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**BUSINESSLDN
GROWTH
COMMISSION**

Foreword

London is one of *the* great global cities. Its resilience, ability to evolve and sheer breadth and depth of marketplace are unmatched around the world. It thrives because it is such an exciting and fun place to live, work, study and visit.

But this success depends on active stewardship and sustained support. London's success and role as an engine of growth for the whole UK cannot be taken for granted. International reputations are hard to build yet easy to lose – global capital is mobile, and other countries are snapping at our heels as the leading destination for foreign investment. London now has the highest and fastest-growing unemployment rate of any UK region. There are challenges around youth unemployment. The city has some of the highest poverty levels once housing costs are considered. And homelessness is on the rise. The capital has gone from leader to laggard on productivity growth. And like the rest of the country, growth in the city is stalling.

The BusinessLDN Growth Commission was born out of a desire to get the capital firmly on the front foot. Playing its full part in driving growth across the UK. Acting as a magnet and a gateway for international investment. Staying ahead as the world's best centre of talent and creativity.

The Commission deliberately focuses on what business leaders know will make a difference. We've emphasised solutions that are actionable now. We've tried to think as politicians would do about ideas that are saleable to voters, whilst not shying away from ideas that would be harder to do politically but would deliver significant impact. Above all, our proposals have a sharp commercial lens, ensuring a focus on growth is not diluted by other objectives.

We don't pretend these are the only solutions in town. The ideas we put forward are predominantly the views of larger employers in the capital. Others are better placed to speak for the entrepreneurial ecosystem that plays such a vital part in London's dynamism. And more generally, if our proposals spur on better ideas, we'll be cheering them on. But with the capital and the country in urgent need of stronger growth, we urge politicians of all colours to embrace the ideas we set out – and unleash London to be a powerful engine of growth for the whole UK.

Helen Gordon
Chair, BusinessLDN Growth Commission

Executive summary

We have a government with a growth mission. A Mayor with a growth plan. And yet growth has stalled.

The BusinessLDN Growth Commission is a private sector plan that sets out practical steps to help the capital unlock its full potential. This matters because London is vital to driving growth across the country and contributes a quarter of the nation's GDP; is deeply interconnected to the whole UK economy; is Britain's global city; and is a significant net contributor to the nation's finances through its tax payments.

In many instances, our engagement with business leaders has highlighted that the direction of travel of the Government's policy intent is correct – such as on planning reform and airport expansion – but the task is to turn that good intent into tangible actions at speed to shift the dial on growth and investment decisions. A case in point is the £53.5bn of private investment in London's global ports, which is the size of the prize that can be unlocked with a supportive policy and regulatory environment, as identified in our recent "Pathway to Delivery" report¹.

The key cross-cutting recommendations of the BusinessLDN Growth Commission include:

- **Actions on tax**, which include a strong dose of "do no harm" by ruling out any further sector-specific taxes across the Industrial Strategy growth sectors; no more valuation shocks on business rates and seeing through the manifesto commitment to replace the business rates system which is increasingly not fit-for-purpose; and introducing an Office for Tax Competitiveness, tasked with analysing the taxes that are holding back jobs and investment relative to our competitors.
- **Speeding up housebuilding**, by accelerating the supply side reforms put in place around planning; maintaining momentum to resource the Building Safety Regulator and ensuring the Emergency Measures for housing designed to ease costs and planning requirements make a difference right now and last for long enough; and delivering well-designed, short-term support on the demand side, including a modernised version of the Help-to-Buy scheme.
- **Winning the narrative that London is a safe city** by tackling crime and perceptions of crime, to ensure these do not act as a deterrent to overseas investors, international students, tourists, and securing major events.

Finally, **London's key competitive advantage is its people.**² Ensuring national and regional initiatives such as the Industrial Strategy, the London Local Skills Improvement Plan (LSIP) and the Mayor's Inclusive Talent Strategy work effectively together to match skills development with the needs of London's high-growth sectors is vital, along with improving mobility and access to talent globally.

¹ Pathway to Delivery, BusinessLDN in association with Arcadis, February 2026

² <https://www.oxfordeconomics.com/global-cities-index/#top-cities>

Our approach

The BusinessLDN Growth Commission brought together leaders from business, culture and academia across the capital to identify barriers holding back the city's economic growth. We have looked at this task through three lenses:

- First, we've focused on the cross-cutting issues that matter to all firms, and where reform will boost investment and improve productivity.
- Second, the foundational issue of housing supply and cost, which for London is critical to retaining talent and maintaining competitiveness.
- And third, we've addressed specific issues in several growth sectors where London has strength in depth and competitive advantage.

This sectoral focus has been informed by the "IS-8" sectors the Government has identified in its Industrial Strategy as having the highest growth potential. We've not considered advanced manufacturing, clean energy and defence – sectors where London is not the focal point – and have added Higher Education given its importance to the London economy. So, the sectors we have looked at are:

- Creative industries
- Digital and technologies
- Financial services
- Higher Education
- Life sciences
- Professional and business services

We undertook desk research, drawing on our in-house policy team's knowledge of the issues in their sectors, complemented by lead Commissioners using their expertise, institutional knowledge and extensive networks to crowdsource ideas from business leaders and stakeholders, as well as submissions and insights from BusinessLDN members. We had a comprehensive call for evidence, which included inputs from groups representing specific sectors. The Commission then considered the key changes in public policy that we believe would make the most difference in each area and identified the lead body best placed to take them forward, splitting our recommendations into:

1. Short-term measures that can be actioned now, purely requiring a policy change and within the existing spending envelope;
2. Medium-term measures that may require some legislative change but can be done within existing spending envelopes; and
3. Long-term measures that require some upfront fiscal investment, but have demonstrable and substantial payback, and unblock growth.

Our proposals reflect BusinessLDN's membership base, typically larger businesses headquartered or with substantial operations in London. We are conscious that there may well be other issues that are important to smaller businesses and other

important regional priorities, such as in the Industrial Strategy sectors that we have not explored. If there are areas where government can better deploy its limited resources and bandwidth for growth, all well and good. Against that backdrop, we offer our recommendations as “no regret actions” for business and Britain.

Cross-cutting measures: investment, productivity and the enabling role of government

Context

UK productivity growth has been weak since the financial crisis and particularly so following the pandemic. Output per hour increased on average by around 2.2% a year between 1971 and the onset of the financial crisis in 2008. Since the start of 2010, it has averaged around 0.5%.³ The most recent picture is even weaker, with output per hour falling slightly since 2023.

It's a similar story on investment, with UK business investment consistently lagging behind G7 peers and ranking 28 out of 31 OECD countries for business investment as a share of GDP.⁴

In London, analysis by Centre for Cities shows that the capital's annual productivity growth is now lagging many other major UK cities. London, of course, is far from a homogenous place, with productivity in the Central Activities Zone much higher than in Outer London.⁵

Economic growth in London is inhibited by a lack of local access to financial mechanisms and tools to meet the city's potential. Despite London government having a good record in managing investments, central government retains de facto authority over modest projects, such as extensions to the Docklands Light Railway, as it controls the purse strings.

Notwithstanding the Government's Devolution Bill and moves to put in place an integrated financial settlement for London that give the Mayor more freedom to prioritise spend from consolidated funding streams, this degree of central control has particularly damaging impacts on London. Whilst true of other city-regions, in the capital high land values could support innovative financing and capable delivery bodies such as Transport for London already exist. So, the boroughs and the Mayor could, if given greater autonomy, work with private investors to deliver greater investment in infrastructure and other development, in turn driving up GDP and productivity.

To address these issues, the BusinessLDN Growth Commission has four central themes to boost investment and productivity:

- Put an end to needless and damaging uncertainty over future policy, with the nascent 10-year infrastructure pipeline an illustration of what 'good' looks like.
- Keep under review our tax system's overall competitiveness and emphasise stability and simplicity in the tax system, with fewer sector-specific tax changes

³ ONS productivity data

⁴ IPPR Rock Bottom: low investment in the UK economy report, 2024; data from OECD national accounts

⁵ The Productivity Institute: <https://lab.productivity.ac.uk/tools/productivity-dashboards/tpi-mca-2025/greater-london/>

and other piecemeal taxes, as these are ultimately more damaging to growth prospects than straightforward increases in general taxation.

- Streamline and simplify sclerotic systems, such as land use planning rules, that suffer from a lack of coordination, create substantial deadweight costs and act as a brake on investment and growth.
- Reduce centralisation, putting London in control of its own destiny, with further devolution – particularly greater fiscal devolution – helping to get projects delivered at speed, more in tune with local need and delivered in a more joined-up way.

These issues, particularly around regulatory agility, the need for streamlined systems and predictable tax policy, are highlighted by the £53.5bn of private investment going into London’s global ports, which is the size of the prize that can be unlocked with the right supporting policy and regulatory environment, as identified in our recent “Pathway to Delivery” report.

Our recommendations, therefore, include measures designed to make tax more competitive, improve delivery across government and unlock the power of local decision-making. Action to address these points would dramatically move the dial on growth across the capital.

Short-term recommendations: measures that can be actioned now, purely requiring a policy change and within the existing spending envelope

1. **Leverage the Growth Mission Board** to improve cross-government coordination and policy alignment to unleash the full potential of key growth sectors. *Lead: Cabinet Office*
2. **Establish an Office for Tax Competitiveness**, tasked with constantly reviewing where UK taxation structures could be refined to boost investment, jobs and growth. Its job would be to identify where the UK is hurting itself by being out of kilter with – or falling behind – other international jurisdictions, publish research and analysis, and put forward recommendations to the Chancellor to inform fiscal decisions. Immediate tasks would include reassessing ‘non-dom’ reforms, VAT-free shopping, the bank levy, stamp duty and supporting the Government’s business rates manifesto commitment. *Lead: HM Treasury*
3. **Provide an immediate boost to investment certainty by ruling out any further sector-specific tax rises for the lifetime of this Parliament** for any of the Industrial Strategy sectors. This will help avoid a chilling effect on investment in the build-up to future Budgets. *Lead: HM Treasury*
4. **Provide the Valuation Office Agency (VOA) with clear direction to ensure a “no-surprises” business rates environment that is conducive to growth and investment.** The changes would include more frequent revaluations and avoiding changes in methodology and rating shocks that have damaged sectors ranging from airports, the cultural industries and serviced office providers in recent years. This should come as a near-term measure before more fundamental reform of

business rates in line with the Government’s manifesto commitment. *Lead: HM Treasury*

5. **Revisit the decision to abolish the ‘non-dom’ tax regime** to reverse the exodus of high-net worth individuals from London. This change has been damaging to multiple sectors, from loss of talent in the professional and financial services sectors, to the creative industries, where the reforms have resulted in the loss of high-net-worth donors. *Lead: HM Treasury*
6. **Set up a London global growth horizon-scanning unit**, tasked with competitor analysis on rival international cities’ policies to encourage jobs, investment and growth. It would inject a sense of insight and urgency to competitiveness pressures and make “action this day” recommendations on how London needs to adapt its own offering – for example, on talent, tax, incentive, cultural and physical infrastructure. In so doing, it would also illustrate where London government lacks agency compared with our competitors. *Lead: Greater London Authority (GLA)*
7. **Introduce a concierge service for all London growth sectors** that takes inspiration from the announcement⁶ of a dedicated single front door for financial services located within the Office for Investment. Aimed at international investors and firms wishing to set up or expand their operations in the UK, the service would provide regulatory assistance and wider business support to ensure a streamlined investor experience. *Lead: Office for Investment and GLA with relevant sector trade bodies*
8. **Boost investor confidence by committing to avoid making any further retrospective changes to contracts with the private sector**; in recent times, a growing tendency towards this has negatively affected investor sentiment and increased the cost of future investment to the taxpayer. *Lead: Cabinet Office*
9. **Make greater use of development corporations** – national, mayoral or locally-designated – to allow temporary use of planning, compulsory purchase powers and other policy tools to speed up development. *Lead: HM Treasury and GLA*
10. **Extend the use of temporary or specific planning designations** such as “Opportunity Areas” or “International Centre” status within the London Plan to assist in delivering new developments. *Lead: GLA*
11. **Step up the pace of regulatory responsiveness** when the Government accepts in principle and there is a consensus. It has taken a decade of local campaigning for Transport for London to get the powers to regulate pedicabs, partly as this required primary legislation and parliamentary time, even though virtually no one supported the unregulated market. Making better use of legislative vehicles, such as a regular London Bill in Parliament, could boost legislative and regulatory agility; or better still, provide greater devolution of such regulatory powers. *Lead: Cabinet Office and GLA*

⁶ <https://www.gov.uk/government/organisations/office-for-investment-financial-services/about>

12. **Ensure the UK adopts a proportionate, risk-based approach to international visitor and transit visas**, including expanding transit without visa arrangements and reducing administrative and cost burdens for low-risk markets. Align UK visa policy more closely with competitor hubs to maintain London's attractiveness as a global business destination. *Lead: Home Office*
13. **Expand eGate eligibility to additional trusted countries and traveller cohorts**, supported by biometric and data-sharing agreements to improve the visitor experience, support growth in the visitor economy and enhance the UK's reputation as open for business. *Lead: Home Office*
14. **Restart and deliver the Single Trade Window**, enabling businesses to submit all import, export and transit data through a single, fully digital platform, with pre-arrival clearance and AI-enabled risk assessment. This would boost trade through UK ports and airports, support exporters, lower costs and in turn reduce prices for consumers. *Lead: HMRC*

Medium-term recommendations: measures that may require some legislative change but can be done within existing spending envelopes

1. **Fulfil the Government's manifesto commitment to replace the business rates system.** The Government's manifesto rightly said that the "current business rates system disincentivises investment, creates uncertainty and places an undue burden on our high streets. In England, Labour will replace the business rates system, so we can raise the same revenue but in a fairer way. This new system will level the playing field between the high street and online giants, better incentivise investment, tackle empty properties and support entrepreneurship." *Lead: HM Treasury*
2. **Make it easier to introduce area-specific tax increment finance arrangements**, such as those that partially funded the Northern Line Extension to Battersea through retention of taxes from development enabled by the extension. This would reassure the Mayor and/or boroughs that planning permissions and development lead to additional tax yields, which can be held locally for, say, 25 years to help pay for infrastructure. *Lead: HM Treasury and GLA*
3. **Encourage greater flexibility and co-operation across London's geographic boundaries**, for example by exploring ideas such as those put forward by the Heart of London Business Alliance (HOLBA) business improvement district to develop a new West End International Centre (WEIC) geography that is recognised in the London Plan and Westminster City Plan and which captures the actual economic footprint of the West End ecosystem of culture, entertainment, retail, hospitality, and creative industries. *Lead: GLA*
4. **Deliver further reforms to increase the flow, boost investability and speed up delivery of infrastructure projects**, building on the good progress made by the Government on its Infrastructure Pipeline. Ways to do this include:

- Handing Mayors new powers to fast-track key projects through deeming them Regionally Significant Infrastructure Projects⁷ *Lead: Cabinet Office/MHCLG*
 - Making smart use of the National Wealth Fund and National Housing Bank to underpin projects so that they qualify as investment grade, and in doing so, enable institutional investors to invest more in UK projects. *Lead: HM Treasury*
 - Encouraging early private sector engagement on proposed infrastructure projects designed to unlock greater commercial as well as social value for communities from public assets. *Lead: NISTA*
- 5. Build greater flexibility into the new Growth and Skills Levy to enable anchor institutions and local clusters of firms to pool multi-year levy funds to invest in skills capital expenditure**, such as the development of new further education (FE) college facilities. As just one example, this approach could help with the development of Stansted Airport College to help develop the workforce linked to the London Stansted Airport cluster and associated supply chain. *Lead: Department for Education/HM Treasury*

Long-term recommendations: measures that require some upfront fiscal investment, but have demonstrable and substantial payback and unblock growth

1. Create better incentives for pro-investment policies at the local level.

Reforms include:

- **Introducing a significant element of business rates (or its successor tax) retention for local authorities**, coupled with offsetting year one reductions in grants, so that they have an incentive to take politically challenging decisions in the short term, knowing that they reap the benefits, through increased tax receipts, of adopting pro-investment and pro-growth policies over time. *Lead: HM Treasury*
- **Give London-level government the ability to introduce Tax Increment Finance (TIF), Land Value Capture (LVC) and Enterprise Zone (EZ) schemes** with appropriate prudential governance oversight, rather than requiring approval on a case-by-case basis from HM Treasury. Examples of where this could be deployed include infrastructure projects, such as the Bakerloo Line extension, which would deliver major boosts to housing. This would build on the medium-term proposal above designed to make it easier to introduce area-specific TIF schemes. *Lead: HM Treasury*

2. Extend full capital expensing to reflect the needs of today's London economy by including intangible assets such as software, digital and AI licences, and by allowing full expensing of build costs on brownfield housing delivery so that

⁷ PIC report 'Reservoir Underdogs': <https://www.pensioncorporation.com/news-insights/insights/2025/reservoir-underdogs-unlocking-regulatory-challenges-delivering-new-reservoirs>

developers can fully expense their build costs in the same way as other capital investment is treated for tax purposes. *Lead: HM Treasury*

3. **Announce a roadmap to scrap stamp duty on share transactions to improve the attractiveness of the UK as a place to list** and invest in a move that would pay for itself over the medium term⁸ and which builds on the three-year stamp duty holiday announced in Budget 2025 for newly listed companies. *Lead: HM Treasury*
4. **Reduce friction with major trading partners**, including using the UK/EU reset to help with ease of trade and ease of mobility in sectors where London acts as a global hub to service global markets. *Lead: Cabinet Office*

⁸ Oxera study for Centre for Policy Studies: Stamp Duty on Shares – analysis of its economic impact and the benefits of its abolition: <https://cps.org.uk/wp-content/uploads/2024/03/Oxera-Stamp-Duty-analysis-February-2024.pdf>

Foundational sector: housing

Context

The housing market in London is close to standstill, with very low levels of new build starts. Notwithstanding significant political focus, and with London set a target of building 88,000 new homes per year over the next decade, just 5,891 homes started construction last year. New housing construction per 1,000 residents is 0.58 in London, compared with 2.35 in New York and 5.27 in Paris.⁹

The challenges facing the market are well known, with high construction costs and an uncertain regulatory environment affecting supply and affordability constraints affecting demand. On the demand side, the *need* for new homes is high, but *demand* is low: even if housebuilders build at their lowest price point, these homes are still beyond the reach of too many Londoners.

The Government is delivering welcome supply-side reforms, both in terms of easing planning rules¹⁰ and – along with the Mayor – introducing emergency measures¹¹ that include a time-limited planning route and provide temporary levy relief for developers, designed to kick-start the market.

The challenge is that planning reforms will take time to come to fruition, and the emergency measures, whilst helpful and directionally correct, are still to take effect and are not sufficient in quantum or duration to significantly shift the dial.

Our recommendations, therefore, include measures to get the market moving in the near term and proposals to add certainty and avoid exacerbating the cyclical nature of the market in the long run.

Short-term recommendations: measures that can be actioned now, purely requiring a policy change and within the existing spending envelope

- 1. Ensure the Emergency Measures have a catalytic impact and are in place for sufficient time to deliver a step-change in housing delivery.** The Government and Mayor should rework the existing Fast Track Route through the current London Plan review process to allow a lower affordable housing threshold, while maintaining Community Infrastructure Levy (CIL) or in-kind relief, and remove late-stage review requirements to avoid unrealistic timelines and the uncertainty associated with any clawback mechanism. The temporary measures should also be in place for longer than two years, ideally extending to five years. *Lead: MHCLG and GLA*
- 2. Pause and review the introduction of the Building Safety Levy to avoid jeopardising housing delivery,** not least because the sector has already made

⁹ FT, How London unwittingly killed housebuilding, 13 Feb 2026

¹⁰ <https://www.gov.uk/government/news/landmark-planning-and-infrastructure-bill-becomes-law>

¹¹ <https://www.gov.uk/government/news/new-measures-announced-to-ramp-up-housebuilding-in-london>

c.£6bn worth of additional building safety commitments¹². The current timeline for the introduction of the levy risks neutralising the benefits that the Emergency Measures are seeking to introduce, particularly in respect of CIL relief. *Lead: HM Treasury*

- 3. Continue to improve the efficiency of the Building Safety Regulator (BSR) to reduce bottlenecks in the system.** While there has been welcome progress in alleviating the challenges experienced at the “gateway 2” stage of the building control process, attention must now focus on reducing the pinch point at “gateway 3”, which is financially critical for developers who cannot get approval for the occupation of their completed developments. Similarly, while discussions are underway with developers, the promised clarity and guidance on the staged approval process must be expedited to enable some early construction works to take place whilst going through a sequenced approval of non-critical works. *Lead: MHCLG*
- 4. Delegate full sign-off authority for London’s Social and Affordable Homes (SAHP) programme allocations to the Greater London Authority (GLA)** and, in doing so, shave 2–3 months off the current assumed 2026–2036 affordable homes programme approval timeline. This measure would speed up the delivery of new social and affordable homes, as currently bidders put proposals to the GLA, which will assess them, but they are then sent to MHCLG, where they will be reassessed *Lead: MHCLG*
- 5. Ensure the revised London Plan goes further to encourage the additional contribution that both small sites and densification of suburbs** could make towards increasing London’s housing supply. *Lead: GLA*
- 6. Level the playing field for Build to Rent (BTR) schemes that are unable to access grant funding under the new emergency measures proposals.** BTR investors deliver intermediate affordable housing, in the form of Discounted Market Rent (DMR), but those operators if they don’t have a subsidiary For-Profit Registered Provider (FPRP) or are not an Investment Partner cannot apply for grant funding as set out in the measures. This places BTR schemes at a disadvantage. If grant cannot be applied for, then BTR schemes following the requirements of Policy H11 as set out in the London Plan should therefore be subject to a lower affordable housing threshold. The percentage should be equivalent to the level that would be achieved if grant were available, ensuring that BTR can compete on a level playing field with for-sale housing. *Lead: GLA*
- 7. Deliver targeted, well-designed, short-term support on the demand side** to stimulate transactions, which will in turn support housebuilding. We acknowledge this will have short-term fiscal implications, but it is included as a short-term measure given the urgent need to kick-start the market. And over the long term,

¹² <https://www.hbf.co.uk/policy/campaigns-and-initiatives/building-safety-discussions-with-government-on-remediation/hbf-explains-bsl/>

the previous version of Help-to-Buy was net positive for the Exchequer.¹³ Measures should include a mix of:

- **A modernised version of the Help-to-Buy scheme** to help with the sales rate of new properties to get the market moving. *Lead: HM Treasury informed by GLA*
- **Temporary reductions on Stamp Duty Land Tax for first-time buyers** – for example, a decrease in the 5% rate on £300k to £500k and raising the ceiling on relief from £500k to £600k so it better reflects the London market. *Lead: HM Treasury*
- **Reduce the Stamp Duty Land Tax surcharge for domestic and international purchasers**, who are vital to the “off-plan” sales market that enables high-density developments to proceed. *Lead: HM Treasury*

Medium-term recommendations: measures that may require some legislative change but can be done within existing spending envelopes

1. **Automatically reimburse planning applicants’ reasonable costs following a successful appeal** to reduce the number of planning applications that are being rejected by local authority planning committees, even when they are in keeping with the relevant local plan and there is an officer recommendation to approve. *Lead: MHCLG*
2. **Accelerate implementation of existing government budget commitments to strengthen planning services** within local planning authorities and improve capacity, building on the work between government and the GLA to set up ATLAS London (the Advisory Team for Large Applications). Without robust and well-resourced local planning authorities, the system risks being unable to process enough permissions to boost housing supply and meet the 1.5 million homes target. *Lead: MHCLG*
3. **Introduce a new class of Permitted Development Rights (PDR) for temporary accommodation**, to support faster and smoother delivery of urgently needed homes which meet a base standard of quality, helping to move more people out of less suitable temporary homes and B&Bs sooner. *Lead: GLA and local authorities*
4. **Adapt legislation to enable housing-led projects over a certain number of units and tenure mix the option to be treated as a Nationally Significant Infrastructure Project**, which has the potential to notably accelerate large-scale housing delivery. *Lead: MHCLG*

¹³ Home Builders Federation report “Payback Time”, November 2025 <https://www.hbf.co.uk/research-insight/payback-time/>

Long-term recommendations: measures that require some upfront fiscal investment, but have demonstrable and substantial payback and unblock growth

- 1. Allow full expensing of build costs on brownfield housing delivery** so that these costs are treated like other capital expenditure for tax purposes, as proposed in the cross-cutting investment reforms above. Brownfield development is usually complex and expensive, yet it often generates high social value and can provide the mix of homes that can command public support. Developers should be able to fully expense their build costs for tax purposes in the same way as other capital investment. *Lead: HM Treasury*
- 2. Embrace more Tax Increment Financing (TIF) style funding** to provide the upfront infrastructure investment that can unlock further housing development, as advocated in the cross-cutting government enablers section above. *Lead: HM Treasury*

Creative Industries

Context

London's creative industries generate £62bn for the economy each year¹⁴ and account for one in five jobs in the capital. The creative industries span a wide range of activity, including film, TV, visual and performing arts, animation, fashion and design, museums and galleries. Across the UK, the sector grew at four times the rate of the wider economy between 2023 and 2024, and is broadly equivalent in size to the automotive, life sciences, and oil and gas industries combined.

The sector matters to London in many ways. The creative industries make a significant direct economic contribution to London's economy; they add to London's allure and are a major factor in why people visit the capital; and they are fundamental to London's ecosystem and key to attracting people to live and work in the capital. Finally, the creative industries are a powerful force for shared identity, place-making, social cohesion, health and wellbeing.

Against this successful backdrop, the creative industries are facing significant cost pressures from policy changes, including increases in National Insurance contributions, the Statutory Living Wage and business rates. The sector has been dealing with funding cuts to the arts¹⁵ and cultural industries as well as the loss of 'non-doms' from the London marketplace who have historically been major benefactors to the arts. Ongoing cost-of-living pressures are weighing on consumer leisure spend, and plans for an overnight visitor levy in the capital will add to the tax burden on visitors from at home and abroad.

To build on our strengths and address these challenges, our proposed measures include policy changes to attract more domestic and international visitors; to make it easier for artists to move around the European Union; and to address some of the cross-cutting issues that affect all sectors of the economy – notably the cost of housing, business rates, access to skills and tackling perceptions of crime.

Short-term recommendations: measures that can be actioned now, purely requiring a policy change and within the existing spending envelope

- 1. Embed the Department for Culture, Media and Sport's (DCMS) Culture and Heritage Capital Framework (CHC) as supplementary guidance to the HM Treasury Green Book, to ensure proper weight to assessments of public investment in our culture.** The CHC provides a way of recognising, measuring and valuing our cultural assets. It therefore allows public capital investment in cultural projects to be assessed on a par with other forms of public investment – and recognised as a vital part of the UK's growth strategy. *Lead: HM Treasury and DCMS*

¹⁴ DCMS Sectors Economic Estimates: Regional Gross Value Added 2023

¹⁵ <https://www.london.gov.uk/who-we-are/what-london-assembly-does/questions-mayor/find-an-answer/cuts-arts-funding-london-2>

2. **Re-double efforts to secure easier movement of artists via a Cultural Touring Agreement with the EU to attract the best artistic talent to London.** Nurturing and attracting the best artistic talent to London is a key driver of growth by drawing people, inspiration and ideas to the capital. The absence of easy movement of artists between the UK and the EU has made this more challenging. Successful artists need to be able to tour without undue friction, and our venues should be able to draw in the world’s best talent without complicated entrance and visa requirements. A Cultural Touring Agreement with the European Union would support this and provide a reciprocal freedom of movement agreement for all creatives whose work requires short-term travel within the EU.
Lead: Home Office
3. **Ensure changes under the Digital Markets, Competition and Consumers Act are fit for purpose for the cultural sector.** The Government is proposing to introduce secondary legislation to amend subscription contracts under the Digital Markets, Competition and Consumer Act (DMCCA). The proposed changes – particularly the extended cooling-off period – would incentivise abuse of membership schemes and would create significant legal, financial and administrative challenges. *Lead: Department for Business and Trade*

Medium-term recommendations: measures that may require some legislative change but can be done within existing spending envelopes

1. **If the Visitor Levy goes ahead, ensure it is spent effectively to boost tourism.** If the Government proceeds with proposals to introduce a Visitor Levy, in the face of a challenging economic backdrop for the hospitality and leisure sector, any revenues generated in London must be focused on promoting growth in tourism, with levy-collectors having a meaningful say over how the revenues are spent. *Lead: MHCLG/GLA*

Long-term recommendations: measures that require some upfront fiscal investment, but have demonstrable and substantial payback and unblock growth

1. **Restore VAT-free shopping for international visitors to boost the attractiveness of the UK for international tourists.** A broad ecosystem, including hotels, restaurants, museums and theatres, as well as retailers, would benefit from the restoration of VAT-free shopping for international visitors, as is the case for cities across the EU. Other countries currently view the UK position as a source of competitive advantage and a “win” for them. This is a prime example of the sort of issue the Office for Tax Competitiveness would address. As a minimum, we urge the Chancellor to order a further review of the full impact of tax-free shopping based on research that shows the additional foreign visitor spending would offer a considerable boost to the UK tourism and wider economy, sustaining over 78,000 jobs and £4.1bn in GDP.¹⁶ *Lead: HM Treasury*
2. **Revisit the change in methodology used to calculate business rates for museums and cultural institutions to avoid punitive charges on the sector.** In

¹⁶ Oxford Economics, May 2023, “The impact of tax free shopping in the UK”

advance of delivering on the manifesto commitment to replace the business rates system, the Government should reverse a decision to shift from using the “contractor’s method” (based on the cost of rebuilding the museum) to an approach more closely based on a “receipts and expenditure method” (based on a hypothetical assumption on whether the museum could make a net surplus) in how it calculates business rates for museums and cultural institutions. Left unchecked, this change in approach will reduce investment in London’s world-leading museums and cultural institutions, most of which receive public funding through a combination of DCMS, Arts Council England and the GLA. *Lead: HM Treasury*

Digital and technologies

Context

Fast, secure and reliable digital connectivity is essential to underpin economic growth and realise the productivity gains expected from AI. Because of this, mobile and fixed communications networks are now critical national infrastructure.

As well as digital being a vital enabling industry, London is a leading global tech hub. The digital and technologies sector makes a big economic contribution, adding some £64bn¹⁷ to the capital's economy and being a source of 589,000 high-quality jobs.

The wider sector benefits from the capital's rich and diverse talent pool, its world-class universities and its reputation as a magnet for global talent – with a significant number of founders born outside the UK.

London's digital infrastructure is being constrained by regulatory frameworks that create uncertainty, weaken investment incentives and reduce the pace of delivery required to support growth. To address these challenges, our proposed measures include: changes to the planning system to accelerate digital infrastructure roll-out; reducing energy cost challenges; and addressing some of the cross-cutting issues that affect all sectors of the economy, especially on skills.

Short-term recommendations: measures that can be actioned now, purely requiring a policy change and within the existing spending envelope

- 1. Ensure the London plan reflects the modern-day needs of digital infrastructure** so that borough planning decisions actively protect and support mobile and fixed connectivity, and to establish a clear London-wide expectation that development should maintain or improve existing connectivity where network assets are affected. *Lead: GLA*
- 2. Provide early notice of redevelopment proposals** and proactively work with network operators to secure replacement sites where network infrastructure can be located to maintain and improve coverage and resilience in the local area. *Lead: London boroughs*
- 3. Improve mapping of city-level data on fibre coverage in London**, to identify gaps and to enable network companies to plan more efficiently. *Lead: GLA*

Medium-term recommendations: measures that may require some legislative change but can be done within existing spending envelopes

- 1. Put in place a national, pro-connectivity planning regime** by updating the National Planning Policy Framework (NPPF) to require planning decisions to maintain or improve connectivity and network resilience; expanding Permitted Development Rights (PDRs) to allow upgrading, sharing and modernisation of

¹⁷ ONS GVA data, Information and Communication sector, 2023

existing mobile and fixed infrastructure without full planning applications; and strengthening planning rules so developers must engage with network operators before submitting applications that could affect existing network infrastructure and streamlining the street works approvals process. *Lead: MHCLG*

2. **Make use of public assets to support shared infrastructure solutions in high-demand areas** such as transport hubs, commercial centres and regeneration zones to improve capacity and resilience. *Lead: GLA working with the London Office of Technology and Innovation (LOTI)*
3. **Reduce energy cost barriers to investing in resilient digital infrastructure**, including through: actions to reduce the electricity charges on “always-on” digital infrastructure; using the Power Purchase Agreements (PPA) review to ease policy and environmental levies; and by supporting targeted energy-cost measures for “always-on” digital infrastructure within future London and national energy initiatives. *Lead: Department for Energy Security and Net Zero*
4. **Boost AI-driven services and next-generation connectivity by modernising net neutrality rules**, to support key sectors including finance, transport and healthcare, which rely on time-critical digital services, by modernising the 2016 open internet rules with a clearer Ofcom-led framework that protects the open internet while enabling innovation, including services such as “network slicing” to optimise the network for end users. *Lead: Ofcom*

Long-term recommendations: measures that require some upfront fiscal investment, but have demonstrable and substantial payback and unblock growth

1. **Help build a stronger digital infrastructure workforce to support long-term growth and resilience** through a set of coordinated actions to:
 - **Recognise digital infrastructure as a strategic skills priority** and work with industry to identify current and future workforce gaps across telecoms, data centres and AI-enabled networks. *Lead: Department for Education/GLA*
 - **Ensure apprentice levy reforms support high-quality shorter technical training and mid-career reskilling**, particularly in network engineering and digital infrastructure roles. *Lead: HM Treasury/Department for Education*
 - **Strengthen tech and digital career paths** through better education-industry alignment, prioritising digital infrastructure and network engineering within London’s skills and employment programmes, and through developing a GLA-led partnership with industry and further-education providers to pilot practical training programmes that broaden participation. *Lead: GLA*

Financial services

Context

The financial services sector is a source of high-value jobs, generates significant economic output and is a major contributor to the nation's finances through taxation. The sector contributed £139.5bn to London's economy, over a quarter of overall London real GVA¹⁸ and accounts for around 15% of the capital's jobs.

It also acts as a magnet for related professional and legal services that are in London because of the scale of financial services institutions, businesses and clients. And more broadly, the sector provides the capital and liquidity that fuels the rest of the economy.

Yet despite London ranking as one of only two truly global financial centres – alongside New York – it faces increasing global competition and must continuously evolve to maintain its leading position. Lots of positive work to secure London's global leadership is underway, with strong inputs from the City of London, The London Stock Exchange and others, including on capital market reforms and the financial services and competitiveness strategy.

To enhance further London's competitive position, our proposed measures include: tackling the cost of compliance relative to other European financial centres; making it easier for institutions to navigate the London marketplace, particularly for those from developing or mid-tier economies; as well as addressing some of the cross-cutting issues which affect all sectors of the economy, notably tax and regulation.

Short-term recommendations: measures that can be actioned now, purely requiring a policy change and within the existing spending envelope

- 1. Speed up the deployment of insights gained from sandboxes, regulatory sprints and public-private partnership forums** around innovative areas such as digital assets and AI so that they translate into tangible actions and initiatives to remove barriers and support growth. *Lead: HM Treasury/Financial Conduct Authority*
- 2. Enhance the short-term business mobility system**, designed to allow overseas businesses to send workers to the UK for temporary assignments, including facilitating intra-company transfers, so that businesses can bring in overseas employees for short-term projects without navigating a full work visa process. *Lead: Home Office*

¹⁸ The City, Enabling growth across the UK, 2025

Medium-term recommendations: measures that may require some legislative change but can be done within existing spending envelopes

- 1. Promote, accelerate and expand the Digital Securities Sandbox** to help with the digitalisation of capital markets, particularly the application of distributed ledger technology (DLT) such as blockchain and tokenisation of securities to help move from often manual, administrative processes to smart contracts. This technology can unlock growth in capital markets and the wider economy, attracting inward investment and fostering the creation and expansion of new fintech companies. *Lead: Bank of England*
- 2. Help fintech start-ups to scale and established financial services firms to increase efficiency and innovation** by developing a National AI Financing Strategy to attract investment and simplifying listing rules to attract investment in AI and energy projects. *Lead: HM Treasury*
- 3. Maintain the momentum on initiatives to promote retail investing** through increased financial education, access to advice and simplifying incentives for non-professional, non-institutional investors. This will boost domestic capital markets, reduce reliance on overseas capital and improve the financial resilience of UK households. *Lead: HM Treasury*
- 4. Accelerate the review of the capital framework for regulated financial services firms**, which is designed to ensure that capital requirements are calibrated appropriately, so that the final proposals enable UK firms to be globally competitive and have the right capital incentives to support growth through lending, while maintaining financial stability. *Lead: Bank of England*
- 5. Maintain a strong leadership presence in global financial regulation in the face of geopolitical turbulence**, through the collaborative efforts of HM Treasury, the Bank of England, the Prudential Regulation Authority and the Financial Conduct Authority on the international stage. This active participation in global standard-setting bodies will maintain and enhance the UK's position as a leading global financial centre in an era of rising geopolitical tensions. Cross-border standard-setting, regulatory cooperation and supervisory collaboration are more vital than ever, given the global nature of market developments, such as the use of AI and innovation in digital assets, which necessitate a coordinated international regulatory response. *Lead: HM Treasury/Bank of England*

Long-term recommendations: measures that require some upfront fiscal investment, but have demonstrable and substantial payback and unblock growth

- 1. Phase out the bank surcharge and the bank levy** so that banks are taxed in the same way as other corporates and in line with other international financial centers, to maintain London's international competitiveness. *Lead: HM Treasury*

2. **Put in place the right supporting environment to help financial services firms embrace technologies** such as AI, data analytics and distributed ledger technology to maintain international competitiveness and drive economic growth. The test will be the extent to which investment in these technologies is flowing to the UK as opposed to other markets. Policy measures include creating the right conditions to encourage investment in quantum computing infrastructure, while addressing associated cyber risks by implementing the Regulatory Horizons Council's recommendations. *Lead: HM Treasury*

3. **Provide government support, sponsorship and role-modelling of use cases for digital identity and digital assets.** This will help to build trust by establishing them as a means of engaging with government for payments and services. In turn, this will help take cost, friction and risk out of the system and will attract new business to the UK. And in the longer term, it will help reduce fraud and economic crime, as well as increase digital inclusion. *Lead: Cabinet Office*

Higher Education

Context

London is rare in having such a range and variety of universities. It is home to over 40 institutions¹⁹ and over 430,000 students.²⁰ Universities in London contribute around £14.8bn in GVA to the UK economy.²¹

Having “London” in the brand is a powerful pull and competitive advantage in terms of attracting international students, which in turn brings soft power benefits to London and the UK. The Mayor’s ambition to make London the best city in the world for Higher Education reflects this, and working together to collectively market and sell the London sizzle is important to ongoing success.

The sector plays a part in London’s growth mission in multiple ways. Universities are big businesses, significant employers and the UK’s sixth largest service exporter. They develop the underlying talent that supports the rest of the economy. They provide world-class research and discovery to the broader economy. And they create companies, acting as innovation hubs and a source of start-ups and spin-out businesses.

While many of London’s Higher Education Institutions are forecasting bullish growth in the coming years, others are facing financial challenges. On the demand side, in the domestic student market, institutions are largely fighting for market share, and the underlying issue is the impact of fees not having kept pace with costs over time. The growth opportunity is for international students. On the cost side, challenges include payroll pressures, which more than offset the recent rise in domestic tuition fees, uncertainty around proposed funding reforms – including those tied to skills policy, such as the Lifelong Learning Entitlement – and an increased regulatory burden.

To build on our strengths and address these challenges, our proposed measures include increasing certainty over future funding and addressing some of the cross-cutting issues which affect all sectors of the economy, notably perceptions of London as a safe city and the cost of housing – with falling occupancy suggesting that price is increasingly an issue for student housing.

Short-term recommendations: measures that can be actioned now, purely requiring a policy change and within the existing spending envelope

- 1. Give greater clarity on the major announced funding reforms** on apprenticeships, the lifelong learning entitlement and knowledge transfer funding to enable Higher and Further Education institutions to plan and invest with greater confidence and certainty. This is important for the sector, given that the

¹⁹ <https://www.timeshighereducation.com/student/best-universities/best-universities-london>

²⁰ <https://www.universitiesuk.ac.uk/sites/default/files/field/downloads/2024-07/generating-growth-and-opportunity-london-07-24.pdf>

²¹ <https://www.universitiesuk.ac.uk/sites/default/files/field/downloads/2023-09/LE-UUK-Economic-Impact-of-UK-HEIs.pdf>

Government is such a significant determinant of overall funding. *Lead: Department for Education*

- 2. Remove international students from net migration figures** to avoid it becoming an annual flashpoint and avoid fuelling perceptions amongst international students that London is becoming a less welcoming place. Research²² shows that international students are not a priority for immigration restrictions. There are international examples of this reform, with Canada treating overseas students as “non-permanent residents”, and Australia viewing them as “temporary entrants”. *Lead: Home Office*
- 3. Review the University Subject Level funding so that it better reflects Industrial Strategy priority sectors**, to link skills supply with London’s high-growth opportunities and to sustain those areas where London has an industrial competitive advantage. *Lead: Department for Education*
- 4. Ensure the revised London Plan supports the development of more Purpose-Built Student Accommodation (PBSA) in London** by setting clear guidance for local authorities to encourage more of these schemes to come forward, thereby increasing overall housing supply in the capital and diversifying London’s housing stock. *Lead: GLA*

Medium-term recommendations: measures that may require some legislative change but can be done within existing spending envelopes

- 1. Adopt a place-based focus on fixing barriers to growth by using convening powers to get relevant institutions to lean in and resolve problems.** Examples would include ensuring public transport stops in the right places and resolving energy power constraints that are putting a brake on the growth of innovation areas such as the West Tech development launched by Imperial, UCL on the Olympic Park and others across the capital. *Lead: GLA*
- 2. Remove legislative restrictions to give universities, especially post-92 universities, greater freedom to switch from the Teachers’ Pension Scheme to the Universities Superannuation Scheme** to level the playing field for recruiting and employing academics. Provide government backing and “air cover” for the move to avoid changes at individual institutions becoming flashpoints. *Lead: Department for Education*

Long-term recommendations: measures that require some upfront fiscal investment, but have demonstrable and substantial payback and unblock growth

- 1. Bring back the Local Skills Improvement Fund** to support universities’ ability to create new courses that deliver against the skills priorities identified through the Local Skills Improvement Plan. This would include investment in facilities, equipment and staff training. *Lead: Department for Education*

²² <https://www.britishfuture.org/public-supports-immigration-from-international-students-finds-new-study/>

2. **Accelerate plans for high-quality careers advice, including an all-ages London Careers Service** by releasing the funds required to help Londoners navigate current and emerging training offers, such as apprenticeship units, and ensure they are supported to enter priority, high-growth sectors. *Lead: GLA*
3. **Introduce a tax credit mechanism for employers to incentivise a significant step-up in training for their employees**, as the pace of change and need for continual re-skilling ramps up in an era of AI. *Lead: HM Treasury*

Life sciences

Context

London's ecosystem of world-class universities, global pharmaceutical companies and health research institutes makes it a world leader for life sciences, third behind only Boston and New York. With around 3,500 life sciences firms in London, turning over close to £34bn a year, and employing around 57,000 people,²³ the sector is a strong source of economic growth. It also provides wider societal benefits such as high-quality jobs and better health outcomes. Yet, these strengths notwithstanding, the UK lags the United States in terms of risk appetite, slower procurement and its ability to commercialise opportunities.

To build on our strengths and address these challenges, our proposed measures include: embracing modern regulatory approaches to speed up the approval of drug trials; increasing the attractiveness of the UK market by enhancing access to the NHS; and addressing some of the cross-cutting issues which affect all sectors of the economy, notably the cost of housing for staff, the speed and flexibility of the planning system and skills availability.

Short-term recommendations: measures that can be actioned now, purely requiring a policy change and within the existing spending envelope

- 1. Better market the UK's R&D tax credit** so that its scope and benefits are widely understood nationally and especially internationally to further attract global life sciences to London and the UK. *Lead: Department for Business and Trade*
- 2. Boost the supply of talent and skills into London's life sciences sector by:**
 - **Fast-tracking immigration routes for science and innovation roles** by accelerating Skilled Worker, Global Talent and Investor visa processing. *Lead: Home Office*
 - **Prioritising workforce programmes to support priority technology areas** to accelerate cluster growth and those skills needed by the life sciences sector. *Lead: GLA through the Inclusive Talent Strategy*
 - **Running a global campaign to attract returning alumni** from London Universities specialising in life sciences disciplines with a "now's the time to come back" initiative. *Lead: GLA and universities*

Medium-term recommendations: measures that may require some legislative change but can be done within existing spending envelopes

- 1. Embrace "platform regulation" to speed up approving drug trials**, so that only the modified components of new drugs that share a common backbone need

²³ MedCity "A thriving commercial ecosystem" https://lifescience.london/a-thriving-commercial-ecosystem?utm_source=chatgpt.com

approval, rather than every element requiring authorisation from scratch. *Lead: MHRA*

2. **Make London and the UK a more compelling destination for life sciences companies by enhancing access to the NHS.** Put in place the necessary governance to ensure trusted, high-quality access to data, patients and clinicians, all of which can ultimately support better innovation and health outcomes. *Lead: Department of Health and Social Care*
3. **Remove the cap in Higher Education Innovation Funding for universities to maximise their potential,** enabling institutions to further accelerate growth in their “innovation engine” role with active leadership in translation, commercialisation and cluster development. *Lead: Department for Education*
4. **Ensure sufficient priority housing schemes to attract and retain key staff** required for clinical trials, research and innovation adoption. *Lead: GLA*

Long-term recommendations: measures that require some upfront fiscal investment, but have demonstrable and substantial payback and unblock growth

1. **Use medicine drug pricing to better incentivise locating of critical and large-scale “Phase 3” clinical trials in London and the UK,** as is the case in other markets such as Germany. *Lead: HM Treasury/Department of Health and Social Care*

Professional and Business Services

Context

The professional and business services sector is a significant source of high-value jobs, generates significant economic output totalling some £77bn in GVA²⁴ and is a major contributor to the nation's finances through taxation.

The knowledge that such high-quality and wide-ranging professional and business services expertise exists across the capital is a major pull factor for firms choosing to invest and locate here, with London offering world-class expertise across accountancy, consultancy, legal, engineering and infrastructure services, amongst others.

London's continuing success in professional and business services depends in large part on its continuing ability to attract global talent and to service international markets from London.

To build on our strengths and address these challenges, our proposed measures include: stepping up international promotion of the sector; improving mobility of talent and increasing market access to service the global marketplace; and addressing some of the cross-cutting issues that affect all sectors of the economy, notably tax and skills.

Short-term recommendations: measures that can be actioned now, purely requiring a policy change and within the existing spending envelope

- 1. Strengthen the focus on professional and business services in trade and investment promotion efforts** nationally and at a London level to secure more inbound investment and to help the sector win more business overseas. Learn from international best practice and inextricably linking trade and diplomatic activity, as is the case, for example, with Dutch and French trade delegations. *Lead: Department for Business and Trade*
- 2. Better align business and professional services with the Higher and Further Education sectors to develop more industry-relevant skills**, which should include ensuring that curricula keep pace with the skill sets required, given the rapidly evolving role of technology and AI across the sector. *Lead: BusinessLDN and the GLA through the London LSIP*

Medium-term recommendations: measures that may require some legislative change but can be done within existing spending envelopes

- 1. Improve inbound and outbound access for London's professional and business services firms to service the global marketplace.** Measures that would make a difference include:

²⁴ ONS sector / region breakdown of GVA, 2023

- Removing **barriers to overseas market access** for professional and business services firms. *Lead: Department for Business and Trade*
 - Placing a stronger emphasis on **mutual recognition of professional qualifications** through ongoing trade negotiations. *Lead: Department for Business and Trade*
 - Negotiating improved **mobility provisions** for professionals working across the professional and business services sectors. *Lead: Department for Business and Trade*
 - Protecting **cross-border data flows** critical to modern service delivery in the professional and business services sectors. *Lead: DSIT*
2. **Address the current shortages of premium office space in London**, including through supportive London Plan policies and by ensuring that “retrofit first” policies are not “retrofit only” in practice. The GLA should have a single policy that encourages retrofit, rather than having 33 different policies across the boroughs, to drive greater pragmatism and a focus on outcomes. *Lead: GLA.*

Long-term recommendations: measures that require some upfront fiscal investment, but have demonstrable and substantial payback and unblock growth

1. **Review recent policy decisions on rises in corporation tax rates and the removal of ‘non-dom’ status** to re-assert the attractiveness of London as a global hub for international professional and business services firms and one where they locate their best international talent, as part of our proposed work for the Office for Tax Competitiveness. *Lead: HM Treasury*
2. **Develop targeted support for reskilling and upskilling**, especially in AI, digital, data and skills that align with the current and future skill needs of the sector to ensure London maintains its position as the leading talent hub for professional and business services. *Lead: GLA*
3. **Continue to deploy political capital in setting international professional and regulatory standards** so that London and the UK maintain their position and reputation as a global leader in the face of turbulent geopolitics. *Lead: Department for Business and Trade*

The Commissioners and contributors

The BusinessLDN Growth Commission has been led and informed by 11 expert commissioners:



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The Commission has also been supported by Neelam Patel, Chair of the NHS Health Research Authority, who has led our life sciences work. Suchitra Nair, Partner at Deloitte, has played a leading role in shaping the financial services workstream. And

Glyn Gaskarth, thought leadership and external affairs at PIC, has lent his expertise on infrastructure and investment issues.

Whilst the work of the BusinessLDN Growth Commission has been informed by all the Commissioners, the totality of the paper does not necessarily reflect the views of the individuals or their organisations.

BusinessLDN wishes to thank the many individuals, stakeholders and over 100 firms who submitted ideas and contributed to the work of the BusinessLDN Growth Commission.

Our mission

AT BUSINESSLDN, OUR MISSION IS TO MAKE LONDON THE BEST CITY IN THE WORLD IN WHICH TO DO BUSINESS, WORKING WITH AND FOR THE WHOLE UK.

We work to deliver the bigger picture, campaigning to tackle today's challenges and to secure the future promise of London.

We harness the power of our members, from sectors that span the economy, to shape the future of the capital so Londoners thrive and businesses prosper. We support business to succeed—locally, nationally, globally. We link up with other cities around the UK, to ensure the capital supports a thriving country.

We campaigned for the creation of the office of London Mayor and Transport for London, for the Elizabeth Line, for congestion charging, and we incubated Teach First.

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