



**LONDON RESEARCH  
& POLICY PARTNERSHIP**

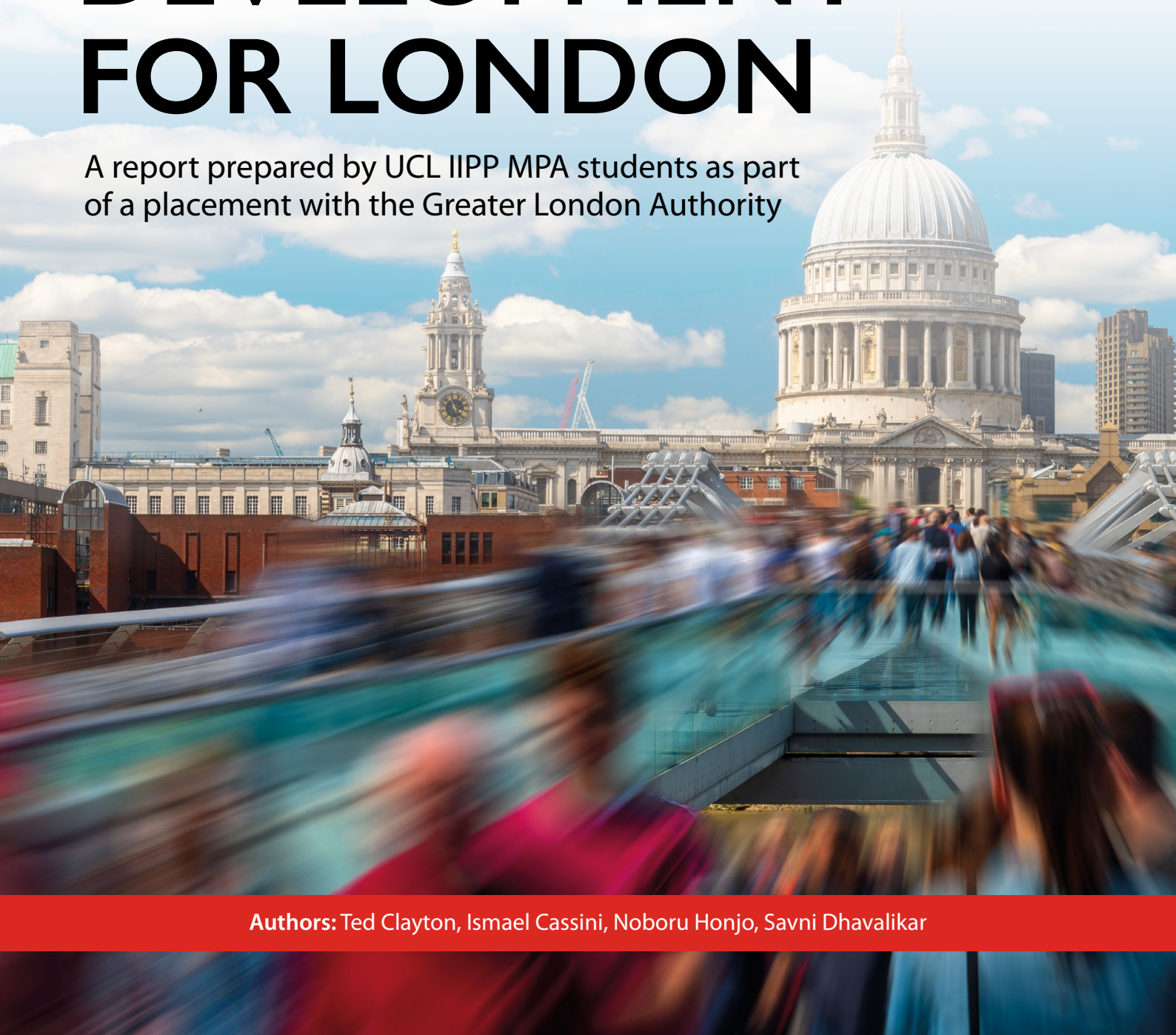


MAYOR OF LONDON



# SUSTAINABLE PLACE-BASED DEVELOPMENT FOR LONDON

A report prepared by UCL IIPP MPA students as part  
of a placement with the Greater London Authority



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This report is part of a student placement research project conducted through UCL's Institute for Innovation and Public Purpose (IIPP). The project explores how the Greater London Authority (GLA) can collaborate with universities and other sectors to promote sustainable, place-based economic development in London, with the Royal Docks chosen as the case study.

## CONTEXT

The Greater London Authority (GLA) is developing a Growth Plan for London that will set out how the Mayor can boost economic growth, job creation, productivity, and investment into the capital, in collaboration with leaders from across the public, private, and civil society sectors. Despite London's position as a global leader in finance, technology, and life sciences, significant challenges remain. These include disparities in distribution of economic benefits across different groups of Londoners and areas of the city, as well as the underutilization of the full potential of Higher Education Institutions' assets, resources, and roles in driving innovation and local economic growth. Additionally, many universities who have strong connections to their local community do not receive as much Research and Development (R&D) funding as Russell Group universities.

Whilst partnerships between universities and business to stimulate innovation are well established, there is no evolved model for a public-sector-led, place-based systems approach to R&D and inclusive innovation, which maximises public value alongside commercial success.

Based on this premise, the student research team set out to investigate the following question:

**How can the GLA work with universities and other sectors to drive inclusive, sustainable place-based economic development in London, using the Royal Docks as an example in this study?**

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## APPROACH

The brief focused on research within the jurisdiction of three GLA teams and partnerships: the Economic Development and Programmes Unit, the London Research and Policy Partnership, and the Royal Docks Team. The findings of the report are drawn from: qualitative research, stakeholder interviews with academics, GLA, and business/anchor institution representatives, desktop research and international case studies associated with mission-driven innovation at the local level, urban regeneration projects with a particular focus on waterfronts, and place-based innovation projects involving multiple stakeholders.

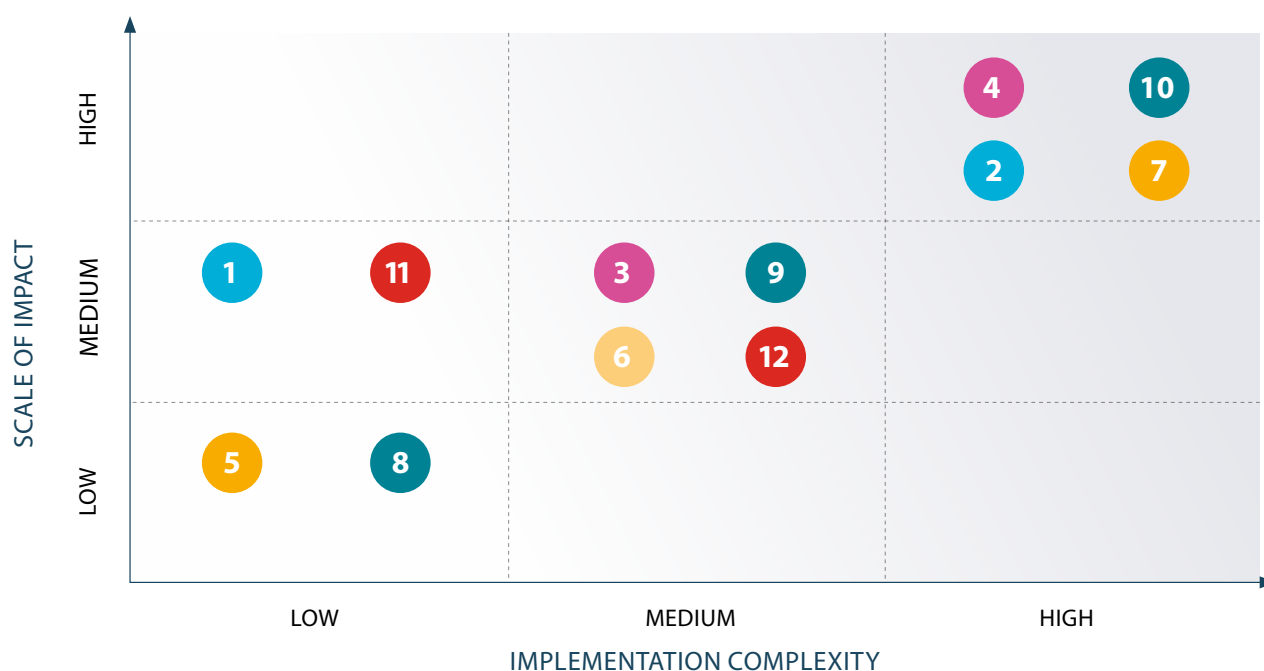


## SUMMARY OF FINDINGS

The research team synthesised key takeaways from each data source to draw five major findings and corresponding policy recommendations, summarised in the table below:

	FINDINGS				
	A more cohesive narrative is needed to drive sustainable development	The GLA has a portfolio of levers to promote sustainable economic development	Community engagement is needed in a place-based industrial strategy	Organisational silos within the GLA are a significant barrier to policymaking	Trust and confidence are critical to the GLA's relationships with universities and businesses
	1 Publish Areas of Research Interest (ARIs)	3 Align economic growth models with the next central government's agenda	5 Conduct a comprehensive diagnosis of the Royal Dock's innovation ecosystem	8 Create an organisational chart	11 Use Memorandums of Understanding (MOUs) to build trust with the tertiary sector
	2 Formulate missions in the Royal Docks	4 Embed conditionalities into procurement contracts	6 Include co-designing workshops with communities from early stages	9 Convene regular cross-team meetings for specific projects	12 Leverage convening power to promote a green technology cluster in the Royal Docks
			7 Create participatory governance structures to guide sustainable development	10 Restructure team in accordance with missions	

## POLICY IMPACT/IMPLEMENTATION TRADE-OFF



**Figure 1.** The recommendations mapped against the 'Policy Impact/Implementation Trade-Off' table ranging from low impact/low complexity in the bottom left to high impact/high complexity in the top right, to demonstrate the inherent trade-off between the complexity of implementation and the impact of interventions.

## FIND OUT MORE

The London Research and Policy Partnership aims to build long-term, sustainable relationships between academic researchers and policymakers, sharing knowledge and skills and other resources to tackle some of the capital's biggest challenges.

The Royal Docks Team is a multi-disciplinary team that brings together officers from across the Greater London Authority, the London Borough of Newham and the London Economic Action Partnership.

The Economic Development and Programmes Unit (EDPU), Greater London Authority, is responsible for delivering the Mayor's commitment to create new jobs, support businesses and grow London's economy in a fair, inclusive and sustainable way.

[london.ac.uk/research/london-research-policy-partnership](http://london.ac.uk/research/london-research-policy-partnership)

[royaldocks.london](http://royaldocks.london)

[london.gov.uk](http://london.gov.uk)

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