



**local  
london**

Plan 2019-2022

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# WELCOME FROM OUR CHAIRMAN

The next three years will be a crucial period for the Local London sub-region.

At this moment in time, it's impossible to predict with any certainty what will happen with our national politics, and - while the role of Government is vital to our future success – we cannot get side-tracked by happenings at Westminster. We will need to work harder for the success of the 2.5 million people who live in this part of London which means devoting more time and energy into influencing decision-makers, investors and others for funding, powers and resources that can deliver real benefits to our residents.

The people of those eight London boroughs who make up Local London do not always benefit from the prosperity and advantages of our Capital City. Many are stuck in low-paid jobs or out of work, lack the skills to get ahead, live in poorer housing, and grapple with the rising costs of day-to-day living.

There are many causes of this, but it's our role to tackle the underlying issues that impact on the growth of our sub-region so people can lead fulfilling lives for the benefit of all.

Issues like improving our transport and digital infrastructure to open up new opportunities; encouraging domestic and foreign investment to regenerate our industrial land; lobbying for more control and money from Government and the GLA so we can target help where it's needed most, and marketing our huge potential nationally and internationally to pull in businesses who want to make London their base.

We know our sub-region has massive potential. Blueprints for The Thames Estuary and Innovation Corridor illustrate the point

perfectly. Just imagine the difference to local people if those ambitious visions are delivered. Thousands of new homes, businesses and leisure opportunities would be created along with the digital and transport infrastructure to support them. In short, it would be the catalyst for the significant growth we need. As a partnership of eight boroughs, Local London is a strong and loud advocate for these plans and we will be using our collective voice to push for some real momentum with both.

The Local London region was a beneficiary of funding from the European Union. Significantly, a calculation used by Europe to award funding has indicated our sub region has become less well-off compared with the rest of London. Indeed, we are positioned alongside areas like Cornwall and West Wales in terms of deprivation. It's vitally important then that once EU funding ceases it's replaced, otherwise we risk falling even further behind. Local London will be working relentlessly to put our case to Government so our residents get every opportunity they deserve.

Local London's mission statement is Globally Connected, Locally Focussed. It means we are ambitious for our sub-region and will work with whoever can help us realise our ambitions for the improved lives of every resident who lives here.

**Councillor Darren Rodwell, Chairman of Local London**



# WELCOME FROM OUR DIRECTOR

Our member boroughs have defined an ambitious and wide-ranging plan for Local London. The role of my team is to make it happen.

Working in partnership offers massive potential. Together, we can achieve stronger results than by working alone. Eight boroughs working collaboratively means a wealth of talent, data, information and resources is brought to the table.

But there are challenges too. Cooperation is built on trust, openness and honesty. The Local London team will be instrumental in facilitating this through practical support, specifically well-organised governance of our four boards; managing our communication and engagement channels; and building networks of relevant stakeholders and influencers to champion and bolster our case.

Our action plan is detailed at the back of this document (page 38) but in short, our role between 2019 and 2021 is around delivering five shared goals:

- 1 **We will deliver** a set of programmes which meet a clear rationale around improved skills, employment and health.
- 2 **We will fight** to secure extra resources for our sub-region by participating in grant funding, external bidding and devolution opportunities.
- 3 **We will support** the ambitions of our sub-region by influencing those decision makers who have the power and resources to fulfil them, including the Mayor, the GLA and national Government.
- 4 **We will promote** our sub-region nationally and internationally to attract new investment.
- 5 **We will sponsor** the long-term growth of our sub-region by constructing an evidence base and narrative to influence others around our future housing, infrastructure, digital and community needs.
- 6 **We will make** Local London the best place to start a business; and support existing businesses to prosper.

Local London is also a safe space for piloting activities and testing policy. In that respect, our role is fluid and changeable.

As a team, we are excited about the promise of our strategic alliance and the outcomes it can deliver to the Local London region.

**Julian Ellerby, Director of Local London**

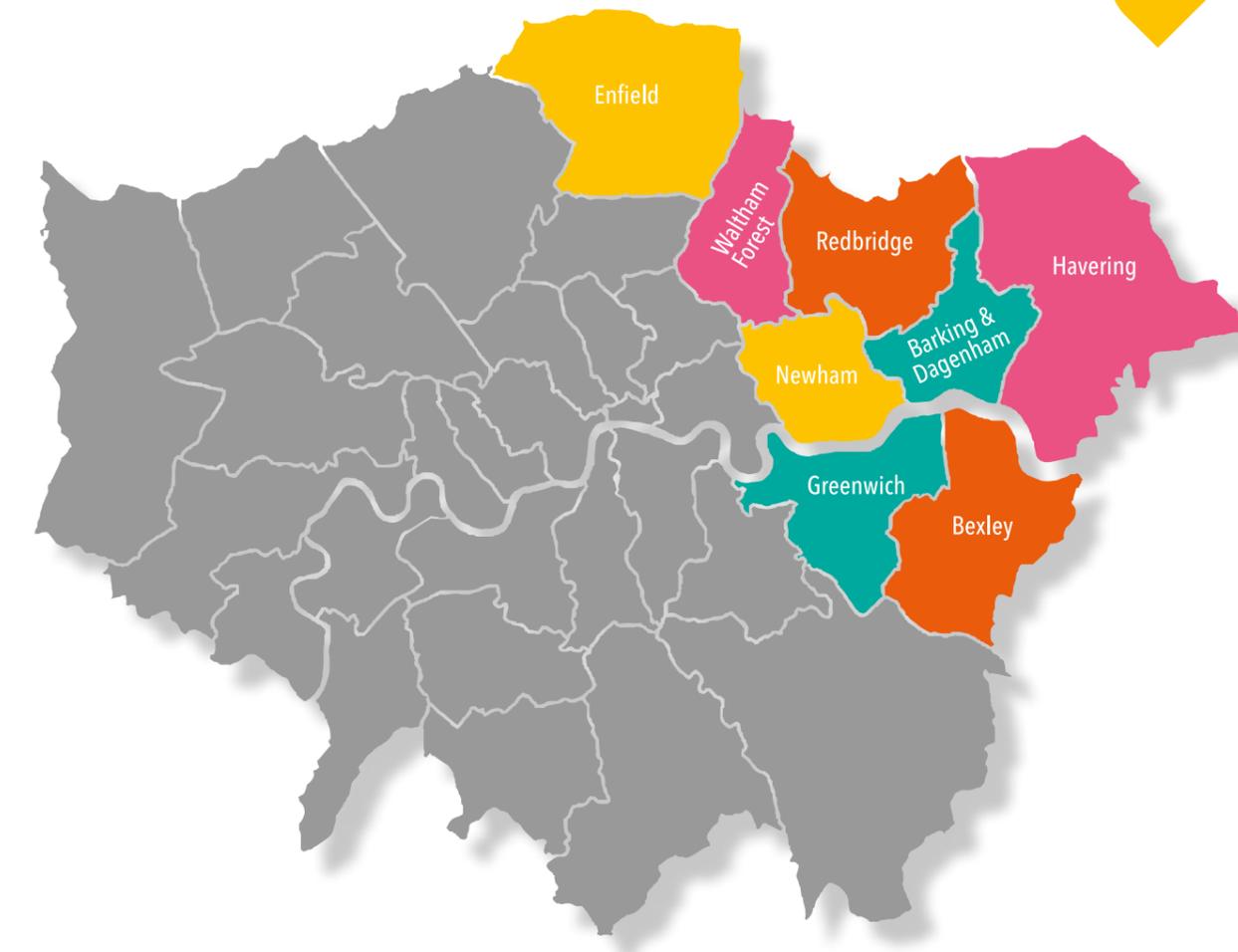


# WHO ARE WE?

Local London is a partnership of eight London boroughs in the north east and south east of the Capital working to respond to a mutual set of issues and challenges.

Geographically, our partnership consists of an area comprising Enfield, Waltham Forest, Redbridge, Newham, Barking & Dagenham and Havering, which are boroughs located north of the River Thames; and Greenwich and Bexley to the south.

Representing around 2.5 million residents and nearly 100,000 businesses, Local London is a champion for this sub-region to ensure it benefits from existing and emerging opportunities.



## WHAT DO WE DO?

**Local London is one of four regional partnerships in London.**

Each regional partnership represents several boroughs within a sub-region of London. Local London is funded by, and works on behalf of, eight boroughs in the north east and south east of the Capital.

Our role is varied and wide-ranging. As a collective, our intention is to deliver outcomes which benefit all our member boroughs.

Firstly, we act as a mouthpiece for the sub-region. This means making sure that where key decisions are being made about the future of our region; or where there are proposals, plans or projects affecting our sub-region, we act as its voice. This could mean active involvement on boards or meetings; submitting detailed responses to consultations, or pitching for specific resources or powers.

Secondly, we act as a lobbyist for the sub-region. As a collective, we understand the geography, demography, economy and politics of this place best. For example, the River Thames cuts across our sub region, so getting from our northern boroughs to those in the south can be challenging, and usually means our residents will need to commute to central London first. For that reason, one of our lobbying activities is about improving cross-river links. In addition, our lobbying role is about securing new or devolved powers from the Mayor of London or national Government. It's our belief that making decisions closer to where people live means those decisions are more relevant.

Thirdly, we act in a fundraising and income generation capacity for the sub-region. This means bidding for grants and other financial resources for specific purposes. We currently oversee programmes and projects focused on work and health, young people and careers, and skills and employability resulting from our bidding activities.

Our partnership ambition statement is 'Globally connected, locally focussed'. This reflects our ethos, expressly in a post-Brexit world, that we will need to build better and stronger links globally to deliver our ambitions locally. A key part of our work going forward will be about finding and nurturing those links – especially as EU funding streams dry up. One of the Mayor of London's key campaigns is 'London is Open', which aims to attract foreign businesses to the UK. We support that ambition, and part of our work in 2019/22 is about promoting our own offer to international partners.

At a local level, we will be working hard to forge closer links between our communities and business stakeholders between 2019-22 to ensure our work is relevant at grass roots level. To that end, we will be setting up four Local London boards – partly made up of community and business representatives – to make decisions around the societal and legislative issues we explore and respond to.

### What does this plan do?

This plan sets out our work between 2019 and 2022. It sets out our ambitions, our asks of decision-makers and gives background on the place and people we serve. It also describes the specific work we will do in this period via our action plan and describes how we will govern ourselves and demonstrate our accountability to our member boroughs.

Local London was set up to be a safe space for member boroughs to collaborate on ideas and respond to emerging issues and opportunities. To that end, our work is also fluid and changeable.

### Working with Local London

If you would like to contact Local London about our sub-region – or would like to discuss ways we can work together, the contact details for our team are on the back cover of this plan .





## CASE STUDY **REDBRIDGE**

### **Ambitious vision for Ilford is taking shape**

A five-year multi-million-pound vision to transform Ilford is reinvigorating the centre of the popular town centre.

Called Ilford “for you, for me, for all”, the Vision for Ilford town centre was drawn-up with contributions from local people, businesses and other key stakeholders.

Now three years into its delivery, there has been significant momentum to create a modern metropolitan town centre in the heart of East London boasting new residential, cultural, and leisure amenities supported by wide-ranging public realm improvement.

### **The key elements of the project are:**

**Re-development of Ilford Station** - To the west of the town centre, Ilford Station is being updated to support the introduction of Crossrail services. Works include a new southern station entrance which will complete in 2020 and a major new station building due to complete by the end of 2020.

The advent of high-speed services will mean connections to all parts of central London will be under 20 minutes. In addition, 1,500 new homes will be built close-by so more people can benefit from city centre living and easy commuting.

**Ilford town centre** – Within the town centre itself, the first phase of a wide-ranging cultural and leisure programme called The Spark has been completed. When finished, The Spark will introduce a covered food market, workspace and artist studios, and an array of community events. It will also create more than 150 new jobs, provide 40 work placement opportunities for young people and support residents into employment, through partners SPACE, Mercato Metropolitano and Things Made Public.

**Improvements to Ilford High Street** – To support all of this, a £7million public realm transformation programme is underway in and around Ilford High road. This will include new paving, planting, public art, a play street, lighting and infrastructure for street performances and a new market.

All works are expected to be completed by March 2021.

# OUR AMBITION

Our ambition is to achieve growth through our international connections as much as via our local and regional networks. We will work for inward investment that enables us to deliver better infrastructure, expand our business base and develop our future workforce. This will mean we can give local people and communities the best opportunities to benefit from our growth.

Local London is ambitious for the sub region we represent. We are working together to achieve inclusive and sustainable growth; opportunities for our residents to succeed, and the benefits of our growth to be felt by everyone.

Our five priority areas are:

## SKILLS AND EMPLOYMENT

This is about ensuring local people have the skills they need to access quality employment opportunities in our region and beyond. This includes an emphasis on construction, digital and supporting people into work through our major programmes, such as the Work and Health programme and the Careers Development programme.

## TRANSPORT AND DIGITAL INFRASTRUCTURE

Developing a modern and accessible transport infrastructure. We want river crossings, orbital transport links and the extension of current routes, such as DLR and Crossrail as well as investment in digital connectivity.

## HOUSING

Building and providing good quality affordable housing. We have ambitious targets to meet and need to be able to make decisions about industrial land, permitted development and how we create cohesive communities.

## BUSINESS

Supporting and developing businesses so they can develop and grow. We want SME's to be better supported so they become sustainable businesses as well as encourage inward investment into sectors with good employment opportunities.

## COMMUNITIES

Working with our communities to ensure there is strong cohesion and all people can succeed. We want to tackle threats to cohesion, like youth violence and terrorism collectively.

# OUR APPROACH

Local London brings together boroughs, partners and networks to realise the growth potential of this part of the Capital whilst ensuring local people feel and recognise the benefits.

To realise our ambitions, we have organised our work programme under four specific areas. Those areas are People, Place, Policy and Programmes. These areas are intended to complement each other.



Havering's transport and connectivity is being improved by the Elizabeth Line.



## CASE STUDY HAVERING

### Havering is London's tech beacon

With a major push towards growth in the borough, Havering is ramping up its drive to attract more businesses and encourage start-ups by offering prime locations, affordable rents and improved connectivity.

The marketing push is reaping benefits. Havering is now home to more than 8,300 businesses with 1,000 new enterprises launching every year.

Recognised by a leading recruitment company as the tech start-up capital of London, the borough also has established construction, retail, engineering and manufacturing sectors

Havering's growing network – including business centres, an established supply chain initiative, improving infrastructure through C2C and Crossrail, two Business Improvement Districts at Romford and London Riverside, bidding for a Heathrow Logistics Hub and a new partnership with London City Airport all point to stellar growth for London's third largest borough.

Nearly half the borough's residents commute within the borough, helping to sustain a strong local economy and an excellent employment rate.

The borough's key commercial towns of Romford and Rainham have a distinct appeal that attracts a diverse range of businesses.

Council Leader Damian White said: "Havering residents and businesses have a huge amount of enthusiasm for the future. It is such an exciting time to live and work in this borough".

# LOCAL LONDON PEOPLE

## Skills and Employment, Business, Communities

### Skills and Employment

Local London represents a part of London that will grow rapidly over the next decade.

Our research shows employment growth will be strong but we also have greater skills challenges compared to the rest of London. It means we need to understand and support our current skills offer and design a future offer relevant to emerging needs and markets.

Some of our boroughs, such as Barking & Dagenham, use the percentage of residents with Level 3 Skills Qualifications and above as a key performance indicator to measure success when designing their future vocational-skills offer; Bexley and Greenwich identify the need for collaboration across providers to dynamically meet the skills needs of a changing workplace, ensuring that provision is responsive to the labour market of today and tomorrow.

The interplay of local, regional, national and international business requires us to be proactive in enabling sustainable enterprise that provides good quality employment, with staff paid the London Living Wage.

All Local London members recognise the need to encourage businesses to start, grow and invest in the sub-region, specifically by providing good quality advice, creating affordable, connected spaces for local entrepreneurs to embrace new opportunities, and producing an attractive environment to encourage existing businesses to re-locate, move or invest here.

Enfield is creating state-of-the-art spaces for exciting businesses in the Brimsdown Business Estate and Montagu Industrial Estates; Havering is facilitating the expansion of the Centre for Engineering and Manufacturing Excellence (CEME) and capitalising on the London Riverside Opportunity Area.

### KPI's

- Deprivation index and the Social Progress Index
- Skills attainment levels
- Employment levels amongst identified groups
- Crime levels sub-regionally



### Our work

We have an agreed Skills Strategy that was developed to align with the GLA Skills for Londoners strategy.

This sets out key employment growth sectors:

- Digital
- Cultural and creative industries
- Health and care
- Construction

To deliver on our Skills Strategy we have established sector reference groups with employers, and reference groups that focus on specific themes, such as ESOL and higher level skills.

### Business

Our business growth is mixed, with strong initiatives around start-ups and SMEs.

Waltham Forest has the fastest growth rate for SMEs in the capital and many of our boroughs have high percentages of small, family-run enterprises.

The challenge is many businesses are not sustainable and we need to look at how we grow our established business base to support local employment and strong local economies.

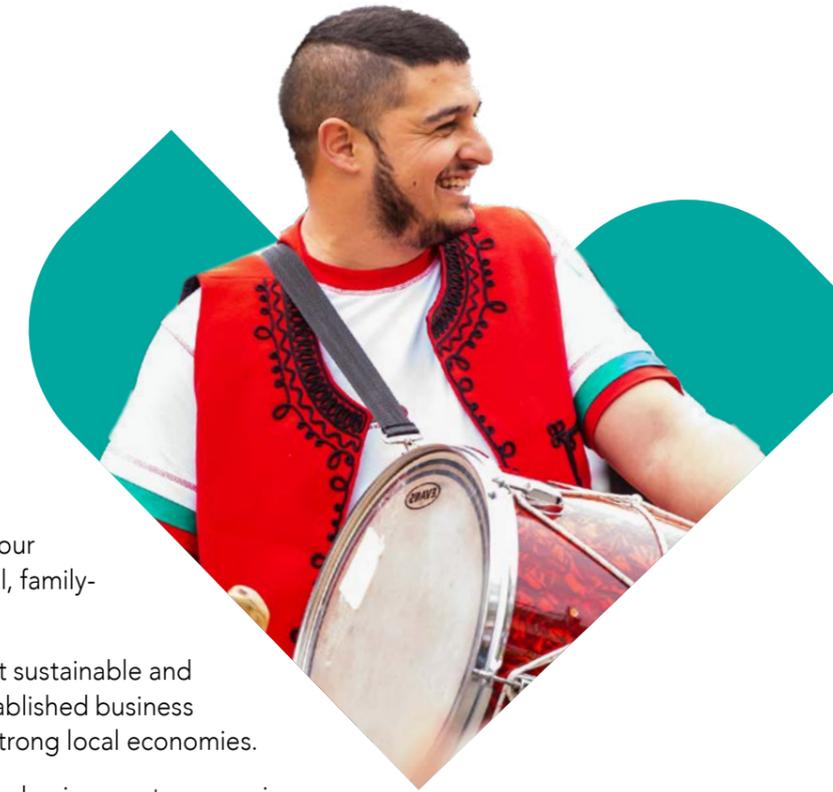
We want to invest in skills but we want our businesses to recognise the benefit to their own futures of doing this.

The use of industrial land is important in defining the types of businesses which could emerge in different parts of the sub-region.

Shared policy changes around the use of land could have significant benefits to all parts of Local London.

There are cooperative schemes, like one in Greenwich which is looking at town centres and market use. Applying community-led approaches to local participation will support an inclusive growth agenda.

Local London can be the enabler around sharing ideas from individual boroughs and by proper strategic analysis to generate a region-wide approach to business sustainability.



## Communities

The Government has launched its Integrated Communities Action Plan, which emphasises the importance of place-based solutions and local networks.

It also makes a commitment to work across all layers of government to support this approach, therefore Local London has an opportunity to take a lead in supporting cohesive and resilient communities across our boroughs, planning places that bring people together.

## Community Services

Recent years have seen a reduction in community services such as community transport, libraries and leisure services. At the same time, there are growing pressures of isolation and loneliness of older residents and issues of anti-social behaviour and crime involving young people.

The Local London partnership is an opportunity to look at these issues holistically across groups of boroughs - increasing value, sharing opportunities, and shaping great communities.

## Enabling our Third Sector

Working with the third sector we can understand how current funding mechanisms and procurement impacts upon local delivery. Doing this work across multiple boroughs enables us to shape the market as well as create connections between organisations.

Many parts of our third sector work across borough boundaries and must engage multiple times with local authorities. Looking for ways to make this engagement consistent will strengthen the third sector and help each borough achieve its own outcomes.

## Crime and Anti-social behaviour

Knife crime, county lines and gang violence have impact beyond borough boundaries and we need to work with the GLA and central government to respond. There is also an important role for us around anti-terrorism, by sharing knowledge and developing responses. By advocating for more joined up approaches and matching resources, this will have benefit across multiple boroughs.

We want to build on some of the cross-borough activity already underway particularly as police governance has changed. The roll out of data monitoring by MHCLG lends itself to a coordinated response to capturing information and creating sub-regional responses. We can also build on campaigns such as 'Enough is Enough' in Waltham Forest, which aims to tackle gang culture.

## Social sector and communities

Local London can use its reach and scale to enable community programmes.

A good opportunity to support this is through crowdfunding platforms.

There are opportunities to build match funding pots against these platforms. Therefore, as part of our strategy to underpin and support the social sector and communities across Local London, we will look at how cross-borough crowdfunding can enable community capacity.



## CASE STUDY **BEXLEY**

### **London's most digitally connected borough is building a bright future**

People in Bexley will benefit from free public wi-fi in its main town centres.

The initiative is one of several improvements to community infrastructure being delivered by the council and its partners.

The aim is part of long-term thinking to make Bexley a place where people want to live and work for years to come. Telecoms giant BT has named Bexley London's most digitally connected borough – a strong illustration the borough is meeting this ambition to improve connectivity for all.

Cllr Teresa O'Neill OBE, Leader of the Council, said: "We have been working with BT and Virgin Media to upgrade their networks and forming partnerships with other digital providers, so that everyone in the borough can have more choice, and receive high quality, superfast wi-fi. Plans are also being made to improve mobile communication and we have secured funding for new high-speed fibre networks."

Improving transport links and extending Crossrail to Ebbsfleet, is another key priority. After four years of campaigning, the Government has pledged £4.85 million to move this project forward.

Plans are also in place to develop a network of on-street Electric Vehicle (EV) charging points and off-street rapid charging stations.

Bexley is also exploring the design and sale of a district heating network, sending heat from the Cory Energy Waste plant to local homes.



# LOCAL LONDON THE PLACE

## Infrastructure and Investment

### Infrastructure

London will agree its Local Industrial Strategy in 2020. This work is being led by the GLA with strong input from the four sub regions of London.

This is our opportunity to establish the way we expect the sub-region to develop. We need a plan that recognises our unique role and how we can be enabled to achieve it.

The London Plan and our own ambitions need to be met. This means more affordable housing alongside excellent health, education and care provision.

The transport links into and out of London are good but they need further investment.

The Innovation Corridor requires four-track train access up to Cambridge and Stansted; additional river crossings will open our developing boroughs; extending Crossrail will allow real access across Bexley and into Kent; orbital connections across Havering will strengthen local economies; an environmentally-friendly bus network system will improve air quality; and investment into solving congestion hot-spots, such as the A12 and A13, are essential for keeping London moving.

A modern business network requires flexible workspace and excellent digital infrastructure. There are pockets of good work taking place, but Local London is well positioned to lead on connecting our emerging businesses and communities into high quality digital infrastructure.

### KPIs

- Local Industrial Strategy outcomes
- Infrastructure priorities
- Delivery of affordable housing
- Investment into the region
- Digital infrastructure development

### Housing

The need for a mixed, affordable housing sector in London is important for our sub-region. It is partly about provision, but it is also about control.

We want to have the ability to invest in our land effectively, have controls over permitted development and have stronger oversight over the private rental sector.

We know the population will grow and there is an opportunity to identify the way housing provision should respond to increased demand. Local London should provide coordination and clarity across the boroughs about how that future demand will be shaped.

There are plans to build approximately 45,000 new affordable homes across Local London in the next five years. Enfield estimates that 1,900 new homes are required in the borough per year just to meet projected population growth.

Current borough estimates of new homes in the pipeline would mean 250,000 homes are provided in the next 20-30 years.

### Transport

Accessibility is key to the future of Local London.

We have investment in Crossrail and Local London has benefited from GLA investment to create two 'mini-Holland' schemes in Enfield and Waltham Forest, and three cycle superhighways.

The Thames Estuary Commission and the Innovation Corridor project have both identified transport as a major priority.

We will align our efforts to these commitments and pursue better orbital connections.

There are 18 new/upgraded stations planned as part of Crossrail. We must ensure the best possible benefit for local residents. Extending Crossrail to join with HS2 will open up the sub-region to a wider market and connections into Kent.



# CASE STUDY WALTHAM FOREST

## Station re-opening is catalyst for new growth

As the Mayor of London's first London Borough of Culture, Waltham Forest is culturally led and creatively driven.

The borough understands the power that culture and relative opportunity has to transform lives, create strong communities and drive employment. However, a thriving arts and culture industry, with talented people and incredible cultural assets, needs supporting infrastructure to be in place for people to benefit.

Through strong leadership and lobbying, Waltham Forest Council invested £5 million capital funding and secured investment from partners to officially reopen Lea Bridge Station in May 2016, following a 31-year closure.

Reopening this station has been instrumental in raising hopes of a property and economic boom for a large part of east London, and will deliver benefits of 10,000 new homes, 5,000 new jobs and even more cultural and community spaces in Waltham Forest.

More than £11 million was spent replacing the station, which at the time of reopening, was forecast to serve 352,000 passengers a year by 2031. By July 2018, passenger numbers had already exceeded this projection – 13 years earlier than anticipated. The station has half-hourly services and given its success, is expected to double in frequency in 2019.

Reopening Lea Bridge Station has driven growth in Leyton and opened up this significant transport corridor in London, providing the area with better and faster links to some of London's crucial transport hubs, and making it a more attractive prospect for developers, businesses and residents, unlocking commercial and cultural opportunities, delivering much needed housing and increasing employment opportunities for local people.

Developers are seeing the potential that Leyton has in helping to establish this corner of London. Hill Construction and Peabody Trust are currently active at a site opposite the station, building 300 new homes.

The three council-owned sites neighbouring Lea Bridge Station went out to market, attracting a record 65 Expressions of Interest, with the council planning to provide around 300 much needed new homes as well as new employment, commercial and cultural uses.

The opening of Lea Bridge Station has been a catalyst for growth in Waltham Forest.



# LOCAL LONDON THE PLACE

## Infrastructure and Investment

### Digital

The Local London region is making huge strides forward to embrace new and emerging technologies.

Bexley aspires to be a Gigabit borough, Enfield is investing in digital fibre connectivity for Meridian Water, Havering is providing broadband/wi-fi connectivity in Romford, Hornchurch and Upminster Town Centres while Barking & Dagenham is witnessing major growth in the tech sector. Greenwich has grown a specialist team, Digital Greenwich, as part of its hugely ambitious digital programme.

As a sub-region we can access funding to further improve our digital infrastructure. We currently have eight projects implementing cabling to improve access at public buildings and local industrial estates.

We need to be a leader in digital investment. By leveraging our collective power we can work with major providers to grow our 5G provision. This will help us attract inward investment and ensure that residents can benefit from our growth.

### Investment

The Local London sub-region includes the Olympic boroughs, the Innovation Corridor and the Thames Estuary.

It has a strong and successful legacy to present and by using the collective capacity of the boroughs we will set out our ambitions and we will produce a shared inward investment strategy.

We have an offer that other parts of London cannot make. Our growth is built on having affordable assets, a commitment to major investment in skills for a future workforce, and a growing population to service industries. We are also creating a legacy that will attract attention.

Waltham Forest is the Borough of Culture 2018-19 and is seeing the fastest growth of SME businesses in London; Enfield is progressing a huge development at Meridian Water; Havering is forming a range of partnerships to deliver its housing schemes; Bexley is working towards a major construction academy, and Newham, Barking & Dagenham and Greenwich are redefining their areas through major development schemes along the Thames. The Dagenham Film studios is a great example of the potential we are starting to realise.

The role of economic corridors will be increasingly significant for future investment and growth with opportunities into Kent, Essex and Hertfordshire.

We also have the benefit of being part of the capital but with links to major ports, and the continent.

### Securing funding

Local London is successfully bidding for skills funding, coordinating providers, and building partnerships.

Our role is to shape the provision and consequently the future workforce to meet demand.

The DWP Work and Health Programme, the GLA London Enterprise Adviser Network EAST and the development of the local ESOL offer are all examples of Local London leading the way for local people. We can do more to access funds and commissions and will proactively approach the GLA and central government to seek their support.

### Smart Cities

Our boroughs are making progress to become Smart Cities.

Greenwich has an objective to be a recognised leader in Smart City innovation; Barking and Dagenham has developed an innovative platform which collates multiple data sources to present social progress information and inform decision making, and Bexley has recognised the need to implement smart systems/technologies to improve the environment. Local London could act as a coordinator for all future facing innovations.

London Councils and the GLA have developed a new digital collaboration function called the London Office for Technology and Innovation (LOTI). Local London will seek to be a major influencer in this area and be London's leader in Smart City initiatives.



## CASE STUDY

# BARKING AND DAGENHAM

### Lights, camera, action! Spotlight on Dagenham's success story

At the heart of regeneration is change; something the borough of Barking and Dagenham has seen a lot of in recent years.

Change happens here at pace with a steady flow of regeneration schemes delivering new high quality, affordable homes alongside a host of commercial initiatives creating new jobs and opportunities for the borough.

Plans are underway to open a world-class film studio in Dagenham East, supporting the long-term success of the UK's film and TV production industries. The studios are expected to pump £35 million a year back into the UK economy.

Just a stone's throw away from the studio will be a brand new 78-room Travelodge hotel. The £7 million deal, agreed by Be First - the council's pioneering wholly owned regeneration company - will create more jobs for local

people with plans including a restaurant and café.

Meanwhile, the borough's drive to become a centre for digital and media industries has been boosted by plans to build the UK's largest data centre on a former industrial site in Dagenham East. These critical additions will support East London's emerging technological industries.

In addition, CU London opened its doors in 2017 in this part of the borough, bringing the UK's highest ranked modern university to Dagenham. So far, 50 percent of students are local, perfectly illustrating residents are seizing opportunities on their doorstep. Our excellent Barking and Dagenham College is also just down the road.

In Dagenham East, we are embracing a range of commercial developments while providing the next generation with a chance to be part of a better future. With plans to develop thousands of homes over the coming years, we're building a community that works for everyone



# LOCAL LONDON POLICY AND PLANNING

## Insight commissions and excellence in local Government

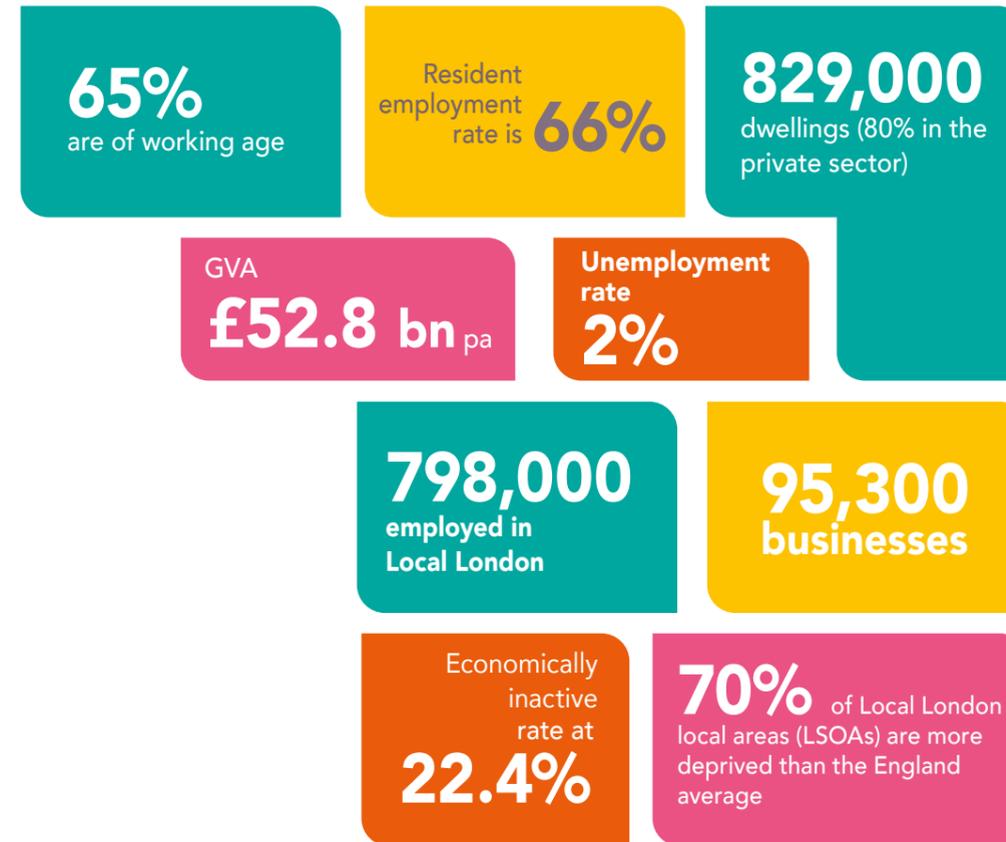
### Better Planning and decision making

Local London will support boroughs by commissioning insight and policy development work to understand the needs of our future population and to inform strategic planning.

### Insight

The population across Local London is estimated to be 2.5 million. It has already increased by 25% since 2000 and the expectation is that it will grow by a further half a million by 2040.

The impact on infrastructure, employment and the economy of the sub-region will be significant.



(2018 data)

### Supporting planning and decision making

The sub-region needs to be able to plan strategically for an expanding and changing population.

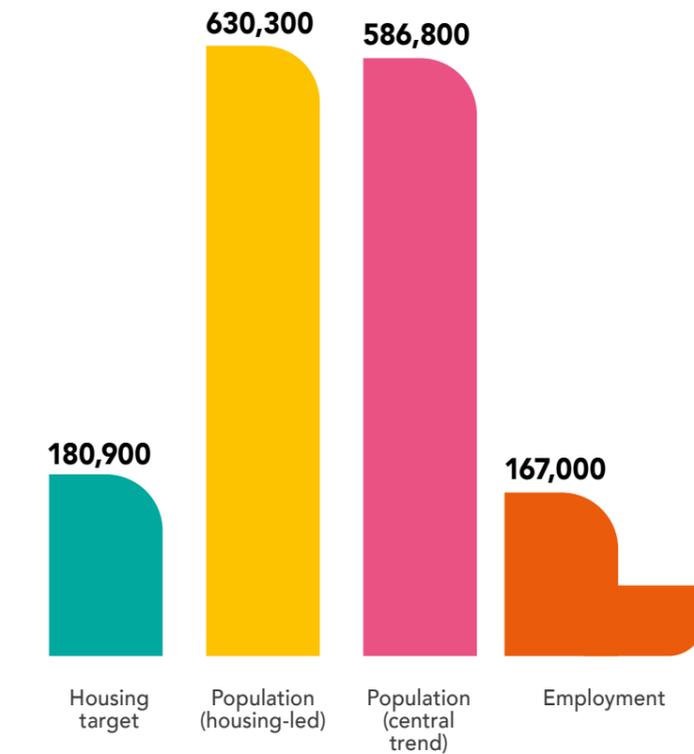
The insight we currently have is useful as a snapshot, but we need more detailed knowledge to understand future impacts of change, specifically around our population growth and how we could use our space.

Local London will lead on a Population Commission. It will consider educational and skills needs, housing demand and impact on infrastructure, employment opportunities, demographic impacts on care requirements, and consequences for community cohesion.

In respect of space, the pressures on Green Belt land, the way in which we use industrial land, and variety of demand for space will be considered as part of the overall commission

### Draft New London Plan target and forecasts

Housing target (2019 to 2030) and population and employment growth (2016 to 2041)



Source: GLA

# CASE STUDY GREENWICH

## Woolwich will become new home for international talent

Woolwich is embarking on a new chapter as the capital's next landmark cultural destination.

In October 2018, the Royal Borough of Greenwich's ambitious plans to create a destination for the arts in Woolwich's Royal Arsenal moved another step closer, when planning permission was granted for the first phase of a multi-million-pound restoration of historic buildings, to create a 15,000sqm complex of theatres, dance studios and places to eat.

Formerly known as the Woolwich Creative District residents overwhelmingly chose to officially name the site Woolwich Works in a public vote.

Punchdrunk, the world-renowned theatre company, is just one 'big name' tenant poised to make Woolwich Works its home – when it opens in 2020.

They will join a number of local, national and internationally acclaimed artists as a resident company, including Europe's first majority black and minority ethnic orchestra Chineke! Orchestra, Woolwich-based Protein Dance and the Woolwich Print Fair.

A £31.59 million investment in arts and culture was approved by the Royal Borough of Greenwich in March 2017 to fund the project.

Once completed, Woolwich Works will include:

- A venue with excellent acoustics that can house an audience of 1,200 seated or 1,800 standing.
- An open-sided quadrangle courtyard for performance seating up to 600.
- Five rehearsal studios, which can also be used as informal performance spaces.
- Artists' studios and offices for resident companies.
- A black box theatre seating up to 450.
- A cafe / bar and space for hire for community group and events.

The site on the River Thames has long been identified as a key driver for the local economy and will provide a new foundation in the continued revival of Woolwich and the surrounding area.

It's anticipated that the new creative district will provide more than 400 local jobs in addition to new roles during construction.

Artist's impression of Woolwich Works



## Sharing best practice

Across the sub-region the boroughs and partners are delivering innovative and effective work.

The boroughs are also facing financial challenges around the funding settlement for local government.

Where good practice exists, there are opportunities to share and learn. This is also about efficiencies that can be applied to different challenges.

Local London led on the business rates retention bid that realised money for digital infrastructure. This led to a digital framework and nine pilot projects across the boroughs.

Local London also bid successfully to deliver an e-business programme to improve business networks across the member boroughs.

The shared approach also provides opportunities to create frameworks and reduce bureaucracy.

Local London receives around two-thirds of the capital's asylum dispersal. This is an opportunity to share learning across boroughs about impact and the ways in which integration and cohesion can be considered in any future provision.

Local London also provides an opportunity to celebrate shared successes. From this we will be able to be more successful in future bidding rounds and increase our influence. As a sub-region we will aim to exceed £100million worth of programmes over the next three years.

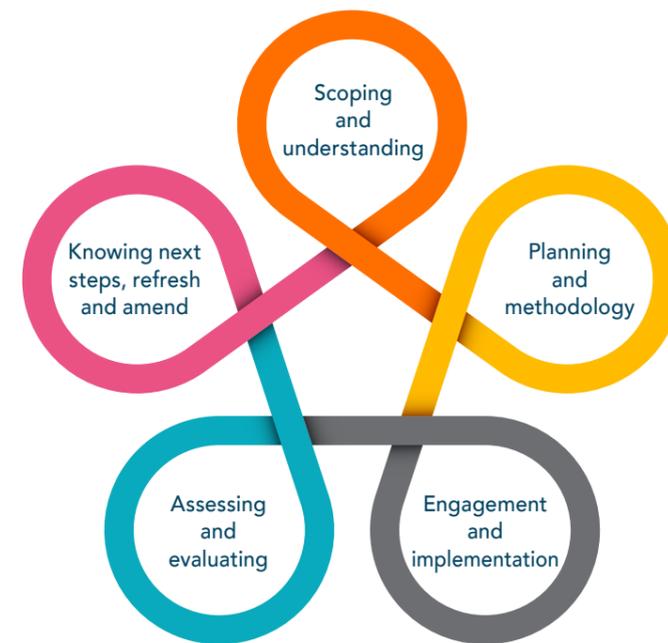


Fig 5. Local London governance networks

## Shared development

Officers and partners can learn from each other's experiences.

The ESOL work delivered across the sub region was outstanding because it was built on genuine collaboration. It included colleges, boroughs, contractors and the GLA.

The Redbridge Institute of Adult Education was successful in getting £4.5 million from the Government's Integrated Communities English Language Programme. Redbridge

Institute will lead on this programme providing learner places in Redbridge, Barking and Dagenham, Enfield, Newham and Waltham Forest.

We can develop shared approaches further and work across our boroughs to explore how officers can have opportunities to develop their skills and careers. This will improve retention, morale and enhance the overall resilience of our boroughs.

# LOCAL LONDON DELIVERY

## Programmes, Collaboration, Innovation

## Programmes

Local London manages a set of major programmes on behalf of member authorities.

The programmes are useful for addressing issues that are relevant to multiple boroughs and creating economies of scale.

Our Work and Health Programme provides support to people with health issues or disabilities who are finding it difficult to secure suitable employment; our Digital Infrastructure Programme will provide fast digital fibre cable into our public buildings to improve wi-fi connectivity; the London Enterprise Adviser Network EAST supports work between schools and employers to improve school and college careers provision; our skills programmes address multiple training needs; and our business programmes support business growth and sustainability.

The programmes have high value – more than £50million in total - and vary from two to five years in length, so they have time to make a real and lasting impact.

There will also be further opportunities to bid for funding, and Local London will be proactive on shaping innovative bid proposals that will bring direct benefit to our sub-region and the people who live and work there.

We will oversee an ongoing needs analysis for Local London to define areas we want to prioritise for funding.

We will also use the analysis to nominate specific areas that we want to seek support for from GLA, central government and other sources.

## KPIs

- Programme delivery and outcomes
- Programme of bids
- Resources secured
- Gap analysis identified



## Collaboration and innovation

The Skills strategy is overseen through the Local London Skills and Employment Board. This is made up of key partner representatives from across the sub-region. We also work closely with employers and further and higher education providers across the sub-region through a number of reference groups that inform the Skills and Employment Board.

This enables us to ensure that skills provision for young people and adults is closely aligned to employment opportunities and the changing nature of work, and that there are clear pathways for local people to receive information, advice and support to progress into well-paid work and careers.

These reference groups also enable us to talk to employers about their skills requirements for new employees or upskilling their existing workforce.

We are also championing ESOL needs, the growth of apprenticeships and higher level skills across the sub-region through our specialist reference groups.

These reference groups enable us to shape our strategy, priorities and actions to ensure they have impact across all of our boroughs and provide direct and positive benefits for local people.

We also want to strengthen our connections with voluntary sector and community partners, and we are developing new networks to enable this collaboration.



Through our collaborative work, we aim to develop an offer to partners that would be formalised through our Friends of Local London programme.

Our challenge is to become a cost-neutral organisation over the next three years with the ability to access large and regular funding on behalf of members.

The programmes lend themselves to learning and case studies about successful approaches and sharing of good practice.

Through Local London there is also an opportunity to test and grow ideas.

There are good examples of successful programmes delivered at borough-level that could be scaled-up across the sub-region.

There will be other opportunities that need to be considered and tested and Local London offers a safe space to do this. We need to work with the boroughs to understand these opportunities and to secure funds to deliver our ambitions.

## HOW DO WE WORK

Local London is built upon identifying where shared effort and collaboration can benefit the wider needs of the group.

We want the Mayor of London, central government, partners, business and residents to work with us. Where we can support and help individual members of Local London to realise their ambitions, then we will do so.

We work to a set of shared principles:

- Use the collective to increase our influence over others.
- Share knowledge, best practice and data to enhance our ability to achieve more.
- Build a positive profile for this part of London to enhance the individual boroughs as well as the whole partnership.
- Work collaboratively with partners and stakeholders who have an interest in Local London and continue to build alliances with new and emerging partners.
- Have a focus on delivery and achievement that is recognisable and useful.

## How do we organise our work?

### Strategic direction and oversight

Our **Joint Committee** holds Local London to account. This is made up of representatives of the member authorities.

The **Leader/Chief Executive's Board** provides direction and ensures the work of Local London is understood and on track.

### Operational

There are four boards that bring partners and local authorities together to oversee and deliver the business of Local London:

**Skills and Employment Board** – oversees the skills strategy and progressing specific issues around construction, enterprise and ESOL.

**Growth Board** – inputting into the Local Industrial Strategy, overseeing our approach to infrastructure and setting out our inward investment plan.

**Communities Board** – ensuring that cohesion issues are considered strategically and developing joint approaches with health, police, education and business.

**Programme Board** – providing oversight around our range of funded programmes and seeking out future opportunities that align to our ambitions.



# REPRESENTING LOCAL LONDON

## The Thames Estuary Commission and Innovation Corridor

The Thames Estuary Commission has published a bold and exciting vision for the Estuary. The prospective jobs, homes, business start-ups and revenue this blueprint could deliver by 2050 will make a significant difference to the lives of people in our sub-region.

The UK Innovation Corridor – an area between Cambridge University and Imperial College in London – is the UK's life sciences and agri-tech corridor - generating billions of pounds annually. With further investment in rail, road, housing and digital infrastructure, the benefits to UK productivity and growth are substantial.

These two growth corridors have their own governance and priorities. We ensure there is representation from Local London on boards and groups directing this work.

## Working with London Councils

London Councils represents London's 32 borough councils and the City of London. It is a cross-party organisation that works on behalf of all of its member authorities regardless of political affiliation. Local London and London Councils work together to co-ordinate input into GLA and Government on wide-ranging issues that matter to our sub-region.

This networking is essential to understand how other parts of London are developing their own narratives and how in turn we are impacted by them.

## Working with the GLA

The devolution agenda and our relationship to the GLA is fundamental to Local London. We want to develop a trusted partnership so we are not competing with the GLA for authority but complementing each other's ambitions. We also work closely with London First and other business representative groups. This is important as we want sustainable and growing businesses that provide good quality and well-paid jobs.

## Influencing Government and the Mayor of London

As a collective, we represent a population of 2.5 million people and 100,000 businesses. If we were a city, we would be bigger than Birmingham, Liverpool and Manchester combined. This gives us a loud and influential voice. We will use it to lobby Government and the Mayor of London for everything to support growth in our sub region.



# OUR ASK

'Our ask' is a wish list of ambitions that need support from Government, GLA, The Mayor of London and investors to make them happen. We are working to put forward our case for each of them, specifically:

1. Back Local London with real investment into skills training that is focused on getting people into work and building a future workforce.
2. Invest in a network of business start-up and business growth services across Local London.
3. Invest in transport connections including river crossings, extension of Crossrail, improved orbital routes and more environmentally friendly buses.
4. Invest in digital infrastructure for both residential and business to make Local London a national leader in digital.
5. Enable industrial land to be better used and to devolve responsibility and powers for housing provision.
6. Increase police resources and invest in social services to help address knife crime, gangs and county lines



# CASE STUDY ENFIELD

## Enfield Council in driving seat as £6 billion Meridian Water scheme gathers pace

Meridian Water is a major 20-year regeneration project bringing 10,000 homes, thousands of jobs and major infrastructure improvements to Enfield.

Led by Enfield Council, the innovative approach to delivering this project is unprecedented because the authority has taken complete control of the vision for Meridian Water, selecting development and other partners to deliver specific parts of the programme whether housing delivery, new employment spaces, or meanwhile uses.

By taking responsibility in this way, Enfield Council can accelerate the delivery of much needed affordable homes and quality jobs in the borough, ensuring the development benefits local people and communities first-and-foremost.

Since taking back control of Meridian Water in June 2018, Enfield Council has injected serious momentum into the project, specifically:

- A new £46 million Meridian Water station opening in early summer 2019.
- Galliford Try appointed to deliver the first 725 homes including a significant number of affordable homes (35-50%).
- Agreement in place with local entrepreneurs Building Bloqs to deliver enterprise opportunities for local people.
- First phase to include new public squares, shops and leisure facilities with first homes coming in 2022.

In August 2019, Enfield Council secured funding of £156 million from the Government's Housing Infrastructure Fund (HIF) to provide improved infrastructure at Meridian Water.

The money will enable eight trains an hour to serve Meridian Water station during peak times – up from 2-4 trains per hour – resulting from infrastructure improvements including a fourth platform and new section of track between Tottenham Hale and Meridian Water.

This improved connectivity will help local people take advantage of services, jobs and opportunities right across London.

On site, the centrepiece of the new infrastructure will be the construction of an east-west boulevard transporting pedestrians, cyclists and vehicles from the Meridian Water station through the middle of the site into the Lee Valley Park and beyond.

Other environmental benefits for residents will include the creation of two new parks, cycle lanes, naturalised brooks, and additional bridge connections which will help Enfield realise its vision for this project to be the greenest in London.

A 20-year plan to rejuvenate Meridian Water will create hundreds of new homes and supporting infrastructure for Enfield residents.

# ACTION PLAN

ITEM	OUTCOME	THEME	ACTION
1.1	Skills attainment levels improved	People	<ul style="list-style-type: none"> <li>Delivery plan for the Skills strategy – aligned to the GLA skill strategy and underpinned through programmes, realising funding streams and reflected in Local Industrial Strategy for London</li> </ul>
1.2	A sustainable and mixed business sector	People	<ul style="list-style-type: none"> <li>Business task force – create a sub-regional business growth plan to reflect infrastructure, skills and workspace needs as part of a successful sustainable business base</li> </ul>
1.3	Safe and cohesive communities	People	<ul style="list-style-type: none"> <li>Local London Communities Action Plan – the collective response to shared issues around gangs, county lines, community cohesion including partnership work with other public bodies</li> </ul>
1.4	Resources and powers devolved	People	<ul style="list-style-type: none"> <li>Third sector review and coordination – a data platform of the third sector and review of all spending in order to define the future engagement, and create a sustainable third sector.</li> </ul>
1.5	Resources and powers devolved	People	<ul style="list-style-type: none"> <li>Support a Local London Crowdfunding platform – align to borough level platforms and build a match-funding CSR policy across the sub-region</li> </ul>
2.1	Resources and powers devolved Inward investment grows	Place	<ul style="list-style-type: none"> <li>Collaborate on the Local Industrial Strategy for London – ensure our priorities and potential is reflected in the future plan</li> </ul>
2.2	Hard and soft infrastructure invested in	Place	<ul style="list-style-type: none"> <li>Create a Local London infrastructure plan – coordinate across the different governance structures to ensure we have an overarching set of priorities that has an accompanying lobby plan</li> </ul>
2.3	Resources and powers devolved	Place	<ul style="list-style-type: none"> <li>Bid and access funds – we need investment into our digital infrastructure to make ourselves London leaders</li> </ul>
2.4	Inward investment grows	Place	<ul style="list-style-type: none"> <li>Build a compelling vision for inward investment – working with the boroughs to engage international, national and regional investors</li> </ul>
2.5	Hard and soft infrastructure invested in	Place	<ul style="list-style-type: none"> <li>Innovate and incubate our future offer by building on the SMART city projects across the region and grow ideas to scale</li> </ul>

# ACTION PLAN

ITEM	OUTCOME	THEME	ACTION
3.1	Resources and powers devolved	Policy and planning	<ul style="list-style-type: none"> <li>Establish a Local London Commission to look at future population and space – work with partners, boroughs and residents to develop our understanding of changes taking place across the sub-region</li> </ul>
3.2	Efficient and effective service	Policy and planning	<ul style="list-style-type: none"> <li>Build and share best practice across Local London to improve efficiency and enhance learning – work towards Local London annual awards as part of an annual Local London conference</li> </ul>
3.3	Effective and efficient service	Policy and planning	<ul style="list-style-type: none"> <li>Work with local authorities to create a development programme for borough officers that supports mentoring, training and secondments</li> </ul>
3.4	Inward investment grows	Policy and planning	<ul style="list-style-type: none"> <li>Create a common data profile for Local London – this should underpin our economic vision and be central to future bidding and public affairs</li> </ul>
4.1	Effective and efficient service	Delivery	<ul style="list-style-type: none"> <li>Programmes management for current programmes – we will establish a formal reporting and governance approach for all programmes</li> </ul>
4.2	Resources and powers devolved	Delivery	<ul style="list-style-type: none"> <li>Identify future programme needs across all key priority areas – as part of other work being developed we will identify programmes that need developing and implementing</li> </ul>
4.3	Effective and efficient service	Delivery	<ul style="list-style-type: none"> <li>Create a performance dashboard for Local London – there will be a top-level outcome dashboard underpinned by specific programme targets</li> </ul>
4.4	Effective and efficient service	Delivery	<ul style="list-style-type: none"> <li>Develop an income strategy for Local London to be cost neutral in 3 years – look at the Local London offer to current and potential partners</li> </ul>
4.5	Effective and efficient service	Delivery	<ul style="list-style-type: none"> <li>Identify ideas and services that can be tested in a collaborative environment – this may lead to shared services or shared approaches</li> </ul>



## CASE STUDY **NEWHAM**

### **Huge investment in Royal Docks will rejuvenate gateway to the world**

Newham's Royal Docks area is at the centre of the most significant development in the Capital in decades.

More than £300 million will be spent over five years to build 4,000 homes, create 35,000 skilled jobs including apprenticeships for young people, and attract more than £5 billion in inward investment by 2038. It is London's only Enterprise Zone – a designated area where employers can access business rate relief and other financial support.

Newham Council is working closely with the Royal Docks Team - a joint-initiative between Mayor of Newham Rokhsana Fiaz and Mayor of London Sadiq Khan - to create a development that attracts wealth to the borough and improves the lives of residents.

The Royal Docks team are putting residents and businesses at the heart of this regeneration through cultural and community events to attract people to the area.

Chinese company ABP is investing £1.7billion to create a new 35-acre international business district focused on technology. The development is in the latter stages of construction. Indian venture capital firm Pontaq has also partnered with ABP to launch a UK India Tech Hub and aims to host 50 companies in the next two years.

The Government has announced that one of 12 national institutes of technology will be built in the Royal Docks. The London Institute of Transport Technology will provide more opportunities for local residents to have jobs in this sector.



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