

THE LONDON RECOVERY PROGRAMME

Recovery Mission Delivery Plans

10th November 2020

MAYOR OF LONDON

**LONDON
COUNCILS**

An aerial photograph of London, England, showing the River Thames, the Tower Bridge, the Shard skyscraper, and various city buildings. The image is used as a background for the document.

THE LONDON RECOVERY PROGRAMME

Introduction

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THE LONDON RECOVERY PROGRAMME

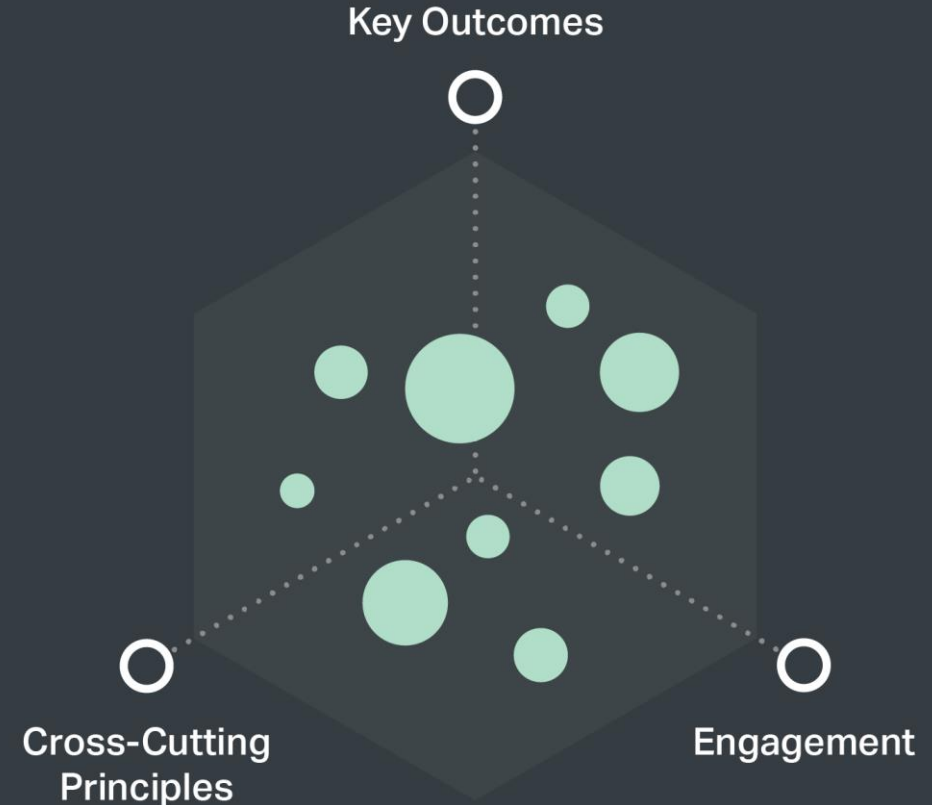
We have one grand challenge

Restore confidence in the city, minimise the impact on London's communities and build back better the city's economy and society.

9 Missions, shaped by 3 key dimensions

In response to this Grand Challenge, we have developed a set of missions, shaped by **3 key dimensions**.

1. **Key Outcomes**
2. **Cross-Cutting Principles**
3. **Engagement**



THE LONDON RECOVERY PROGRAMME

Recovery Missions



A Green New Deal



A Robust Safety Net



High Streets For All



A New Deal for Young People



Helping Londoners into Good Work



Mental Health & Wellbeing



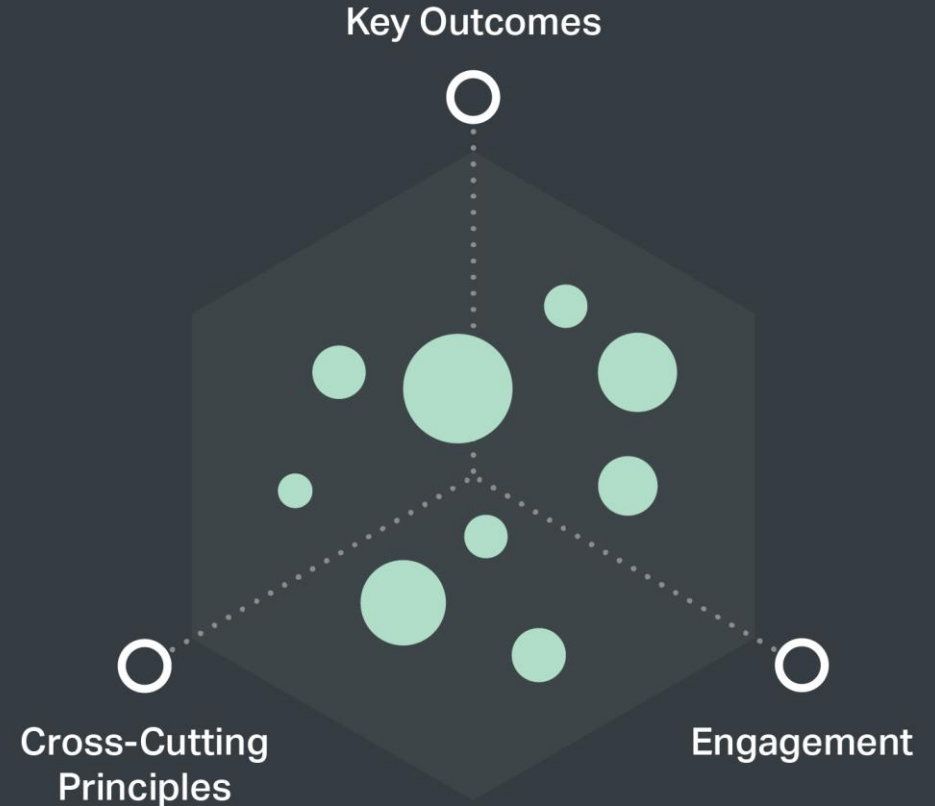
Digital Access For All



Healthy Food, Healthy Weight



Building Strong Communities



THE LONDON RECOVERY PROGRAMME

Recovery Mission Delivery Plans

A ROBUST SAFETY NET



1/3 : Mission Leads, Organisations and Approach

Mission

By 2025, every Londoner is able to access the support they need to prevent financial hardship.

Mission Co-leads:

Fran Beasley (Chief Executive Hillingdon Council) &
Jim Minton (Chief Executive Toynbee Hall)

Lead Organisations & Partners:

GLA and London Councils, boroughs, VCS, advice providers, funders, community anchor institutions (e.g. schools, faith/health settings)

Approach

We propose to achieve this mission by putting in place targeted interventions to connect the most disadvantaged or excluded communities with advice or hardship support; taking steps to address deserts of provision; and raising awareness amongst Londoners of their rights and financial entitlements and where they can get help to enforce or claim them.

A ROBUST SAFETY NET



2/3 : Short, Medium & Long Term Actions

Short Term

- Establish stakeholder networks / partnerships to define scope of proposed interventions, progress actions and form delivery partnerships.
- Establish strategic advice funding partnerships to support targeted interventions and start addressing gaps in provision collectively.
- Connect with partners such as London Funders and the London Food Board to ensure that sources of emergency support being developed this winter align with London's long-term recovery.

Medium Term

- Scale up projects delivering advice/hardship support in community settings to connect excluded Londoners with services relevant to their needs.
- Commission cost-benefit analysis of investing in different types of local welfare provision to identify options and make the case for increased investment.

Long Term

- Develop a single point of access to support services/London advice brand to increase awareness of rights and entitlements and where to get help to enforce/claim them.
- develop a realistic minimum standard of local welfare provision to ensure residents of all boroughs have access to a basic local support offer.

A ROBUST SAFETY NET



3/3 : Key Milestones and Outcomes

Timetable

Jan 2021 - Establish strategic funding partnerships, agree scope/timelines of interventions, identify key delivery partners

Apr 2021 - Begin delivery of scaled up advice projects in community locations, commission cost benefit analysis of local welfare interventions/approaches

Dec 2021 - Finalise approach for creating single point of access/advice brand, identify key areas of focus for local welfare offer from cost-benefit commission

Jan 2022 - Begin delivery of commissioned work relevant to single point of access/advice brand, begin collaborative work with councils to develop minimum local welfare offer

Measuring Success

Administrative / analytical data from specific interventions, experiential surveying/polling (e.g. repeat of Survey of Londoners, representative omnibus panel), repeat of key research projects (e.g. Advising Londoners)

A NEW DEAL FOR YOUNG PEOPLE



1/3 : Mission Leads, Organisations and Approach

Mission

By 2024 all young people in need are entitled to a personal mentor and all young Londoners have access to quality local youth activities.

Mission Co-leads:

Jeremy Crook, CEO Black Training and Enterprise Group; Lib Peck, Director of the VRU; Martin Pratt, Deputy Chief Executive & Executive Director Supporting People at LB Camden.

Lead Organisations & Partners:

City Hall & London Councils working with VCS organisations, grassroots youth groups and networks, and London funders.

Approach

We propose to achieve this mission by listening to young people's expectations and experiences of mentoring and youth activities; working alongside VCS and local authority partners to establish picture of quality provision across London; and ensuring funding and working with delivery partners to launch a Mayoral mentoring movement and London-wide youth programme

A NEW DEAL FOR YOUNG PEOPLE



2/3 : Short, Medium & Long Term Actions

Short Term

- Questionnaire & evaluations on current youth activities and mentoring across London.
- Work to shape how we meet young people's expectations in the project.
- Profile financial needs for mission & determine spend from "£25m pot"; explore further innovative routes to resourcing and delivery.

Medium Term

- Test out pilot schemes on mentoring.
- Develop a clearer, more YP relevant and accessible update on London-wide youth activities promoting YP quality projects.
- Establishing a bespoke, mayoral mentoring scheme funded by GLA allocation alongside external funding and support from businesses, capacity building for existing schemes.

Long Term

- Realisation of young people's entitlement. Greater numbers of funders, young people. Plus London with reputation for innovative YP success.

A NEW DEAL FOR YOUNG PEOPLE



3/3 : Key Milestones and Outcomes

Timetable

Dec 2020 - Better information on existing provision & evaluation, establish work with young people, develop funding model & start pilots on mentoring.

Mar 2021 - Bespoke Mayoral mentoring scheme designed with delivery partners identified. Underpinned by clearer promotion of youth activities.

Measuring Success

Innovative methods of capturing young people's experience using modern digital methods.

Further KPIs to be identified and developed.

BUILDING STRONG COMMUNITIES



1/3 : Mission Leads, Organisations and Approach

Mission

By 2025 all Londoners will have access to a community hub ensuring they can volunteer, get support and build strong networks.

Mission Co-leads:

Yolande Burgess
Fiona Rawes

Lead Organisations & Partners:

London Plus, London Funders, Equality Infrastructure (Ubele, Inclusion London, Women's Resource Centre, Consortium), CVSs, Volunteering bodies, London Borough Faith Network.

Approach

We propose to achieve this mission by...

- Identifying and convening communities and groups most impacted by the virus (e.g BAME groups, younger Londoners, disabled Londoners etc), for conversations about needs and assets, to begin the co-production of activity;
- Building hyper-local networks and knowledge;
- Supporting community-led activity (through funding, convening, providing expertise etc) to develop and strengthen local assets and embed a tailored community hub approach across London.

BUILDING STRONG COMMUNITIES



2/3 : Short, Medium & Long Term Actions

Short Term

- London Community Response – funding emergency support needs for Londoners through second lockdown.
- Create a picture of London civil society and its strength; to determine and measure elements of strong communities (to begin with feasibility study).
- Civil Society Roots Incubator – small grants to support partnerships that tackle gaps in support for Londoners

Medium Term

- Community infrastructure at risk model developed.
- Collaborative funding for community action.
- Working with partners to sustain support for Mutual Aid Networks.
- Engagement Collaborative to improve systems for engagement and insights activity across partners in London.
- Co-create a model and agreed definition for community hubs

Long Term

- Community hubs pilots developed for all priority groups (identified by Civic Strength Index) by 2025.

BUILDING STRONG COMMUNITIES



3/3 : Key Milestones and Outcomes

Timetable

Oct / Nov 2020 - Develop Civil Society Roots Incubator (CSRI) programme, commission civic strength index feasibility study, support wave 4 of London Community Response.

Dec / Jan 2021 - Launch CSRI, award LCR funding, commission civic strength index, commission research on strengthening relationships.

Mar 2021 - Project delivery.

Measuring Success

Domains of civic strength to be identified through research project e.g. measures of community voice, belonging, community ownership or influence over local assets; testing of ONS Civic Engagement indicators

MENTAL HEALTH & WELLBEING



1/3 : Mission Leads, Organisations and Approach

Mission

By 2025 London will have a quarter of a million wellbeing ambassadors, supporting Londoners where they live, work and play.

Mission Co-leads:

Kevin Fenton
Will Tuckley

Lead Organisations & Partners:

PHE, GLA, London Councils, Thrive LDN – with a wider group invited to the partner workshops, which will include specific discussion of who needs to lead and be involved.

Approach

We propose to achieve this mission by developing a network of individuals in communities and key settings to: support Londoners' wellbeing focusing on those at risk and; build resilience for individuals and within communities.

MENTAL HEALTH & WELLBEING



2/3 : Short Term Actions

Short Term

- Embed wellbeing as a cross-cutting risk into the work of SCG and sub-groups (i.e communities, business health and social care) – working with partners to identify at risk groups and support options, where there are gaps which require urgent attention – laying the foundation for the longer term work.
- Run workshops (November) with wide range of partners (GLA and external) to inform mission development. These will:
 1. Agree a clear and specific definition of ‘Wellbeing Ambassadors’.
 2. Identify existing relevant programmes and training opportunities.
 3. Identify communities, groups and organisations for wider engagement and design, and key partners for the ‘Mission team’
 4. Inform development of the mission Theory of Change to guide the programme
 5. Identify ‘quick wins’ (how we can support and encourage existing wellbeing community roles) and inform options for a more developed longer term programme
- Establish partnership Mission Team to drive design of the mission and early activity, and ensure this is developed and delivered in partnership.
- Identify groups and communities most affected by the pandemic – mapping workshop findings with existing research, and developing an approach to ongoing community engagement, building on work led by Thrive LDN, and exploring innovative solutions to co-producing with communities.

MENTAL HEALTH & WELLBEING



3/3 : Medium & Long Term Actions and Outcomes

Medium & Long Term

- To be informed

Measuring Success

To be informed : initial review of current population wellbeing measures commenced to understand relevance.

HEALTHY FOOD, HEALTHY WEIGHT



1/2 : Mission Leads, Organisations and Approach

Mission

By 2025 every Londoner lives in a healthy food neighbourhood.

Mission Co-leads:

Kevin Fenton
Will Tuckley

Lead Organisations & Partners:

Public Health England (PHE) , GLA, London Councils, London Food Board, Boroughs working group (others to be identified through engagement)

Approach

We propose to achieve the mission through through close working with a wide range of health & care and community sector partners. The mission will engage with communities most affected by the pandemic to co-design measures. It will design and create healthy food neighbourhoods that suit local needs, increasing the range and access to culturally appropriate and sustainable healthy food options.

HEALTHY FOOD, HEALTHY WEIGHT



2/2 : Short, Medium & Long Term Actions and Outcomes

Short Term

- Workshops with a wide range of partners to help steer the mission objectives and planning, conceptualise what we need and mean by 'healthy food neighbourhoods'
- Identify key partners essential in the design and delivery of the mission, and identify wider engagement needs

Medium Term

- To be confirmed through planning

Long Term

- To be confirmed through planning

Measuring Success

- To be confirmed through planning

A GREEN NEW DEAL



1/3 : Mission Leads, Organisations and Approach

Mission

Tackle the climate and ecological emergencies and improve air quality by doubling the size of London's green economy by 2030 to accelerate job creation for all.

Mission Co-leads:

Aram Wood (GLA)

Katharina Winbeck (London Councils)

Lead Organisations & Partners:

Convening a Green New Deal Advisory Panel and co-design action plans with delivery partners through 'deep dive' workshops across 15 project areas. Three aimed for Autumn 2020: Retrofit, Zero Emission Zones and Just Transition.

Approach

We propose to achieve the mission through large scale transformation by 2030, requiring new approaches, greater coordination, faster action, citizen buy-in, the devolution of powers and funding from national government, and substantial flows of private sector capital.

A GREEN NEW DEAL



2/3 : Short & Medium Term Actions

Short Term

Immediate acceleration of job creation in the green economy and reduce vulnerabilities & inequalities highlighted by Covid-19:

- Deliver **low carbon heat** to 8k North London homes in high deprivation.
- Support **community energy projects**, tackling fuel poverty, and providing apprenticeships.
- Commission analysis of measures needed to **retrofit** all London homes, including associated green skills needs and fair share of Govt grant to deliver 'shovel ready' list and GND pipeline;
- Support integration of **green economy and green skills** programmes within sub-regional partnerships

Medium Term

Transformative action to drive decarbonisation of transport, buildings, public realm and lifestyles in the context of addressing widespread inequalities. Examples include:

- **Zero Emission Zones**
- **Bus electrification**
- Seeking joint work with the High Streets mission

A GREEN NEW DEAL



3/3 : Long Term Actions and Outcomes

Long Term

Scaled up & sustainable long-term action for a just transition to meet our 2030 vision, e.g.

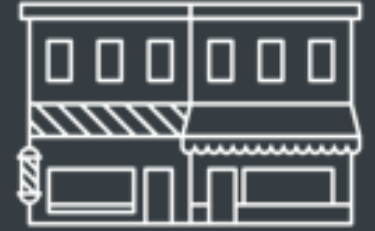
- Scaling up **retrofit and jobs/skills programmes** to meet the 2030 challenge and support the most vulnerable
- Developing new ways to **accelerate investment** to achieve net zero and unlock private sector finance

Measuring Success

Developing additional KPIs and milestones with partners on –

1. Jobs and access to skills created in green economy (including EDI indicators).
2. Londoners and business engagement in the journey to a zero pollution city.
3. Walking, cycling and public transport as the default choice.
4. Accelerated investment to decarbonise buildings and electrify vehicle fleets.
5. London's public realm is greener, accessible and resilient to climate impacts.

HIGH STREETS FOR ALL



1/3 : Mission Leads, Organisations and Approach

Mission

Deliver enhanced public spaces and exciting new uses for underused high street buildings in every Borough by 2025, working with London's diverse communities.

Mission Co-leads:

Sarah Cary (LB Enfield)

Patrick Dubeck (GLA)

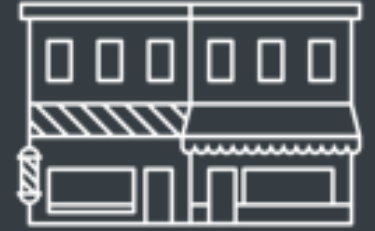
Lead by locally defined partnerships - involving property interests, businesses, diverse community groups and local anchor institutions, supported by London Boroughs, London Councils and the GLA group and a newly formed multi sector / diverse interests advisory group.

Approach

We propose to achieve the mission by fostering local engagement, partnership formation and a culture of ideas, experimentation and invention across the city to deliver inclusive exemplar projects in every borough.

This will be supported by enabling funds, expert advice and best practice sharing. We will develop tools that respond to recent planning and licensing changes and promote the growth of new uses and innovative service delivery. It is essential that London receives a fair share of Government resources available for high streets and town centres.

HIGH STREETS FOR ALL



2/3 : Short, Medium & Long Term Actions

Short Term

- Increase the Good Growth Fund and use it to fund Recovery programme objectives.
- Engage with major high street property owners.
- Support Boroughs to offer 'Meanwhile' use brokerage services.
- Open Call for innovative approaches.
- Create a 'Possibilities Playbook', showcasing innovative responses.
- Challenge Fund launched.

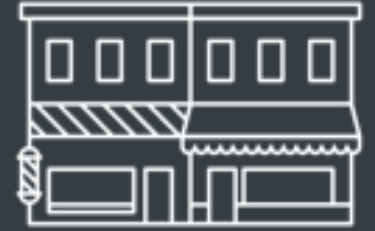
Medium Term

- Community grants to fund community business and cultural recovery programmes; High Street Data Service to underpin investment and policy, provide transparency on ownership and opportunities and evaluate success; High Street landlords' charter to incentivise active partnerships.

Long Term

- A pilot project to diversify and intensify use on high streets and in town centres in every London borough by 2025

HIGH STREETS FOR ALL



3/3 : Measuring Achievements and Success

Outcomes

The overall outcomes include improved public spaces throughout the city, a greener urban environment, better cycling infrastructure (supporting the GND mission), improved cultural and civic amenities and activities, stronger links between high streets and local economies (including the skills required, business support, affordable workspace and creative production), and enhanced social infrastructure, with evidence of diverse community-led activities supporting a more equal and inclusive recovery.

Measures will include:

- Improving on the 10% baseline of town centres/high streets that have a strategy.
- Footfall and spend returning to trend; increased dwell time and demographic mix.
- Commercial property vacancy rates returning to trend; increased mix of uses.
- Evidence of community-led activities supporting local recovery.
- Evidence of extended operating / opening hours to give Londoners better access to local businesses throughout the day and night while supporting jobs.
- Increase in High street buildings achieving net zero carbon.

DIGITAL ACCESS FOR ALL



1/3 : Mission Leads, Organisations and Approach

Mission

Every Londoner to have access to good connectivity, basic digital skills and the device or support they need to be online by 2025.

Mission Co-leads:

Theo Blackwell (GLA), Borough Lead TBC

Lead Organisations & Partners:

GLA working with London Office of Technology & Innovation (LOTI), boroughs, businesses, and business groups (CBI, London First, FSB), Adult Education Budget training providers and VCS organisations (Good Things Foundation, DevicesDotNow, Age UK) including EDI groups.

Approach

We propose to achieve the mission through joint working and funding between GLA, boroughs, business and the VCS sector to deliver discrete, high-impact projects led by task-and-finish groups, based on a detailed map of digital exclusion in London.

Key themes behind projects:

- Better digital connectivity in poorly served housing.
- Improve access to basic digital skills.
- Device offer for those who need it.
- Place-based approach.
- Improve digital capability of VCS to support most digitally excluded.

DIGITAL ACCESS FOR ALL



2/3 : Short, Medium & Long Term Actions

Short Term

- Address data gaps working with LOTI, focusing on most excluded groups (e.g. BAME, refugee, low income cohorts) identified during crisis by boroughs, VCS and training providers; share practice on digital inclusion and develop common approaches.
- Amplify delivery of basic digital skills offer for Londoners with no to low digital skills to access training.
- Identify housing with poor connectivity (+ use data to identify high street need with High Streets for All).

Medium Term

- Level-up fibre connectivity in pockets of need, starting with social housing blocks.
- Set up and expand device offer (requiring external partners and resources).
- Collaborate with business to improve affordability of connectivity.

Long Term

- Establish place-based projects and free wi-fi access.
- Supporting digital transition of VCS (shared with Building Stronger Communities).

DIGITAL ACCESS FOR ALL



3/3 : Key Milestones and Outcomes

Timetable

Oct / Nov 2020 - Establish task & finish groups/consultation

Dec / Jan 2021 - Draft Action plans for 5 key projects

Mar 2021 - Begin Implementation

Measuring Success

- Number of Londoners in receipt of a device/data allowance.
- % of Londoners with no/low digital skills in receipt of training.
- Agreements secured for social housing, % covered.

HELPING LONDONERS INTO GOOD WORK



1/3 : Mission Leads, Organisations and Approach

Mission

Support Londoners into good jobs with a focus on sectors key to London's recovery.

Mission Co-leads:

Michelle Cuomo Boorer (GLA)
Dianna Neal (London Councils)

Lead Organisations & Partners:

City Hall (closely aligning to Economic and Young People Missions) & London Councils working with Job Centre Plus, National Careers Service, London boroughs, sub-regional partnerships, London's Further & Higher education and training providers, unions, businesses, VCS organisations and diverse communities.

Approach

We propose to achieve this mission by supporting Londoners hardest hit by the pandemic and developing integrated support so they can easily access training and employment support to access good work in sectors key to London's recovery, helping to address structural inequalities and promoting a more inclusive recovery.

HELPING LONDONERS INTO GOOD WORK



2/3 : Short & Medium Term Actions

Short Term (Key projects already underway)

- Deep dive labour market analysis on impact of CV-19 on Londoners.
- Employment and skills support services mapped across London.
- Align London's Adult Education Budget (AEB) with recovery objectives.
- Successfully implement Work & Health Programme expansion supporting newly unemployed Londoners to access employment.
- Establish a London 'Good Kickstart Guide', ensure Kickstart works well locally and supports young people into jobs at least at the LLW.

Medium Term (Key projects set to start from 2021/22)

- Sector 'academies' launched.
- Employment and skills support packages developed for Londoners most impacted by the pandemic including testing of 'no wrong door' approach.

HELPING LONDONERS INTO GOOD WORK



3/3 : Long Term Actions and Outcomes

Long Term (Key projects set to start post 2022)

- Integrated employment & skills assessment & referral process operational.
- Green job creation & training programmes are 'market-ready'.

Measuring Success

The following examples will capture priority groups of Londoners impacted by the pandemic & training provided in sectors key to London's economy:

- Quarterly AEB data publication and other programme reporting, AEB Framework Evaluation. The AEB Learner Survey, ESF monitoring and evaluation data, along with LEO and other national learner data.
- We will look to use regional/national labour market data and aim to set up data sharing agreements with DWP.
- Employer surveys assessing training delivered through academies

THE LONDON RECOVERY PROGRAMME

Thank You
