



2013 - 2020 Objectives

Introduction

In previous years, London First has produced an annual business plan setting out its priorities for the year ahead. During last year, the Board challenged us to look further ahead and internationally, to check that we were not simply being reactive to today's problems rather than preparing for tomorrow's challenges. The Board was particularly concerned that uncertainty in Europe would continue for some time and that we should be thoughtful about how London could emerge from this uncertain period fighting fit. We also, of course, recognise the opportunity provided by growth in emerging economies.

This year's business plan is designed in two parts. Firstly, for the period to 2020, we have identified a set of "drivers" of London's competitiveness which will clearly take more than a year to address, and where we aim to be constantly vigilant. Secondly we have focussed in on a few priorities with shorter term milestones which we believe are important to all our members, and to London, to get resolved.

Drivers of London's success

The drivers are listed below. They have been refined by the Board from a longer list of competitiveness issues to those where we believe London First both has a locus and might achieve change. We intend to work with our members continuously to nudge and inform policy in these areas. We will also react quickly if any of these drivers becomes a serious worry, redeploying resource at short notice to react to economic or political change.

1. **London government having the powers, resources and competences necessary to run London and support the city's growth** – more devolution to London government of the taxes we already pay and of powers from national government.
2. **Airport capacity and services that provide London businesses with better resilience and more connectivity.** More flights and destinations served, together with smoother border control procedures and a more customer friendly tourist visa regime.
3. **Transport infrastructure and services that enable business and employees to move around London efficiently.** Increased investment in London's transport infrastructure, coupled with greater efficiency and innovation from TfL and tough political decisions over charging to manage scarce road capacity.
4. **A step-change increase in the provision of housing to support London's growth.** A package of measures to increase the number of new homes built in London to close the gap between household growth and housing growth.

5. **London's employers able to recruit the workforces they need at all levels.** A combination of maintaining an open migration regime and improving training to ensure Londoners have the skills and attitude to be employable when they leave school or college.
6. **London having a world class built environment.** Work around planning and development policy to deliver growth and improved urban realm.
7. **A business-led London economic development strategy** that supports existing key strategic sectors, notably financial services, HE, leisure and tourism, and encourages business growth and new business.
8. **London having one of the most stable and competitive tax regimes in the world,** internationally competitive rates of tax, including personal and corporate taxes, within a stable policy framework.

Our priorities

We have identified three priorities for next year and beyond. These are:

- Resolution of the air capacity that London needs;
- An economic development strategy agreed between London government and business which paves the way for London's evolution post credit crisis; and
- Sustained investment in London's infrastructure to support its population and economic growth.

We will continue to campaign for an **aviation strategy that supports London's world city status.** We will keep pressure on Government not to duck the issue; our immediate focus is on freeing up capacity at Heathrow, de-regulation of Gatwick and Stansted, and better rail access.

We will prepare a **business-led economic development strategy for London.** Our work last year looking at how business worked with local government in other international cities suggested that some, such as New York, benefit from a more powerful public/private agreement on priorities for economic development. We will seek to work with the Greater London Authority, other business organisations and stakeholders to achieve the same level of clarity and agreement. We will also continue to champion more devolution of relevant powers and funding to London given that greater self-determination gives greater weight to the plan.

Finally, London's growth is both a facet of its success and a constant challenge to our infrastructure and the planning which facilitates it. We will keep pressure across a range of fronts to ensure London has **infrastructure fit for a world city.**

Specifically in the shorter term we will:

- make the case for a commitment to long-term funding for London's transport within the Government's spending review;
- encourage the national regulator to enable forward funding of energy provision, rather than playing catch up and risking power cuts;
- argue that local authorities must take full account of commercial viability in setting charges, particularly the Community Infrastructure Levy;
- make suggestions on how to fund Crossrail 2; and
- make sure that the Thames Tideway sewer proceeds as soon as practicable.

We look forward to working with our members to tackle London's many and varied challenges.

May 2013