



**COMMUNITY AND ECONOMIC  
DEVELOPMENT STRATEGIC PLAN**

**2010 - 2015**

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## **Abbreviations**

MPH	Merton Priory Homes
MTRF	Merton Tenants and Residents Federation
LBM	London Borough Merton
ASB	Anti Social Behaviour
LAA	Local Area Agreements
LSP	Local Strategic Partnership
ESOL	English for Speakers of Other Languages

## **1. Introduction**

Merton Priory Homes (MPH) is committed to enhancing the life chances of our residents and making the communities we serve more sustainable. We share this mission with the group partners of Circle. As part of the transfer arrangements, MPH has promised a £1 million Community Fund to support the delivery of community development activity to our residents and the communities in which they live.

This development strategic plan fits within the MPH vision and provides a framework for community and economic development activity across the organisation. It sets out how we intend to support our residents and the communities in which they live as well as help our residents to enhance their life chances.

Our aim is to ensure that the objectives of MPH Community and Economic Development Strategic Plan are incorporated across departmental activity in MPH through an integrated approach. We will also ensure that the £1 million Community Fund is used to assist with the delivery of this strategic plan.

### **The focus of the development plan is to:**

- Build on our past successes (from the London Borough of Merton) whilst providing a basis for new initiatives under the leadership of MPH
- Meet our residents' needs and aspirations as expressed through the assessment of the tenant profile, previous research and the stakeholder consultation for this strategic plan
- Maximise any opportunities presented by national and local policy and the funding environment
- Take into account the economic downturn and legislative changes now being experienced in the UK
- Link to MPH's Resident Involvement Strategy to ensure that tenant involvement is the foundation of the Community and Economic Development activity

The Community and Economic Development Strategic Plan associates with Circle Group's Sustainable Communities Strategy Objectives to:

"Help people create places where they want to live and work by empowering communities to exert more control over local services to meet their identified needs without compromising the needs of future generations."

**The plan also associates with Circle's 2 priorities of:**

- Financial Inclusion
- Tackling worklessness

*See Appendix 1 for definition of terms*

**It also links to MPH's Resident Involvement Strategy by utilising a range of ways for resident involvement to support community and economic development activity, which include:**

- Merton Priory Homes Board
- Residents' Forum
- Residents' Associations or Estate Panels
- Estate Advocates
- Service Improvement Groups
- Specialist Forums
- Active Residents' Consultation Register
- Merton Tenants' and Residents' Federation (MTRF)

## **2. Economic & Policy Context**

After a long period of growth, the UK economy has been in recession for the last couple of years. This has been prompted by key global problems including the 'credit crunch', house price bubbles, volatility in financial markets and rising commodity prices. Against this backdrop the government has deemed it necessary to reduce its public sector service spending massively.

While employment rates in the UK have been relatively high over the past decade, unemployment is rising and has accelerated in recent months. It is particularly high among young people.

The challenge this presents to MPH is how, through the Community and Economic Development Strategic Plan it can best support and equip its in the current employment market.

## The Policy Context

Community and economic development lies as a key feature of the government's plans. In the process of devolution, community development has come into public prominence. Since much community development activity aims to empower traditionally excluded groups of people, remove barriers and give people the ability to participate fully in society, it links to key government themes around helping to address poverty, community cohesion and building sustainable communities. The Government's commitment to devolution and local governance is expressed in the Local Government White Paper *Strong and Prosperous Communities*. It is an opportunity for community development to play a key role in creating communities for a fair and just future.

There are a number of other current key national policies, reports and drivers which MPH Community and Economic Development Strategic Plan has taken into account (see appendixes for more details) and these include:

### Public Sector Policy Drivers

- *Local Government White Paper*
- *Local Area Agreements (LAAs)*
- *Public Service Delivery Agenda*
- *Government Floor Targets*
- *Efficiency Agenda*

### Employment & Training Specific Policy Drivers

- *Welfare Reform*
- *Flexible New Deal*
- *New Apprenticeship Service*
- *The London Skills & Employment Board's (LSEB) Strategy for London's Future (2008)*
- *London's Economic Recovery Action Plan (ERAP)*
- *Mayor's Economic Development Strategy;*
- *Treasury's draft Financial Capability Strategy;*
- *The Lord Leitch Review of Long Term Skills Needs 'Prosperity for All' in 'the Global Economy: World Class Skills'.*

### Housing Related Policy Drivers Community Development Specific Policy

- *The Hills Review (2007);*
- *Housing Green Paper (CLG 2007); (CLG 2007)*
- *In Business for Neighbourhoods*
- *2006 Neighbourhoods and Communities Strategy*
- *The Housing Corporation's involvement strategic plan, 'People First'*
- *Delivering Change - through Involvement" of May 2007, sets out:*

## Drivers

- *Neighbourhood Renewal Strategy – 2001*
- *'Place-shaping'*
- *Sustainable Communities Act 2007*
- *Improving Opportunity, Strengthening Society Strategy 2005 – first cross-government strategic plan to increase race equality and improve community cohesion*

### 3. Merton Priory Homes Context

#### MPH Resident Profile

Ward	Tenants	Leasehold/ freehold	Total
*Cricket Green	860	447	1307
*Figge's Marsh	814	471	1285
*Ravensbury	857	272	1129
*St Helier	868	148	1016
*Abbey	510	293	803
*Raynes Park	363	321	684
*Colliers Wood	357	194	551
*Lavender Fields	364	147	511
Trinity	210	172	382
Lower Morden	114	260	374
Wimbledon Park	195	129	324
Longthornton	115	122	237
Canons Hill	168	25	193
West Barnes	93	63	156
Village	85	62	147
Merton Park	79	49	128
Dundonald	66	45	111
Hillside	52	56	108
Pollards Hill	35	44	79
Graveney	52	10	62

\* *The 8 wards with the highest number of MPH residents*

**The 2004 Index of Deprivation shows the priority areas in terms of multiple deprivations to be within the following wards:**

- Lavender
- Cricket Green
- Figge's Marsh
- Ravensbury
- St Helier
- Pollards Hill

## **MPH Community and Economic Development Needs**

**Key findings from the stakeholder questionnaire, resident feedback and staff feedback research in November 2009 highlighted the following priorities:**

- Addressing Anti-Social Behaviour
- Enabling people of all ages and from different communities to come together.
- Maintaining and improving the local environment

### **Most important activities**

- 13-19 year olds
- People with disabilities
- Older people

### **3 Issues requiring improvement:**

- Maintenance/ Estates
- Tenant Support
- Community Cohesion/ Community Facilities/ Activities

MPH Community and Economic Development Strategic Plan needs to address the issues highlighted from previous resident and the stakeholder consultations while also taking into account the policy and borough context in which this strategic plan will be delivered.

## **1. Community and Economic Development Strategic Plan**

### **What is Community and Economic Development?**

**Our aim is to;**

“Create sustainable communities bringing people together where they feel safe, proud to live, learn and grow.”

At MPH we believe a holistic approach is needed to develop prosperous, active and sustainable communities. It is about building active communities based on social justice and mutual respect. It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their everyday lives.

**We can achieve this by:**

- Working with people in ways which will help them to have a greater influence over decisions which affect their lives and come together to devise solutions for common issues
- Identify how people relate to the groups and institutions that shape their lives and finding ways in which they can be actively involved in the issues that affect them
- Supporting people to prosper through training/ employment/ business support

**Our objectives:**

- To ensure MPH residents have a strong voice and are involved in all aspects of community and economic development activity as well as overseeing & monitoring the plan
- To ensure children and young people (5-26 years) have access to a range of recreational and learning activities so that they can improve their life chances and develop their life skills thus achieving their maximum potential
- To improve the economic well-being of MPH residents by improving skills and providing routes to employment and financial inclusion
- To improve the local environment so residents feel safe and proud of the area in which they live and where open spaces are utilised for the benefit of the local community and consideration is given to reducing our impact on the environment e.g. community safety, recycling, renewable energy
- To build trust & understanding by creating opportunities for older people and people of different ages, abilities and from different communities to come together, increasing feelings of safety and reducing the fear of crime
- To target key wards with highest number of MPH residents and needs and work in a holistic, integrated way through a neighbourhood approach

## Key Measure of Success of the Plan

- Increase in life chances for MPH residents i.e. skills, employability
- Increased number of local people participating in community and economic development activity
- Deliver a range of projects that:
  - Make a difference to local people
  - Increase partnership work
  - Have a long term approach
  - Utilise a range of funding sources
  - Demonstrate added value

## How we work

### At MPH we will:

- **Involve/Engage/Empower** – ensure residents are at the centre of our work
- **Link** - to Borough & Regional Strategies
- **Learn** - recognising the skills, knowledge and expertise that residents already have
- **Partnership** – engage in partnerships to ensure services are being accessed by MPH residents
- **Networking** - encourage networking and connections between TA's, voluntary and statutory partners
- **Influencing** – influence policies, programmes and initiatives to ensure MPH tenants' needs are addressed
- **Work in neighbourhoods** – empower residents to shape where they live through the development of neighbourhood action plans
- **Diversity & Equality** – challenge existing barriers which prevent MPH residents from accessing projects, services and activities
- **Customer access & support** – provide support to assist MPH representatives develop funding applications i.e. making a business case so they can contribute to the delivery of the strategic plan
- **Evidence Base** – build an evidence base of MPH residents' needs as a platform to seek additional funding and maximise funding opportunities

## **Our Priorities**

**MPH has 6 priorities;**

- **Resident Engagement and Empowerment**
- **Children & Young People**
- **Economic Well-being**
- **Local Environment**
- **Community Cohesion**
- **Neighbourhood Working**

### **Where we work**

Some aspects of the Community and Economic Development Strategic Plan will be delivered to MPH residents throughout the borough while other aspects will be targeted in key neighbourhoods and wards.

**We will target key wards on the basis of:**

- Wards with the highest amount of MPH housing stock
- Wards with the greatest levels of deprivation and needs
- Utilising the evidence of need generated from the findings from the baseline research, stakeholder research

## **Objective 1 – Resident Engagement & Empowerment**

**To ensure MPH residents have a strong voice and are involved in all aspects of community and economic development activity as well as overseeing and monitoring the Plan.**

### ***Resident Engagement & Empowerment - Key Activities***

1. Link to existing MPH residents groups and structures where community and economic development is an issue and support the development and implementation of community and economic development initiatives that address local needs
2. Establish a steering group involving residents to steer and monitor the delivery of MPH Community and Economic Development Strategic Plan
3. Support projects that involve MPH residents in planning and implementation

### ***Outcomes***

- MPH residents actively involved in planning, delivering and monitoring community development activity
- MPH residents believe they can influence decisions in MPH community and economic development

### ***Outputs***

- Number of residents involved in managing and delivering community and economic development activities

## **Objective 2 – Children & Young People**

**To ensure children and young people have access to a range of recreational and learning activities and they can develop their life skills so they can achieve their maximum potential.**

### ***Children & Young People - Key Activities***

1. Develop after-school, weekends and holidays activities that involve and engage children and young people
2. Provide opportunities for young people to develop life-skills, job readiness and build their confidence and skills
3. Develop opportunities for young people to have access to mentoring and personal development programmes
4. Provide a variety of attractive, creative, challenging recreational and educational activities for children and young people. Provide young people with onward support, route-planning, referral and encouragement, enabling them to access further study, work-experience, vocational training and/or employment
5. Develop opportunities to improve the health and well being of children and young people

### ***Outcomes***

- Increase in positive activities available to children and young people
- Increase in life skills for young people
- Increase in onward support provided to young people.

### ***Outputs***

- Number of children and young people's activities delivered
- Number, age, ethnicity, gender of participants
- Numbers of young people gaining accredited qualifications

## **Objective 3–Economic Well-being**

**To support MPH residents to prosper through improving skills, providing routes to employment and improving financial inclusion.**

### ***Economic Well-being - Key Activities***

1. Develop Employment & Training Opportunities for all local residents, including residents with physical, learning, sensory disabilities and/or mental health issues.
2. Ensuring MPH residents have access to appropriate employment, training and education initiatives;
  - Map existing training and employment opportunities across Merton
  - Promote existing training and employment opportunities to MPH residents
  - Support MPH residents to access accredited training
  - Enable MPH residents to access ESOL classes for MPH residents whose first language is not English
  - Explore opportunities with employment and training providers of providing their services to MPH residents in tenants' halls and community centres
  - Link to other service providers in the area who deliver basic skills, e.g. numeracy and literacy, and promote their services to MPH residents
  - Provide information to residents about childcare – what is available/costs/support/quality
3. Provide support to residents to develop social enterprises to meet local need.
4. Use leverage with contractors and partners to develop work experience placements by:
  - Where appropriate, building an employment & training element into new tender documents for MPH contractors. Contractors will be asked to address this and will be scored against it in interviews
  - Develop the provision of work placements for residents with existing contractors
5. Develop volunteering opportunities to engage in a strategic partnership with volunteer agencies and the third sector.
6. Encourage and support volunteering through the work of MPH.
7. Improving Financial Inclusion by:
  - Working with partners to develop credit union services for residents
  - Providing information, support and advice to residents on debt management and financial inclusion initiatives

**Outcomes**

- Increase awareness of and access to training and employment opportunities by MPH residents
- Increase in self confidence, skills and ability of MPH residents to apply for and gain sustainable employment
- Increase the number of MPH residents that have got jobs
- Increase in skills and employment opportunities of MPH residents
- Increased number of MPH residents involved in volunteering

**Outputs**

- Number of MPH residents accessing training
- Number of MPH residents accessing employment
- Number of MPH residents receiving advice
- Number of MPH residents recruited to contractors and sub contractors.
- Number of MPH residents volunteering
- Reduction of number of residents with rent arrears
- Number of residents accessing Credit Union services

## **Objective 4 - Local Environment**

**To improve the local environment so residents feel proud of the area in which they live, where open spaces are utilised for the benefit of the local community and consideration is given to reducing our impact on the environment e.g. recycling, renewable energy etc**

### ***Local Environment - Key Activities***

1. Estate improvements initiatives
2. Recycling awareness projects
3. Environmental projects e.g. clean-up days
4. Food growing initiatives

### ***Outcomes***

- Improved satisfaction by MPH residents with their local environment
- MPH Residents feeling safer and secure

### ***Outputs***

- Number of estate improvement initiatives
- Number of recycling awareness projects
- Number of estate improvement initiatives
- Number of clean-up days

## **Objective 5 – Community Cohesion**

**To build trust & understanding by creating opportunities for older people and people of different ages, abilities and from different communities to come together, increasing feelings of safety and reducing the fear of crime.**

### ***Community Cohesion – Key Activities***

1. Diversionary activities to reduce anti-social behaviour
2. Community safety initiatives
3. Initiatives to address anti-social behaviour
4. Intergenerational initiatives e.g. IT, cookery
5. Interfaith activities
6. Inter-cultural events
7. Activities for disabled people

### ***Outcomes***

- Improved community cohesion
- Local people in key neighbourhoods feel engaged in community activity to improve their area
- Reduction in fear of crime and anti social behaviour
- Improved trust and understanding across ages and communities

### ***Outputs***

- Number of community cohesion activities
- Type of activities (inter-generational/inter-faith/inter- culture/ inter-generational/diversionary/community events)
- Number of people participating

## **Objective 6 – Neighbourhood Working**

**To target key wards with highest number of MPH residents and needs, develop neighbourhood action plans engaging residents to ‘shape where they live’**

### ***Neighbourhood Working - Key Activities***

1. Holistic and integrated neighbourhood plan based on the priority needs of local residents
2. Develop and implement a range of projects in partnership with local agencies and residents

### ***Outcomes***

- Increase in residents engaged in activity to improve their neighbourhoods
- Increase the capacity of local community groups to deliver initiatives to meet local needs
- Increase in the number of people feeling satisfied with where they live

### ***Outputs***

- Number of residents involved in neighbourhood action plan projects
- Number of residents involved in consultation events
- Number of local organisations/groups involved in the design and delivery of neighbourhood action plan projects

## **Delivering the Plan**

MPH Community and Economic Development Strategic Plan identifies a comprehensive range of concrete measures we can deliver that address the needs of MPH residents and the communities they live in.

We understand the challenges related to delivering this kind of strategic plan, particularly in the current economic environment. We recognise the importance that this strategic plan is owned by and implemented across MPH.

We will deliver the Plan through a detailed community and economic development action plan. This will be integrated into key activity across MPH.

**Objectives 1- 5** will be delivered either across Merton and/ or in specific neighbourhoods depending on local needs, local provision and what is most appropriate. Where projects are delivered in neighbourhoods, linkages and local support will need to be established.

**Objective 6** will target key neighbourhoods within wards and adopting a multi-agency approach, develop and deliver a plan over a 2 year period. This will build on existing Neighbourhood Renewal work in the borough.

This strategic plan will be evaluated and measured through the development of a steering group and the MPH Board. Outcomes will be shared with partners through the Local Strategic Partnership (The Merton Partnership)

## Appendix 1 Definition of Terms

- **MPH Resident** – people of all ages who live in MPH properties
- **Financial Inclusion** - is addressing the exclusion that can be defined as the inability of individuals, groups and communities to access and use appropriate and affordable personal, business and organisational financial products and services  
*Source: adapted from the Scottish Executive Financial Inclusion Action Plan*
- **Worklessness** - in its simplest form is used to describe those without work. It can also be deemed as unemployment claimants, those who are out of work and looking for a job; and those who are economically inactive  
*Source; Renewal.net definition*
- **Community Cohesion** - 'Working towards a society in which there is a common vision and sense of belonging by all communities; a society in which the diversity of people's backgrounds and circumstances is appreciated and valued; a society in which similar life opportunities are available to all; and a society in which strong and positive relationships exist and continue to be developed in the workplace, in schools and the wider community  
*Source: Guidance on the Duty to promote Community Cohesion, Department for Children, Schools and Families, 2007*

## Appendix 2

### Policy Context – Summary

#### a. Public Sector Policy Drivers

- *Local Government White Paper* provides local government with a greater focus on citizen, community engagement, a stronger community leadership role from local authorities playing a major role in Public Service Delivery
- *Local Area Agreements (LAAs)*; aim to achieve local solutions that meet local needs while contributing to national priorities and the achievement of standards set by central government
- *Public Service Delivery Agenda*; Central Government is keen to see both Private and Third Sector organisations play an enhanced role in the delivery of public services
- *Government Floor Targets*; set the minimum standard for disadvantaged groups or areas, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability, outcomes between the most deprived areas and the rest of England
- *Efficiency Agenda*; the 2004 Gershon Report identified the opportunity to make £21.5bn of sustainable efficiency gains in the public sector in 2007/8

## **b. Housing Related Policy Drivers**

- *The Hills Review (2007)*; focuses on the future roles of social housing in England. It looks at how to encourage social mobility and develop opportunities, including in the labour market, for people to improve their lives. It highlights the need for reform and indicates that social housing must work better as a platform for the social and economic mobility of its tenants
- *Housing Green Paper (CLG 2007)*; (CLG 2007) recognises that there is significant potential for social landlords to support greater labour market participation among their tenants
- In Business for Neighbourhoods housing associations across England have made a set of promises which shape what housing associations offer for neighbourhoods, customers and around excellence
- 2006 Neighbourhoods and Communities Strategy - underlines Housing Corporation belief that involvement of both residents and wider communities is a crucial part of delivering services
- The Housing Corporation's Involvement Strategy, 'People First Delivering Change - through Involvement' of May 2007 sets out:

The business imperative for involvement;

- Objectives, policy and requirements within the Regulatory Code and Guidance
- Basic building blocks of effective involvement for housing associations
- A new requirement for housing associations to have at least one resident board member
- A menu of additional approaches to involvement, including the widening of housing association involvement activities to include communities

## **c. Community Development Specific Policy Drivers**

- Neighbourhood Renewal Strategy was produced in 2001 with the over-riding principle that within 10 to 20 years no-one should be seriously disadvantaged by where they live. The strategy delivers ways of attacking the root problems of declining areas such as high unemployment, weak economies and poor schools. It uses the power of partnership between sectors forming Local Strategic Partnerships (LSPs) uniting each district's major players from the public, private, community and voluntary sectors to work together for the benefit of the whole community to drive forward change
- 'Place-shaping' is the way in which local players collectively use their influence, powers, creativity and abilities to create attractive, prosperous and safe communities, places where people want to live, work and do business. Local authorities are strategic leaders in place-shaping, responding to residents

ambitions, aspirations and working with partners to deliver relevant services. It is being backed up with:

- A new focus on economic development and economic purpose for communities
  - New statutory arrangements
  - A new local performance framework
  - New architecture for managing place - shaping through local strategic partnerships
  - New institutional arrangements with new ways of working (the Homes and Communities Agency with new requirements for gathering evidence and new measures of success of place-shaping)
- The Sustainable Communities Act 2007 promotes the sustainability of local communities. It is based on the idea that local people know best how to promote sustainability in their area but need central government support. The act provides a channel for local people to ask central government to take action. It also gives councils a means of asking central government to take action to help them to improve the well-being of their area
  - Improving Opportunity, Strengthening Society Strategy 2005 – first cross-government strategy to increase race equality and improve community cohesion. The report sets out the ways in which we are working towards building integration and cohesion, including by creating a shared sense of belonging, tackling racism and extremism, supporting areas experiencing challenges to cohesion and engaging with faith communities

#### **d. Economic Development Drivers**

Employment and training lies at the heart of the Government's plans. Since much employment & training activity aims to remove barriers and give people the ability to participate fully in the labour market and hence society, it links to key government themes around worklessness, helping to address poverty and building sustainable communities.

The Government has also committed itself to creating an "integrated employment system" that firmly connects welfare to work with skills training. By 2011 there will be a "single customer journey" so there is no point at which "job-search ends and up-skilling begins". The Government's main commitments are:

- A universal adult careers and guidance service
- Personal skills accounts for all non-employed individuals
- An entitlement of free training to achieve NVQ level 2
- The offer of literacy, numeracy and language training

There will also be a significant shift in client focus for Jobcentre Plus. The main priorities will be to concentrate increasingly on people who are furthest from the labour market especially those on incapacity

benefits and lone parents. This will involve greater flexibility and a more personalised and responsive service that meets individual requirements such as help with skills, childcare, health needs and financial support.

Changes in Government policy have also resulted in priority being given to claimants of Jobseeker's Allowance who are longer-term unemployed or who face particularly acute barriers to work. Intensive support will be increasingly reserved to those who need it most and a "light touch" system introduced for short term claimants and those who need less help in returning to work. After 12 months unemployment JSA claimants will be referred to specialist return-to-work providers who will be funded on the basis of their results. These providers will be encouraged to offer a highly individualised service and be permitted new flexibilities in the way they deliver their services.

Government policy means that more lone parent claimants will be expected to look for work. Since 2008 it has been mandatory for anyone whose youngest child is 11 years or older to look for work because they will be transferred onto Jobseeker's Allowance. There is a support package for lone parents – including a London-only extra tax credit and more affordable childcare – so they can prepare for a job and be supported whilst in work. During the transition to JSA, lone parent claimants are helped with work focussed interviews and receive a financial premium in return for activity that prepares them for full-time job-search.

#### **e. Economic Development Policy Drivers**

- *Welfare Reform* – simplifies working age benefits by offering two: jobseeker's allowances (JA) for anyone fit to work, and employment and support allowance (ESA) for those unable to work due to medical reasons. People may have to work for their benefits if still claiming JA after two years, but there is also the promise of personalised support to help disabled people into work. Child maintenance payments will no longer be deducted from out-of-work benefits for parents, but those on benefits whose eldest child is 12 or older will be expected to look for work
- *Flexible New Deal* increasing levels of support for JSA claimants. This includes; identifying barriers to finding work, providing help and support needed through a skills health check, a back-to-work action plan, return-to-work provision
- *New Apprenticeship Service* from April 2009. A new National Apprenticeship Service (NAS) has provided a single point of contact for any individual or employer who wants to take up, or offer an apprenticeship
- *The London Skills & Employment Board's (LSEB) Strategy London's Future (2008)*. The LSEB was set up to provide strategic cross-sectoral leadership to improve adult skills and employment in the capital. In July 2008 the LSEB published. 'London's Future', its skills and employment strategy for 2008-

13. Implementation will be led by the Joint Delivery Group - composed of the London Development Agency, Job Centre Plus and the Learning and Skills Council. These partners launched their **Joint Action Plan** of services to help people and businesses affected by the economic downturn on 2 February 2009

- *The London Plan* - sets out an integrated social, economic and environmental framework for the future development of London
- *Mayor's Economic Development Strategy*; supports the development of London's economy, promotes employment, helps people participate in London's economy and supports businesses to be more competitive
- *Treasuries draft Financial Capability Strategy*; sets out plans for a financial advice service to help people on all incomes to manage their money. The need for Housing Associations and other non-profit bodies to be given a prominent role in the service is emphasized
- *London's Economic Recovery Action Plan (ERAP)*. In December 2008 the Mayor published his ERAP, setting out a £3billion package of measures to help London through the economic downturn
- *The Lord Leitch Review of long term skills needs 'Prosperity for All in the Global Economy: World Class Skills'*. This proposes radical change across the whole skills spectrum by: Increasing skill attainments at all levels; routing public funding of vocational skills through Train-to-Gain and Learner Accounts. It also suggests launching a new 'pledge' for employers to voluntarily train more employees at work