews or self-referred to get specialist training to help them secure roles in East London. With queues forming before the advertised start of the event, Redbridge Council services and partners were kept busy providing cost of living advice until past the official end of the event.

Future joint events are planned in Redbridge and across our other member Boroughs to support residents during these difficult times.

“This is the model of integrated working, taking the best from a strategic sub-regional programme and linking with focused borough provision. Our residents don’t want to navigate multiple sources of information. Here they could get immediate support into work as well as help with their bills and know where to come in future.”

Dr R. Smith, Redbridge’s Head of Anti-Poverty.



Redbridge Ilford.

CHAPTER 2

Speaking up for the sub-region

Advocacy and lobbying underpinned by intelligence and data focused on people, place and sustainability

Local London will embed evidence-based policy thinking in all of our work. This means distilling key learnings from our programmes and feeding back to policy makers in London and Central Government to influence policy and improve funding opportunities. Equally, we will feed the latest Central Government and London policy into how we deliver our programmes.

Developing a narrative and prospectus for the sub-region

As a trusted delivery partner, Local London is in a prime position to share the policy learnings from our externally funded programmes to build into our narrative for Local London. We will engage in discussions relevant to the Local London agenda, including:

- Levelling up.
- Managing growth sustainably.
- Addressing the cost of living crisis.
- Calling for a fair deal for outer London Boroughs.
- Investment in skills, transport and digital; and
- Devolution of funding.

In these and other areas, we will use evidence from our programme activity to support the best opportunities for our sub-region. These are key policy (and ultimately funding) areas where the Local London narrative can be deployed to help shift the policy agenda at national and regional levels. In addition, we will seek to raise awareness of opportunities amongst commercial investors that may be unaware of the transformational activities underway in the Boroughs.

One of the challenges that Local London faces is differentiating what matters here from the wider London agenda. London is not a monolith and must not be treated as such. One consequence of treating London as a single entity is assumptions that the market will deliver solutions such as digital connectivity for the whole of the capital. At a local level, we know that there is a more nuanced position. The sub-region suffers from lack of market engagement, for example with digital infrastructure rollout. The development of a Local London prospectus could help tell the sub-regional story to Government, stakeholders and a wider audience of public or private investors. This would complement and amplify work underway locally, regionally (Thames Estuary /UK Innovation Corridor) as well as on a pan-London basis.

Making the case for devolution is a core pillar of the sub-region's narrative. Local London's programmes provide strong evidence of enhanced impact through local tailoring and delivery. As national budgets get squeezed, the ability to make the case for devolved models of delivery will become ever more important.

“If the different types of devolution are looked at individually, then there appeared to be more consensus that revenue decentralisation – that is, local government has a large share of total government revenue – is linked to economic growth.”

Excerpt from Devolution and Economic Growth in London - a Rapid Evidence Review, GLA Economics, October 2022

Similarly, Local London will continue to give voice to Boroughs’ concerns, such as around the design of programmes in support of local economic growth, skills and infrastructure. Making contributions to policymakers such as the 2022 Public Accounts Committee enquiry into supporting local economic growth and government consultations is important to ensure that successor programmes (WHP, UKSPF, etc) are better designed to address local needs.

Local London will use its insight capacity to inform policy positions and recommendations, drawing in particular upon the sectoral trends in the sub-region and insights from business representative bodies. For example, we will commission research to understand key clusters and emerging sectors and how they work in the sub-region to inform the next phase of our business-led Local Skills Improvement Plan (LSIP). More accurate understanding of the labour demand will help skills providers refine the courses they deliver at a local level, and support careers delivery in schools.

We will work with the growth corridors: UK Innovation Corridor and the Thames Estuary to connect our agenda to these regional bodies. This will be a two-way process, not just connecting Local London’s agenda, but also helping individual Boroughs make sense of – and benefit from – the work of the two internationally significant growth corridors.

Current and potential roles for Local London include:

- A single voice for the sub-region with London and national government, ensuring that the collective voice of Local London Boroughs is heard, promoting the sub-region to key audiences and influencing regional and national decisions.
- A promotional role to raise the profile of the sub-region to potential private sector inward investors through industry engagement.
- A convenor who, by bringing relevant stakeholders together, can enhance the offer of the sub-region i.e. employers / support services etc that can be accessed by all Boroughs in a joined up way.
- Brokering (sometimes difficult) conversations and enabling an agreed partnership position, including responding to government proposals and consultations.
- A commissionable resource available to all partners to undertake work that they do not have the capacity or expertise to do.
- Coordinating / programme management functions.
- Providing information, updates, best practice and benchmarking.
- A diagnostic resource to help analyse or understand specific problems or issues.

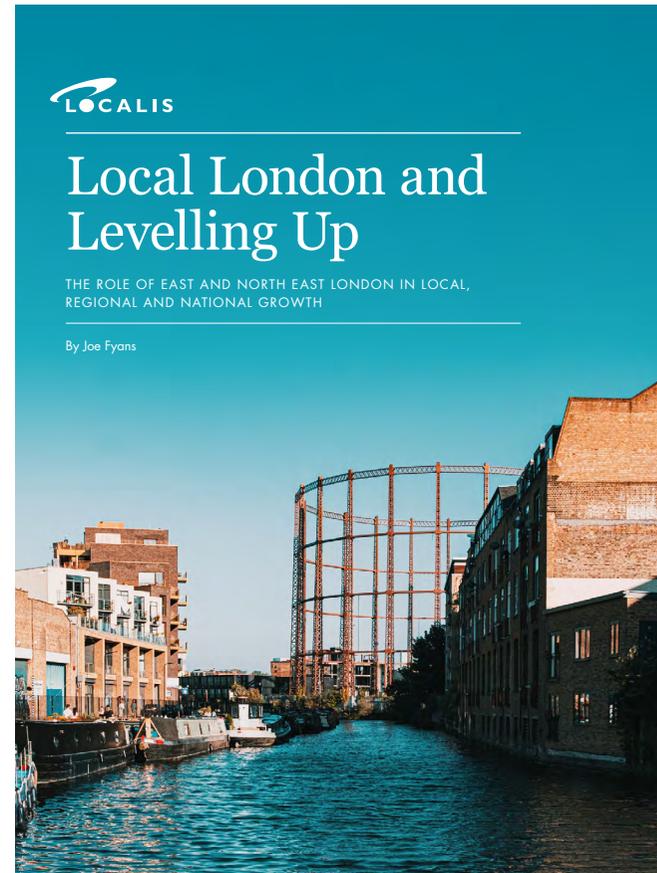
CASE STUDY: **Challenging levelling up assumptions and supporting growth in the Upper Lee Valley**

Local London is a voice for the sub-region and continues to make the case for devolved funding where it makes sense. Our sub-region has developed evidence-led thinking on a range of policy solutions to support sustainable growth and in particular has contributed to Government thinking on the UK Shared Prosperity Fund (UKSPF) over a number of years.

Local London, working closely with London Councils and the GLA, lobbied for the Shared Prosperity Fund to be delegated to Boroughs and for the process of managing it to be simplified.

We have also worked closely with the UK Innovation Corridor (UKIC) and contributed to a study on the Upper Lee Valley. The updated Productive Valley Study identifies and brings together a shared approach across Waltham Forest, Enfield and Haringey for the future of the Upper Lee Valley's economy, and delivers a strategic, Valley-wide narrative that supports future cross-boundary working and initiatives.

This analysis underpinned a recent tri-borough bid to the UKSPF competitive call and Local London is committed to supporting this agenda going forward.



“Working with Local London helps Government understand the challenges of Levelling Up in London and in North East London. Having access to good data sources via the partnership has helped our three boroughs successfully make the case for UK Shared Prosperity Funding which will make a difference to our communities and businesses in the Upper Lee Valley.”

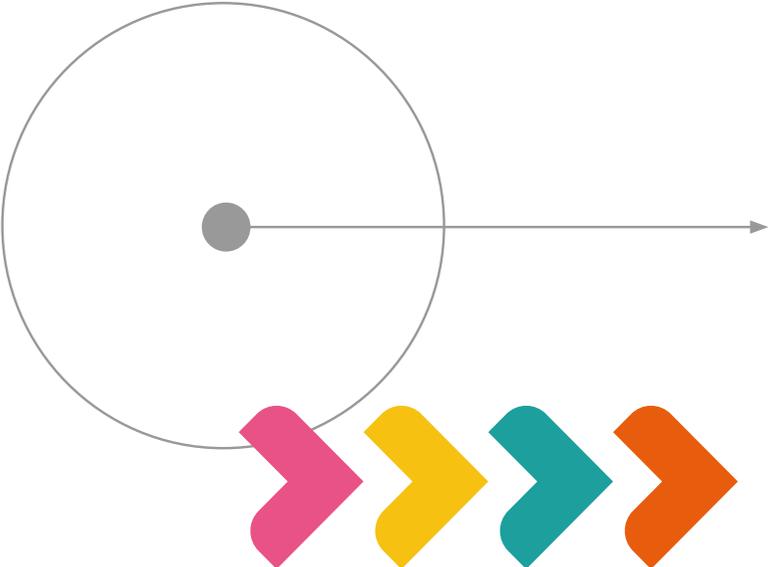
Will Teasdale, Director: Area Regeneration Delivery, London Borough of Waltham Forest.

CHAPTER 3

Delivery pillars

People, Place and Sustainability at the heart of what we do

The cost of living crisis will likely impact our work over the coming years. Our three delivery pillars of people, place and sustainability will focus on supporting our Boroughs now and preparing for recovery from the current crisis. To do this, we will seek investment to support Borough objectives from externally funded programmes.



Skateboarders in Lloyd Park during Walthamstow Garden Party, Waltham Forest.

CASE STUDY: **Creating meaningful work experience events in Havering**

The Local London Careers Hub East team work with secondary schools and colleges in East London, north and south of the river, to ensure every young person in our part of London gets the best careers education and experience, empowering them to make good post-16 education, training and career choices.

The Careers Hub East team bring together business partners, education providers and careers companies to support schools and colleges in our sub-region to achieve world-class standards set out by the statutory Gatsby Benchmarks.

Always innovating, in 2022, the Careers Hub team developed a 'drop down day' for Hornchurch High Academy in Havering where the whole school took time away from structured lessons to participate careers education activities. The day was tailored to provide activities and associated learning appropriate for each year group. As well as meeting the needs of the school and students, the activities took into account the wider needs of employers in the local economy.

Designed with repeatability in mind, the event is now embedded in the school's careers programme as part of its long-term activities with specific, meaningful activities for all year groups and all students, including those with SEND needs. The format can be replicated in other schools and boroughs.



© Andrew Baker Photography

"I'm amazed how much I enjoyed that; I hadn't thought construction would be interesting."

Year 9 student who took part in the CITB workshop.

Havering students from Emmerson Park enjoying virtual reality experience at CGI stand, East London Climate Kick-Start Event 2022.

People

The 'People' pillar will focus on skills, employment, careers and digital inclusion, including business. Our priority is focused on ensuring our residents have the skills and support they need to access decent, well-paid employment. We want to raise the aspirations of our residents, from secondary education through to adulthood, in order that they seek to achieve higher qualifications and enhance their skills.

The Local London Skills Overview, alongside the London Local Skills Report and our strong data analysis resource is the basis for much of the work. Local London will build on the recent areas of work such as on green skills with a strong focus on sectors and clusters. The next chapter for Local London will be characterised by stronger engagement with business through the new employer-led Local Skill Improvement Plan (LSIP) for London and the sub-regions. Thus, driving interest from business to either expand or - for new ventures - to locate in Local London, as they will have clear sight of the labour supply chain for their sector.

Referrals to our major employment support programme, the Work and Health Programme, have been extended for a further two years.

Being more focused means understanding the needs of our key and emerging industry sectors. Examples could be:

- Construction.
- Health and Social Care.
- Media and Creative.
- Digital.
- Transport and Logistics.
- Food Processing.



© Jimmy Lee Photography

Roundhouse Music Festival, Barking and Dagenham.

We have an opportunity to add value through our skills, employment and careers programme delivery using a demand and supply side approach to address some of the stubborn low skill and low wage trends which characterise large part of this sub-region. At each juncture, the learning of programmes can enhance the next policy and programme cycle.

We have the opportunity through partnership working and our influencing of the London LSIP to support skills that meet the demand of our high value sectors in particular for engineering, aviation and manufacturing.

CASE STUDY: **Barking and Dagenham fashion firm flying with digital programme**

Representing around 99% of all businesses in the sub-region, SME's have a huge impact on our Borough's economic and employment prosperity. Launched in 2021, the E-Business programme is free and open to SME businesses in all sectors to receive expert advice to help them build their resilience and thrive in this online age.

Since launching in 2021, we have supported businesses in a huge number of sectors in Local London, as of February 2023:

- Over 800 business have signed up to the programme.
- Over 6000 business support activities have been delivered.
- Over 200 new jobs have been created as a result, as well as over 750 jobs safeguarded jobs.
- Creating over £10 million increase in business turnover.

One of the many SMEs who have benefitted from the E-business programme is Love Your Look Group (LYL) clothing company is based in Barking and Dagenham. Through the E-business programme delivered by Newham College, business owner and Managing Director, Chierika Onyuku-Opukiri learned about online advertising.

With support from the programme, Chierika investigated Google store, Google ads, and Meta (Meta business profile) ad performance for 2022 Christmas and Boxing Day sales. The team also helped Chierika feature in a Mailchimp video campaign on The Guardian website, expanding awareness of the business to an even wider audience.



Eastbrook Studios, Barking and Dagenham.

"I've found the E-Business project a great benefit as it's kept me accountable and allowed me to focus on targeting each of our internal business issues one by one. Working with Pete (Business Advisor) and Ayo (Digital Specialist) has allowed me to access people within the fashion industry that understand our specific needs and has provided a space where where I can be honest about the state of the business and position us for success."

Chierika Onyuku-Opukiri, LYL Director.

Place

The focus for this delivery chapter on place will be on digital and transport connectivity and how this can help unlock investment into the sub-region to support good growth. Local London will work to build a focused investment strategy to ensure that public and private investment flows to where it is required to support the fastest growing part of London. This will include the development of a digital strategy that will leverage inward investment from the telecommunications industry, remove operational barriers to investment, promote the sub-region as a place of excellence for digitally intensive industries and ensure the sub-region is at the forefront of national and regional technology initiatives.

The focus on transport will be to build a sub-regional approach which amplifies the importance of key transport projects for unlocking sustainable growth, promoting health and inclusion and delivers measurable outcomes in a number of areas where Boroughs working together can unlock decision-making and investment. Work could include active travel across multiple Boroughs, more use of the river to support decongestion and decarbonisation, a review of orbital bus routes. This work would be undertaken in partnership with TfL. With the planned expansion of ULEZ in 2023, there is even more need to focus investment into sustainable public transport solutions and better connectivity in the sub-region.

Local London could also add value to borough regeneration ambitions through joint working on issues particular to our outer London Boroughs which would support bids. Many Boroughs are grappling with common questions such as repurposing car parks due to increased hybrid working.



Meridian Water, Enfield.

Sub-regional work could include research and lobbying to support regeneration strategies. This could include developing an understanding of the impact of hybrid working, the connection of industrial land to infrastructure investment or work on regeneration and wellbeing.

Local London can support the developing narrative of South East London as a growth corridor to Kent, connecting to Sevenoaks, Tonbridge and Hastings. This would build on existing aviation clustering, innovation, engineering and technology. It includes lobbying for better access to the M25 to support the corridor.

Sustainability

Sustainability will continue to be a cross-cutting theme to help focus delivery and maximise impact. Practically this will mean focusing on delivery which improves the carbon footprint of Boroughs, increases green skills provision, attracts green investment and improves the fabric of communities. We see sustainability as an important area of opportunity for Local London Boroughs in the coming years. Our work on 'Green Jobs and Skills' has shown that this sub-region has just over 1 in 10 of the capital's green jobs, totalling 32,130 green jobs in 2020. This represents 4.6% of the sub-region's total jobs.

In total, we estimate that sales for the 11 green economy sectors accounted for around £5 billion in 2020/21 in Local London, with power accounting for just under half of this total.

Our research has shown that ([using Central Scenario](#)) total jobs will rise from 32,000 in 2020 to 110,000 in 2050, an above-3-fold increase. Within this scenario, three sectors account for 77.6% of Local London's green jobs by 2050:

- Power (41,800), representing 38% of total green jobs - in 2020 this sector accounts for 2.1% of the total employment within the sub-region, nearly half of the sub-region's green jobs (46%).
- Homes and Buildings (27,400), representing 24.9% of total green jobs.
- Low Carbon Transport (16,100), representing 14.6% of total green jobs.

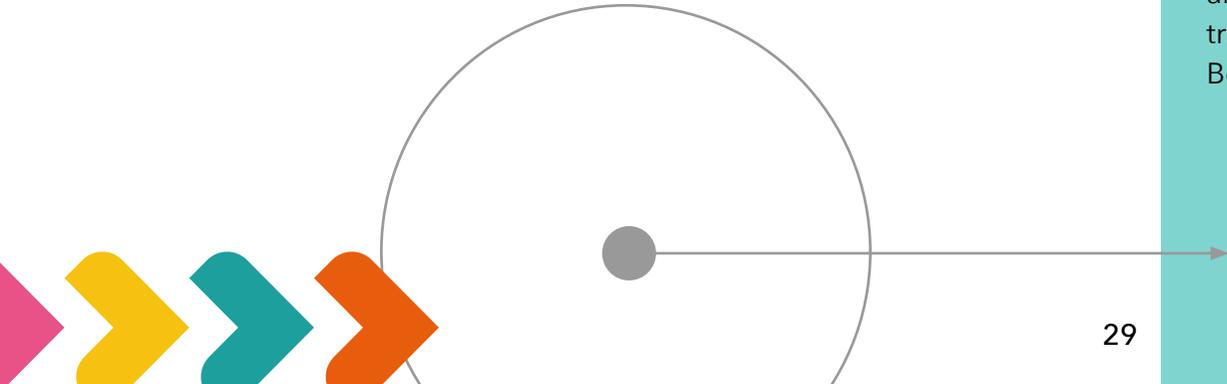


Students at John Roan School, Greenwich learn about thermal imaging with Equans at our Climate Kick-Start Event.

© Andrew Baker Photography

Over 25% of the green jobs within Local London are within Barking and Dagenham, which has the highest share of green jobs of any London borough. Skilled craft workers expected to have the highest growth rate, with an increase by up to 263% (nearly 20,000) by 2030.

Work could include developing greater capacity for Boroughs in the area of EV charging infrastructure, supporting work on sustainable travel, further work on green skills and green careers, supporting Boroughs to take advantage of new green hydrogen opportunities.



CASE STUDY:

Ensuring our boroughs' young people are skilled for green jobs of the future

Nearly one thousand students from across our nine Boroughs discovered more about green jobs of the future with the help of some of the world's latest virtual reality technology at the Climate Kick-Start event for schools in East London.

The event, part of a city-wide initiative supported by the Mayor of London, brought together over 40 prestigious employers and learning providers from a vast range of sectors and year 9 students from 30 schools to explore green jobs and learning opportunities that are set to boom in this part of London in the next 20 to 30 years.

Chief Sustainability Officer for CGI in the UK, Mattie Yeta said "We are absolutely delighted to work with Local London to encourage the next generation of sustainability focused expertise. With so much to be done in the sector and so many skilled professionals required it is absolutely vital we foster a genuine interest amongst young people."

- 98% of employers said it was a good opportunity to raise awareness of careers opportunities, and help students and staff gain relevant business/industry knowledge.
- Lower Thames Crossing team said they enjoyed "engaging with future workforce and connecting with other businesses" at the event.
- 85% of teachers said it helped them understand London labour market information and career progression opportunities relating to COP27 concerns and sustainable careers.
- 77% of students said the event made them think about different types of work that people do and what they could do in the future.

Around 180 students from six schools in Waltham Forest joined the event, speaking to employers including CGI, TfL, National Grid, London Legacy Development Corporation, Framstore (Bafta and Oscar-winning visual effects studio), Jacobs, LTC, University of Greenwich and London College of Fashion and many more.



"I learnt a lot about different careers and how to make the world greener" and "It was really great, I want to learn more about the metaverse!"

Students from Eden Girls School, Waltham Forest.

"It helped me to understand different career choices."

Students from Waltham Forest's Buxton School.

"The workshops were great, kids enjoyed the interactive building task."

Teacher from Heathcote School and Science College in Waltham Forest.

CHAPTER 4

How we will deliver

Maximising opportunities through partnership and managing complexity.

Stronger partnership working

The focus for the coming years will be strengthening and deepening the Local London Partnership. In particular, strengthening the interrelationships between the member Boroughs and Local London.

To enable this stronger joint working, Local London will review how we engage with officers to ensure that we're reaching out to the right people and avoiding duplication of meeting topics. Better joint working should also help improve the visibility and deployment of Local London's work.

Local London will continually scan for future funding and flag with Boroughs at the earliest opportunity. Early engagement with Boroughs to shape potential project bids will ensure programme design is optimised and duplication avoided.

We will be focused and practical, concentrating on those areas where our Borough members need a louder voice or where greater impact can be achieved by working together. Local London does not always have to 'do' but can facilitate and provide a platform for Boroughs to work together, e.g. joint commissioning, joint procurement, advocacy.



Students from Hurstmere School, Bexley, learning about careers with Lower Thames Crossing at our Climate Kick-Start Event.

Local London is working to support our Boroughs to maximise the impact of investment coming from the Shared Prosperity Fund. With £2.6 billion available to invest between 2022-2025, Local London has lobbied for this pot to be devolved to Boroughs where possible and for the administration to be as simplified as possible. With some of the funding being spent through pan-London consortia to support local businesses, Local London will establish a Project Forum to bring together all successful projects. The Forum will enable projects to engage directly with Local London Boroughs' own provision, their local delivery partners as well as Local London's own programmes which support local businesses. By ensuing this join up with projects, it will help support strong implementation and impact in the Local London sub-region.

CASE STUDY: Joined up working in Erith

Bexley Business & Employment (BBE) is a one-stop-shop in Erith for Bexley residents and businesses looking for employment and training support. Bringing together a number of programmes under the one roof at Atrium Court means that residents will always find the answer they need and all advisors are aware of the right programme to direct residents to for support.

Programmes being delivered include: The Restart Scheme, Work & Health Programme, JETS, Aim4Work, Local London Works, Bexley Twofold and Local London's E-business programme delivered in Bexley and Greenwich by South East Enterprise.

This exemplary joined-up approach is reaping benefits for local residents and businesses.

One business who has benefited from the programmes delivered from BBE is Bexley-based professional photographer Graham Baker, who has further future-proofed his business by upskilling his already good digital knowledge through the E-business programme.



“Although I am no beginner to digital marketing, as a business owner I owe it to myself to make sure that I am doing the best I can to support my business and help my clients...it’s been insightful. I’ve refreshed my knowledge of some things and got some new ideas that I can implement. The online world is fast evolving so it’s great to make sure what I am doing is still current.”

Graham Baker, photography business owner.

Flexibility

Although scale delivers efficiencies, not all Boroughs need to sign up to all initiatives and a flexible approach can be taken. Local London has already enabled a flexible approach for programme activity which allows Boroughs to benefit from externally funded programmes but without obligation. Local London can facilitate multi-Borough initiatives such as grouping of growth Boroughs, Estuarine Boroughs, corridors, e.g. Lea Valley, Boroughs involved in the Freeport etc.

Officers asked us to help navigate London structures and we will do our best to bring the right people together and share the right information at the right time. We build on the mechanisms developed with the UK Shared Prosperity Fund plan development by sharing knowledge of pre-existing programmes, not duplicating or reinventing the wheel.

Measuring success

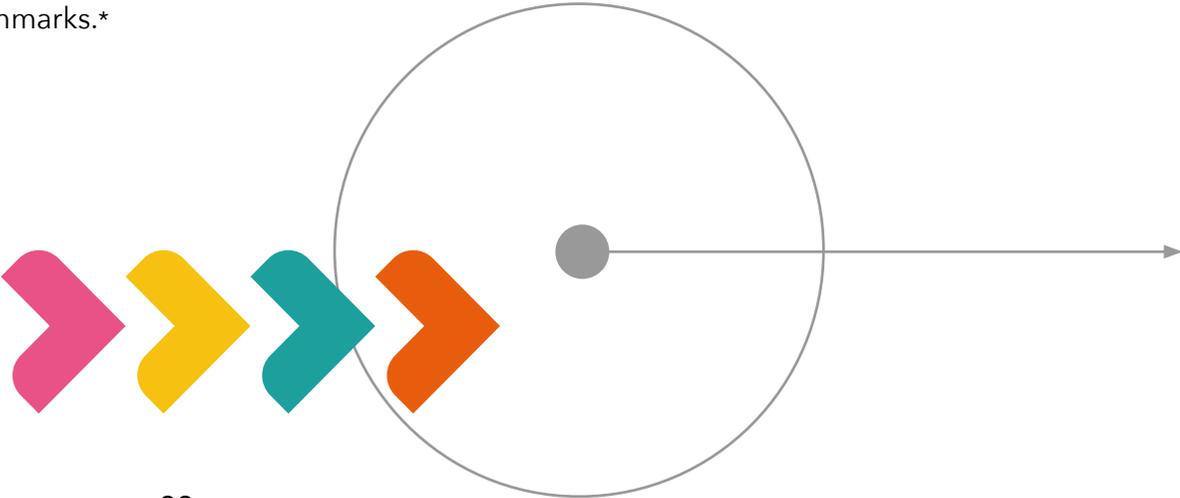
The action plan will be complemented by targets and objectives and this plan will be complemented by an annual action plan. Examples of targets could include the aim that all households to have access to superfast digital infrastructure by 2025, or for all Local London schools involved in the Careers Hub are achieving progress against GATSBY benchmarks.*

* The Gatsby Benchmarks were developed on behalf of the Gatsby Foundation by Sir John Holman. They define what world class careers provision in education looks like and provide a clear framework for organising the careers provision at school or college. The benchmarks are enshrined in statutory guidance.

Governance

An update of the Inter Authority Agreement is underway. This agreement is the basis upon which the partnership functions. In addition, once the new plan is in place, there will be a short governance review, focused on the remit and composition of the Boards. This review will make updates in light of changes, e.g. LSIP, as well as get member input to the composition of the Boards. Involvement of key strategic partners on Boards and/or officer groups key to delivery.

Reviewing and agreeing a new Local London Plan also provides the opportunity to reflect on the sub-regional partnership’s role, responsibilities and approach. It is important that Local London continues to be valued by its member Boroughs and wider stakeholders, that it represents good value for money and that it provides added value and a unique set of contributions. Similarly, it is critical that Local London works in close partnership with other organisations and partnership bodies (such as UK Innovation Corridor and the Thames Estuary Growth Board), engages with neighbouring authorities to ensure that this partnership approach brings tangible value to Local London members.



CASE STUDY: **Working with the Thames Estuary Growth Board**

Local London is geographically well placed to benefit from the UK's biggest growth opportunity, the Thames Estuary. Local London is represented at Board and Executive team level.

Light Freight

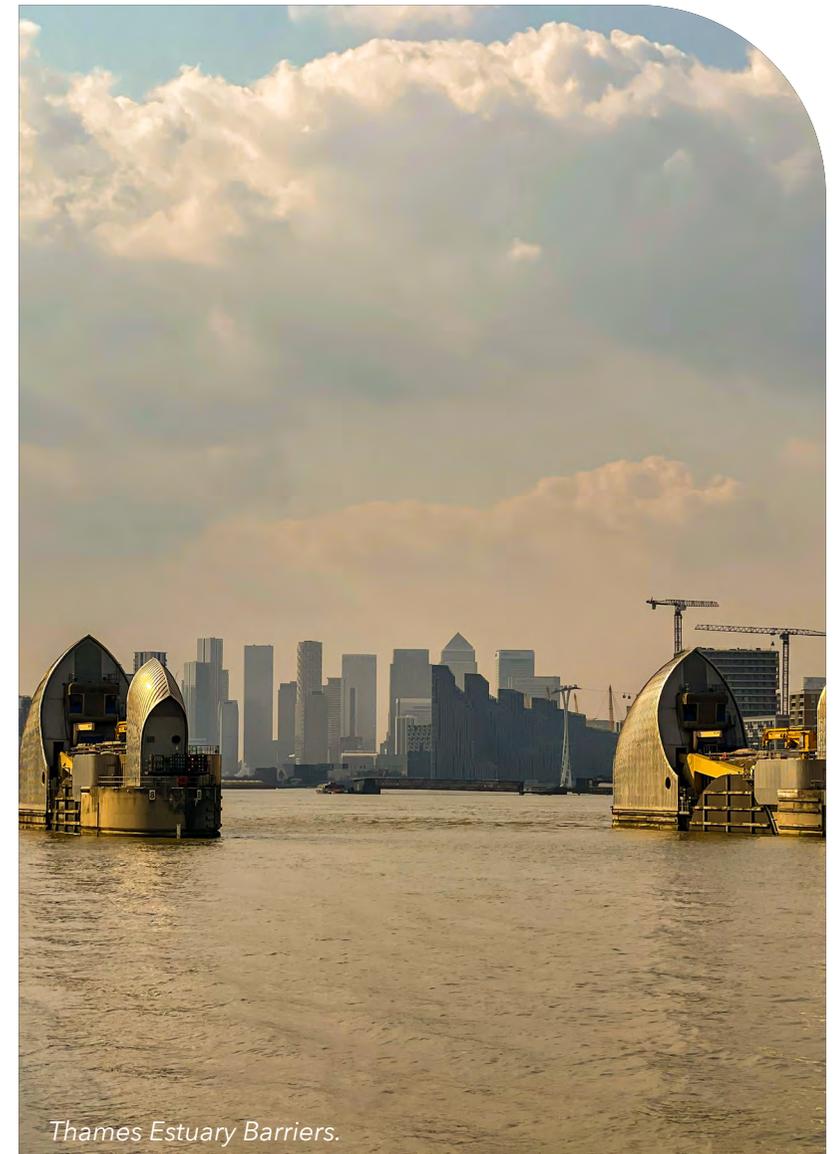
Currently it is estimated that some 700m parcels are delivered annually in London and this is projected to rise to 1bn by 2030. This is equal to about 3.5m van journeys a year rising to 5m or more. Learning from operations and trials shows conclusively that the river is a viable route as it offers dependability and predictability. Using the river for moving goods will directly benefit our riverside boroughs and ripple far beyond by unlocking green jobs, reducing road traffic pollution and congestion, as well as attracting investments.

Hydrogen

Thames Estuary Growth Board's research in its Hydrogen Route Map shows that the Thames Estuary region has the capacity to support a hydrogen economy that will create 9,000 jobs, generating £3bn in GVA and driving £2.2bn investment in production capacity. With potential hydrogen hubs and living labs identified in our sub-region, our involvement will ensure our residents benefit. Our careers and employment teams are already actively seeking to engage with partners to ensure our programmes and policy work are embedded in providing this sector with a local, skilled workforce.

Freepoint

Local London is actively engaging with colleagues at Essex County Council to look at ways to collaborate on shared goals including supporting the Thames Freeport to attract and support local talent in the hardest to reach groups and ensuring some of the 17,000 level 1-3 logistics vacancies that will be created at the port will be inclusive apprenticeships.



Thames Estuary Barriers.

CASE STUDY: Developing Green Jobs and Skills in Bromley

Local London launched the Green Jobs and Skills Partnership in February 2022. Since then, London South East Colleges (LSEC) have taken this partnership forward through two sub-regional green skills projects.

With funding from the Department of Education and the GLA, the partnership is currently developing eight 'green laboratories' with a focus on low-carbon and renewables technologies.

LSEC's Bromley campus will house one of the eight laboratories and will have facilities for developing solar photovoltaics, ground source heat pumps, air source heat pumps and electric charging points. From September 2023, they will deliver different courses at Level 2 and then Level 3.

"Never has there been a more important time for our employers, the colleges and Bromley Local Authority to work together to support people into careers. The green skills industry offers so many opportunities both now and in the years ahead."

"It's encouraging that the DfE recognises this and is investing in such important projects. By working with industry specialists in this way, LSEC can ensure it develops the most effective green skills curriculum - supporting local industry with skills as well as providing our learners with access to exceptional job opportunities in the local area and beyond."

Dr Sam Parrett CBE, Group Principal and CEO of London South East Colleges.



Student from Langley Park, Bromley, exploring how VR is helping engineers today with Thames Estuary 2100 at our Climate Kick-Start Event.

Local London

7th Floor, Lynton House,
225-259 High Road,
Ilford, IG1 1NY

e: Hello.locallondon@redbridge.gov.uk

w: local.london

 [@Local_London1](https://twitter.com/Local_London1)

 [locallondonpartnership](https://www.linkedin.com/company/local-london-partnership)