

MAYOR OF LONDON

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# London Recovery Programme

Overview paper

LONDON  
COUNCILS

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Greater London Authority  
City Hall  
The Queen's Walk  
More London  
London SE1 2AA

enquiries 020 7983 4000  
minicom 020 7983 4458

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## Purpose of this Overview

The London Recovery Programme, overseen by the London Recovery Board, has identified a **grand challenge to restore confidence in the city, minimise the impact on communities and build back better the city's economy and society.**

This paper presents an overview of the initial programme of work that has been done to meet the grand challenge alongside a framework for London's Recovery and how partner organisations and community groups can contribute to the programme.

You can get in touch with the team to provide feedback and comments on the London Recovery Programme as well as coming forward with ideas for how you and your organisation can help deliver the missions and meet the grand challenge at [recovery@london.gov.uk](mailto:recovery@london.gov.uk)

## Responding to COVID-19

COVID-19 has had a profound and too often tragic impact on the lives of Londoners. Thousands of people in our city have died. Many more have suffered from the effects of the virus and some are still recovering. All Londoners have seen their way of life severely disrupted – often with dire consequences for their economic wellbeing or their physical and mental health.

This pandemic has made demands of Londoners and of London government that no one would have imagined at the start of 2020. Londoners - particularly those on the frontline such as health and care workers but also supermarket staff and delivery drivers - have made enormous sacrifices to help stop the spread of the virus, to save lives and to keep our city going through these unprecedented times.

The Mayor of London and his team at City Hall have worked more closely than ever with London boroughs as well as our city's community groups, voluntary organisations and businesses. Although this pandemic has kept us apart from friends, family and colleagues, it has also seen Londoners brought closer together as we have forged new partnerships and bonds while responding to the crisis.

Organisations from City Hall to local authorities and community and mutual aid groups have seen Londoners, come together and demonstrate the enduring strength and spirit of the city.

Together we have:

- Safely accommodated thousands of rough sleepers by securing hotel rooms for them to socially-isolate in when the nation went into lockdown.
- Coordinated the delivery of emergency food aid to thousands of Londoners in urgent need
- Created an emergency support fund worth over £30m, bringing a lifeline for voluntary organisations that often provided vital support to those most in need during this pandemic
- Set up the £2.3m culture at risk fund to support venues and organisations in our culture and creative sector that has been so heavily impacted by COVID-19
- Launched the Pay it Forward London scheme that has allowed Londoners to support their local independent businesses
- And provided a strong, consistent and co-ordinated voice calling on Government to provide support for London's economy and society



## From Transition to Recovery

The Government has worked with the Mayor and London boroughs to help co-ordinate the transition away from the lockdown measures imposed in March of 2020. This work has been overseen by the London Transition Board which is co-chaired by the Mayor of London and the Secretary of State for Housing, Communities and Local Government.

But beyond transition there is a need to focus on London's longer-term recovery from COVID-19. To this end, the Mayor of London, in partnership with London Councils, has used his convening power to bring together all the leaders of London's anchor institutions to form the London Recovery Board.

The London Recovery Board first met on 4<sup>th</sup> June 2020. The Board's remit is to plan and oversee the capital's wider long-term economic and social recovery, developing a strategy and call to action to reshape London as a fairer, more equal, greener and resilient city than it was before the crisis.

The context for this work is extremely challenging. We have seen the disproportionate impact COVID-19 has had on different communities further exacerbating deep seated inequalities. Our suburbs are changing and local economies and high streets have been particularly affected, and there are significant pressures on the services that London Boroughs, the Greater London Authority (GLA), Transport for London (TfL) and others deliver.

We also need to be mindful of the impact that a damaging second wave of COVID-19 will have on the Recovery Programme. Many partners will be pulled into responding and there needs to be an appreciation of how this might affect delivery.

But despite the challenging context, this is also a chance to reimagine our city and define our aspirations and priorities for the recovery effort. A city where we build on the fantastic community spirit displayed by Londoners during these toughest of times, to deliver a cleaner, greener and fairer city, which is more economically resilient and supports thriving neighbourhoods, with improved wellbeing and access to a strengthened healthcare system. It is also an important opportunity to bring about a culture change in our city so that multiple organisations and sectors pool their expertise, resources and efforts to meet shared goals.

## **Governance**

### **The London Recovery Board**

The London Recovery Board, co-chaired by the Mayor of London Sadiq Khan and the Chair of London Councils, who until October 2020 will be Cllr Peter John, to then give way to Cllr Georgia Gould, will co-ordinate the planning for London's future post- COVID. It is supported by a Recovery Taskforce, which will coordinate actions to meet these challenges, working in partnership with local authorities, health and care bodies, business groups, trade unions, the voluntary sector, academia, national Government and other bodies.

The London Recovery Board will run in parallel to the London Transition Board. Co-chaired by the Mayor and the Secretary of State for Housing, Communities and Local Government, Robert Jenrick, the Transition Board will remain in place until the end of 2020 to co-ordinate London's response to trends, issues and risks as London emerges from lockdown and begins to reopen its economy whilst monitoring the virus and further outbreaks.

### **The London Recovery Taskforce**

To take forward the work on London's recovery, a Taskforce has been set up. The Taskforce carries out work on behalf of and reports to the London Recovery Board. The Taskforce will consider ways in which to support organisations across the city to help in the effort to meet the grand challenge. But the Taskforce is also set to oversee and coordinate a range of practical initiatives to help drive forward London's recovery from COVID-19.

More information on the governance arrangements for the London Recovery Programme can be found via the [GLA website](#).

## Missions Based Approach

The London Recovery Taskforce has committed to taking a missions-based approach to the London Recovery Programme. This approach is based on the [work of the Institute for Innovation and Public Purpose](#) at University College London. Missions should be time-bound and specific. They should be designed to be bold, ambitious yet realistic enough so that they can gather wide support for delivery. The key is on fostering widespread collaboration across different sectors.

### We have one grand challenge

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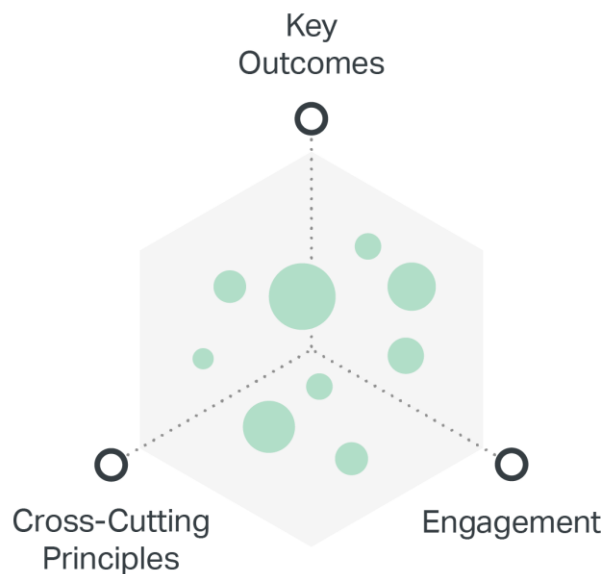
*Restore confidence in the city, minimise the impact on London's communities and build back better the city's economy and society.*

#### 9 Missions, shaped by 3 key dimensions

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

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



Part of a missions-based approach is being honest that we cannot do everything but are choosing to focus on a few key areas that might really shift the dial. Missions may change and adapt in response to emerging evidence and issues. Similarly, new missions may be developed where appropriate.



## 9 Recovery Missions

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**A Green New Deal**



**A Robust  
Safety Net**



**High Streets  
for All**



**A New Deal For  
Young People**



**Good Work  
For All**



**Mental Health &  
Wellbeing**



**Digital Access  
For All**



**Healthy Food,  
Healthy Weight**



**Building Strong  
Communities**

The missions agreed at the 15<sup>th</sup> September Board meeting were:

- **A Green New Deal** - 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.
- **A Robust Safety Net** - By 2025, every Londoner is able to access the support they need to prevent financial hardship.
- **High Streets for All** - Deliver enhanced public spaces and exciting new uses for underused high street buildings in every Borough by 2025, working with London's diverse communities.
- **A New Deal for Young People** - By 2024 all young people in need are entitled to a personal mentor and all young Londoners have access to quality local youth activities.
- **Helping Londoners into Good Work** - Support Londoners into good jobs with a focus on sectors key to London's recovery.
- **Mental Health and Wellbeing** - By 2025 London will have a quarter of a million wellbeing ambassadors, supporting Londoners where they live, work and play.
- **Digital Access for All** - Every Londoner to have access to good connectivity, basic digital skills and the device or support they need to be online by 2025.
- **Healthy Food, Healthy Weight** - By 2025 every Londoner lives in a healthy food neighbourhood.
- **Building Strong Communities** - By 2025, all Londoners will have access to a community hub ensuring they can volunteer, get support and build strong community networks.

For more information about the sorts of projects that might be involved in delivering each mission as agreed by the London Recovery Board, please see Annex.

## The Context for Recovery

The Government's Transition Programme has provided the foundations for London's recovery: for example, through workstreams on business reopening, outbreak control, arts and culture. Recovery missions identify priorities for collaborative working on key shared priorities – providing the focus for our cross-London recovery programme.

This is **underpinned by significant ongoing work** across GLA, Boroughs and other partners of relevance to recovery, including on but not limited to:

- Public Health
- Employment & Skills
- Policing & Public Safety
- Violence Against Women & Girls
- Business Support
- Business Promotion
- Housing Development
- Homelessness
- Transport & Infrastructure
- Capital Investment

It should also be noted that the issue of Housing is picked up in more detail through the work of the [Housing Recovery Taskforce](#).

There are other issues that are fundamental to London's Recovery but that do not fit neatly into a missions-based approach. Some of these are things that we will choose to focus on in different ways as part of our Recovery Programme. On 15th September the Recovery Board chose to focus on the future of the Central Activity Zone (CAZ).

## The Future of the Central Activity Zone (CAZ)

The future of London's global business and commercial centre, based in the Central Activities Zone and Northern Isle of Dogs (CAZ and NIoD) is being challenged in the immediate term by the sudden, rapid reduction in footfall, and also in the long term through cultural and economic changes which may become embedded.

City Hall has lobbied the Government for more support for businesses in the CAZ. The Mayor is also taking direct action, coordinating clear public messages, providing safe public transport, expanding TfL's Streetspace programme, promoting active travel, and supporting greater visibility and use of testing across the private and public sectors.

The London Transition Board has been leading on tackling the immediate challenges of reopening central London and ensuring a safe return to work for Londoners.

But the Mayor is also determined to ensure London's global competitiveness in the medium to long term, by understanding and preparing for the long-term impacts of the pandemic on the central London economy.

To that end, the Mayor is commissioning a major new piece of work to help the GLA and its partners understand the emerging trends which are likely to affect London's agglomeration economy. This work, and the implementation of its recommendations, will require input and participation from many partners across London government and the private and community sectors for several years to come.

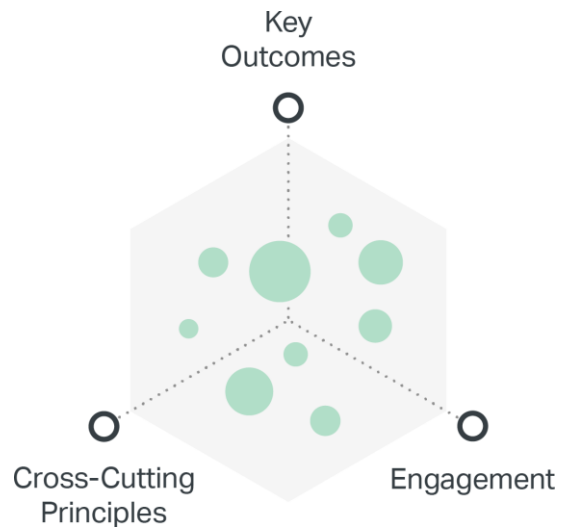
The first phase of this work, which take place between now and the beginning of next year, will be a major research and evidence gathering exercise, followed by an interim report setting out its findings to date.

The second phase, taking place in the early part of 2021, will explore potential strategic and policy solutions to protect and support the CAZ and NIoD economy for the medium to long term. Its recommendations will be published in a final report in March.

## The Strategic Framework for the London Recovery Programme

It is helpful to picture the attempt to meet the grand challenge as a 3 dimensional process with the **outcomes, cross-cutting principles and engagement process** the 3 key dimensions of the recovery programme.

This framework should enable all of London's sectors to plot a path to recovery that helps meet the grand challenge set out by the Board.



Wherever possible public, private or voluntary organisations should seek to achieve some or all of the outcomes identified by the Board while also taking into account the cross-cutting principles. All of these efforts should be underpinned by authentic and meaningful consultation and engagement.

### Key Outcomes

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**Reverse** the pattern of **rising unemployment and lost economic growth** caused by the economic scarring of Covid-19.

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**Narrow** social, economic and health **inequalities**.

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**Help young people to flourish** with access to support and opportunities.

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**Support our communities**, including those most impacted by the virus.

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Accelerate delivery of a **cleaner, greener London**.

## Cross-Cutting Principles

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Recognising and addressing structural **inequalities**, promoting a fairer, more inclusive London and focusing on supporting the most vulnerable.

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**Collaborating and involving** London's diverse communities.

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Innovating and using **digital technology and data** to meet emerging needs.

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Prioritising **sustainability**, mitigating climate change and improving the resilience of our city.

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Improving the **health and wellbeing** of all Londoners.

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Ensuring affordability of measures and providing **value for money**.

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The central recovery team formed of GLA and London Councils staff are happy to provide guidance to any organisation looking to help contribute to London's recovery in line with the agreed framework.

We heard from a wide range of stakeholders and Londoners as part of our engagement programme to inform the development of the missions as agreed by the Board. A snapshot of the scale of that engagement is presented in the graphic below.

## Engagement

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**68,937 total site visits** to Talk London (52,272 unique); 21,444 members read our emails and **1,095 comments from 609 members (aged 16-87)**. 700 business stakeholders surveyed.

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**70 community conversations** submitted from 60 different organisations **involving over 1000 Londoners**.

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**+650 business stakeholders** and 32,500 LinkedIn followers

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**26 community grant applications awarded**, with a focus on BAME Young People, BAME women, Disabled, Migrant / Refugee / Asylum seekers, Chinese, Vietnamese, Filipino, Somali, Armenian, Black African / Caribbean, and Portuguese speaking communities.

We are also keen to hear from individuals or organisations who have ideas, resources or time to devote to helping to deliver the missions or take forward the work on the CAZ.



## Cross-cutting principles

As well as placing engagement at the heart of the programme, the GLA and London Councils are using a number of forums to ensure that the cross-cutting principles act as a constant source of challenge to the work of the recovery programme.

1. The GLA's Equality, Diversity and Inclusion Advisory Board is being repurposed to include appropriate borough representation and examine the missions and the wider work of the recovery programme to ensure that recognising and addressing structural inequalities are always appropriately considered. There are also to equalities advisors on the taskforce to monitor and scrutinise work across the programme.
2. We have convened a Green New Deal expert advisory panel to consider and provide challenge to the work of the recovery programme.
3. The London Health Equity Board considers the work of the recovery programme as part of its ongoing business in addition to providing leadership in the development of a health-specific mission.
4. The London Office of Technology and Innovation (LOTI) considers the work of the recovery programme as part of its ongoing business in addition to providing leadership in the development of a digital-specific mission.
5. The Mayor's Chief of Staff, David Bellamy, and the Chief Executive of Greenwich Council, Debbie Warren, have convened a Funding and Finance Group to examine ways to maximise funding for the recovery programme, directly through the combined resources of the GLA Group and London Councils, by devising structures to attract and combine external finance, and indirectly by working to set out the best case for Government funding for London and identifying opportunities for London boroughs and the GLA Group to achieve savings through increased collaboration.

The cross-cutting principle on involving and collaborating with London's diverse community is being embedded in the work of the Recovery Programme through ongoing meaningful and authentic engagement as well as the distinct work as part of the mission to enable a strong civil society.

The Board will use future meetings to explore particular cross-cutting principles and how these are being embedded in the programme. The next Board meeting on 10<sup>th</sup> November will consider the principle of recognising and addressing structural inequalities – including how we are explicitly incorporating race as we put this principle into action. This discussion at the Board will include a presentation of data reflecting how COVID-19 and subsequent economic shocks have impacted BAME Londoners particularly hard.

## Measuring Success and Next Steps

The GLA's intelligence team is currently preparing a framework for measuring the success of the recovery programme. Each mission will have a set of metrics developed as well as some key overarching metrics that relate to the programme outcomes. This measurement framework will be considered by the Taskforce before being shared more widely.

The London Recovery Board has now agreed an initial set of missions alongside work on the CAZ that can help contribute to meeting the grand challenge of restoring confidence in the city, minimising the impact on London's communities and building back better the city's economy and society.

The level of collaboration that has been required to get us so far in the recovery programme has arguably never been seen in London since the creation of the Mayoralty. There are many things that are being learned as the recovery programme evolves and in that spirit the central team that is coordinating the programme between the GLA and London Councils always welcome feedback and new ideas.

The Taskforce will now begin overseeing engagement and collaboration with London's diverse communities on the best way to design the delivery of actions to achieve these missions.

You can get in touch with the team to provide feedback and comments on the London Recovery Programme as well as coming forward with ideas for how you and your organisation can help deliver the missions and meet the grand challenge at [recovery@london.gov.uk](mailto:recovery@london.gov.uk)

## Annex - Missions

### Recovery Mission:

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*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.*

### A Green New Deal

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#### Examples of the types of projects that might deliver this mission:

Scale-up programmes to retrofit and improve existing buildings, create jobs and tackle fuel poverty.

Accelerate programmes that increase access to green spaces, support active travel and zero emission fleets to eradicate air pollution, help adapt to climate change and deliver better health.

Mobilise finance to support environmental programmes and provide support for the growth of London's clean tech and circular businesses to meet our climate targets (London to reach net zero by 2030).

### Recovery Mission:

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

### A Robust Safety Net

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#### Examples of the types of projects that might deliver this mission:

Create a single point of access that connects Londoners to a range of advice services (e.g. benefits, debt, housing, utilities, immigration) and crisis support (e.g. financial support, food).

Help excluded groups access support by embedding council-run, charitable and other relevant services in community settings (e.g. schools, faith settings, community food providers, health settings).

Develop a comprehensive local welfare offer in every borough in London that focusses on preventing hardship.

Establish strategic partnerships involving funders, councils and civil society organisations to plug the existing gaps in crisis support and advice services across London.

## Recovery Mission:

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

## High Streets for All

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### Examples of the types of projects that might deliver this mission:

Develop the capacity of local authorities and town centre partnerships to work with community groups and the private sector to plan for, safeguard and directly deliver a diverse, resilient and thriving mix of High street and town centre activity within easy reach of all Londoners.

Foster a culture of ideas, collaboration and invention to bring vacant and underused buildings into productive use; promoting local employment and near home working, protecting existing community and cultural spaces and introducing new types of businesses and civic organisations.

Capitalise on TfL / Borough Street Space programmes to promote walking, cycling and wider accessibility, enhanced public spaces, parks/urban greening and cultural engagement.

Pilot high street Innovation Zones and related planning, licensing, property management (catalyse private landlord inventiveness & collaboration) and economic development approaches (including discretionary rate relief).

## Recovery Mission:

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

## A New Deal for Young People

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### Examples of the types of projects that might deliver this mission:

Ensure Young People's voice is at the heart of shaping and delivering the mission.

Developing personalised mentoring schemes and other tailored support which focus on those young people facing the greatest barriers to realising their potential - from social skills such as confidence & mental health support alongside educational and employment skills.

Align funding and resources across London so there is place-based access to youth provision across the whole of London.

Recognise and endorse the importance of positive professional youth work.

Promote a strong emphasis on the link between youth workers, youth activities, positive mental & physical health and safety.

## Recovery Mission:

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

## Helping Londoners into Good Work

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### Examples of the types of projects that might deliver this mission:

By supporting Londoners hardest hit by the pandemic including young people, newly unemployed, people with caring responsibilities and people at risk of redundancy into good work, while ensuring that Londoners with the most complex needs are not left behind.

By coordinating skills, careers and employment support so there is 'no wrong door approach' for Londoners; and ensuring that employment and enterprise provide a secure route out of poverty.

By establishing sector specific London 'Academies' to support Londoners to gain relevant skills and move into good work in (not exhaustive) digital; health; social care; green economy, and creative and cultural industries.

By close working with employers and job creation initiatives such as green recovery to promote good work.

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## Recovery Mission:

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

## Mental Health & Wellbeing

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### Examples of the types of projects that might deliver this mission:

#### Starting with those communities most affected by the pandemic;

Design the role of a wellbeing ambassador in partnership with local people, building local capacity and developing a scheme that will offer culturally appropriate training, support and coaching. We will learn from and build on similar schemes and networks.

Enable wellbeing ambassadors to be in places where people most affected by the pandemic already choose to spend time to offer wider support and services.

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## Recovery Mission:

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

## Digital Access for All

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### Examples of the types of projects that might deliver this mission:

- Understanding how digital exclusion affected Londoners during the pandemic, and how local councils and the voluntary sector responded to the problem.
- Making full fibre broadband available in areas with poor coverage, such as social housing.
- Making it easier for Londoners to access free Wi-Fi outside their home by identifying spaces – such as libraries – where it possible to work online for free.
- Training all adults, including job seekers, in basic digital skills.
- Targeting the most vulnerable – such as schoolchildren, learners and those shielding – with the devices or data allowance they need to lift them out of digital exclusion, while ensuring they stay safe online.

## Recovery Mission:

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*By 2025 every Londoner lives in a healthy food neighbourhood.*

## Healthy Food, Healthy Weight

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### Examples of the types of projects that might deliver this mission:

#### Starting with those communities most affected by the pandemic;

- Design the characteristics of a London healthy food neighbourhood with partners and citizens (e.g. water fountains, green space, places for breastfeeding, healthy food options).
- Develop high streets in the most deprived areas into these healthy food environments.
- Expand the School Superzones programme to enable children to live, learn and play in healthy neighbourhoods
- Ensure every Londoner has access to healthy, culturally appropriate, and sustainable community food provision within their neighbourhood (e.g. cooking classes, food gardens, healthier food schemes).



## Recovery Mission:

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

## Building Strong Communities

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### Examples of the types of projects that might deliver this mission:

Support Londoners to lead the recovery in their own communities through a focus on hyperlocal, community-led activities, and co-production with a priority on working with and through the Londoners most affected by the pandemic.

Amplify unheard Londoners' voices working with and through organisations to reach and amplify the voice of Londoners to ensure that they can bring about change.

Develop and build the reach of mutual aid, faith and equality grassroots groups; work together to build hyper-local action, networks and knowledge to create resilience and centre citizen voice, particularly in those communities most impacted by COVID.

Build feelings of belonging and decrease loneliness and social isolation by exploring and promoting the implementation of community-led solutions (for example cross-generational work, peer support, community hubs).

## **Other formats and languages**

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Greater London Authority  
City Hall  
The Queen's Walk  
More London  
London SE1 2AA

Telephone **020 7983 4000**  
**[www.london.gov.uk](http://www.london.gov.uk)**

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