

# GREATER LONDON AUTHORITY

## REQUEST FOR MAYORAL DECISION – MD2077

### Title: ERDF Funding Agreement for Better Futures Project

#### Executive Summary:

- The Environment Team (via the Sustainable Development Team) have applied for and been granted match funding from the European Regional Development Fund (ERDF) as a contribution towards the Better Future project, which will support the business incubator phase of the creation of a Cleantech Cluster for London.
- The Project will deliver advice and support to Greater London Small and Medium Enterprises (SMEs) that have developed low carbon and clean technologies with the aim of helping them to test and verify the Cleantech products and services, grow their businesses and bring their products to market.
- The project will look to stimulate innovation activity in 100 London based SMEs who are in the low carbon sector or have the potential to deliver new low carbon solutions to the market; support 50 enterprises to develop innovations which have the potential to save green-house gas emissions; stimulate collaborations between 20 SMEs and research institutions leading to new low carbon product or service development; support 25 enterprises to design, develop and introduce new products to the firm; and trial up to 10 new innovations, with the potential to save 1000MTCO<sub>2</sub>e.
- The ERDF has approved £1,647,044 for the Better Future Partnership. The 'Better Future' consortium and project will be co-ordinated by the GLA, and delivered by a partnership of experts from public and private sector organisations in London. ERDF requires 50% match funding. The GLA will provide £206,194 match funding (mainly as staff time) with the remaining match funding being provided by project partners, including £28,414 from Old Oak Park Royal Development Corporation.
- The project also helps to contribute to various mayoral manifesto commitments including: Establish a tech talent pipeline and develop a city wide STEM strategy; Diversification of London's economic base including manufacturing; Commit London to an ambitious target of becoming a zero carbon city by 2050; Work in partnership with industry to deliver skills, infrastructure and growth to achieve economic fairness and inclusion.

#### Decision:

That the Mayor:

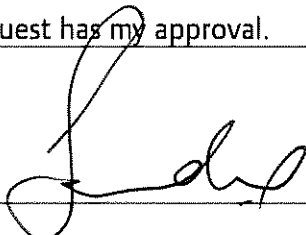
- Approves expenditure of up to £1,647,044 to establish the creation of the Better Future Project. The European Regional Development Fund will fund 50% of the costs £823,522. The remaining 50% match funding will be £206,194 from the GLA and £617,328 from project partners.
- Delegate authority to the Executive Director of Development, Economy and Environment, to sign the funding agreement and to agree and execute changes to the delivery of the programme within the above budget envelope.

#### Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision, and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:

25/4/12

## **PART I – NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR**

### **Decision required – supporting report**

#### **1. Introduction and background**

##### **ERDF Background**

- 1.1 The Environment team have applied for and been offered European Regional Development Funding (ERDF) to deliver the Better Future (BF) Project, which will aim to support the delivery of mayoral programmes and priorities including:
- the Mayor's Economic Development Strategy; and
  - the Mayor's London Environment Strategies.
- 1.2 ERDF is used to tackle regional disparities across Europe. The ERDF supports regional development through actions such as business innovation, support and regeneration.
- 1.3 The ERDF Programme is overseen by the ERDF Local Management Committee (LMC), chaired by the Mayor of London for the GLA (which acts as agent for Department of Communities and Local Government (DCLG) in this regard). The LMC is responsible for considering and approving the criteria for selecting the projects financed under the programme. The GLA acting through the Mayor of London is responsible for the programme strategy, approving recommendations for awarding funding and chairing the London ERDF LMC. Based within the structures of the GLA which acts on London ERDF matters as agent for DCLG, the European Programmes Management Unit (EPMU) undertakes the overall programme management, project appraisal, payment and monitoring roles, and acts as secretariat for the LMC (again on behalf of DCLG). The following should be noted:
- The GLA is following exactly the same application and contract confirmation procedure that others follow, and EPMU have applied the same selection criteria;
  - Although EPMU are situated in the GLA, protocols have been put in place to prevent any conflicts of interest arising in this regard and DCLG and the European Commission are content that the GLA be awarded funding. ERDF rules allow 'intermediary bodies' (which permits the GLA to act as agent for the DCLG in relation to the London share of ERDF) to manage ERDF funding for a region.
  - EPMU systems are subject to audit, including audits by DCLG, which may include a review of an application submitted by the GLA; and
  - ERDF 2007-2013 programme has been awarded previously under the London Development Agency.
- 1.4 The vision for the London ERDF Operational Programme is to: "promote sustainable, environmentally efficient growth, capitalising on London's innovation and knowledge resources with a focus on promoting social inclusion through extending economic opportunities to communities, in areas where this is most needed".
- 1.5 The BF project is in line with, "Priority Axis 4: Supporting the Shift Towards a Low Carbon Economy in All Sectors".
- 1.6 Since the EU referendum central Government has guaranteed ERDF funding for the next three years. In addition a final funding call was announced in December 2016 which has also been guaranteed by central Government.

##### **GLA Bid Proposal – Better Future**

- 1.7 Current growth rates indicate that the low-carbon and environmental sector in London will be £40bn by 2020 and £53bn in 2025, creating 40,000 new jobs. In 2014/15 the sector comprised Sales: £30.4bn; Employment 192,416; Companies 10,900 with an annual growth rate of 6% ref: London's Low Carbon Market snapshot 2015.

1.8 The Mayor of London has a number of manifesto commitments and priorities that support the growth of the low carbon sector in London:

- Commit London to an ambitious target of becoming a zero carbon city by 2050;
- Establish a tech talent pipeline and develop a city wide STEM strategy; and
- Work in partnership with industry to deliver skills, infrastructure and growth.

1.9 This reflects the raft of legislation, policy and environmental targets set by the GLA and national government as well as the drive to decarbonise the global economy. These targets are often not attached to distinct pathways and technologies, which leaves a great deal of flexibility and scope for entrepreneurs to develop new products, services and ideas which can be used to meet them.

1.10 The Mayor of London has already set a series of ambitious targets for the capital, for carbon reduction, delivering decentralised energy, improving energy efficiency, reducing emissions from transport and tightening waste targets. The carbon reduction target is a major ambition (and a real challenge). Consistent with that the Old Oak Park Royal Development Corporation (OPDC) is looking to drive forward the low carbon agenda as part of its overarching strategic direction as will be set out in its local plan and will create the market place for low carbon technologies and services that Innovative Low Carbon Enterprises (ILCEs) can take advantage of.

## **Delivery Partners**

1.11 The Delivery Partners were selected based on their experience and track record, ability to deliver the required activities and the fit of their match funding and future plans. All Delivery Partners have confirmed their match funding or are in the process of confirming their match funding to the project which includes delivery, staff time and other committed revenue expenditure. Delivery Partners are:

- GLA
- The Old Oak Park Royal Development Corporation (OPDC)
- Sustainable Bridges (SB)
- Imperial College London (IC)
- Imperial Consultants (ICON)
- Haringey Council as a Strategic Partner to explore opportunities and links to their Built Environment Innovation hub

1.12 Grant funding agreements or Service Level Agreements will be put in place between the GLA as Lead Partner and all Delivery Partners detailing roles and responsibilities, outputs and governance of the provision of funding and projects prior to project commencement.

## **2. Objectives and expected outcomes**

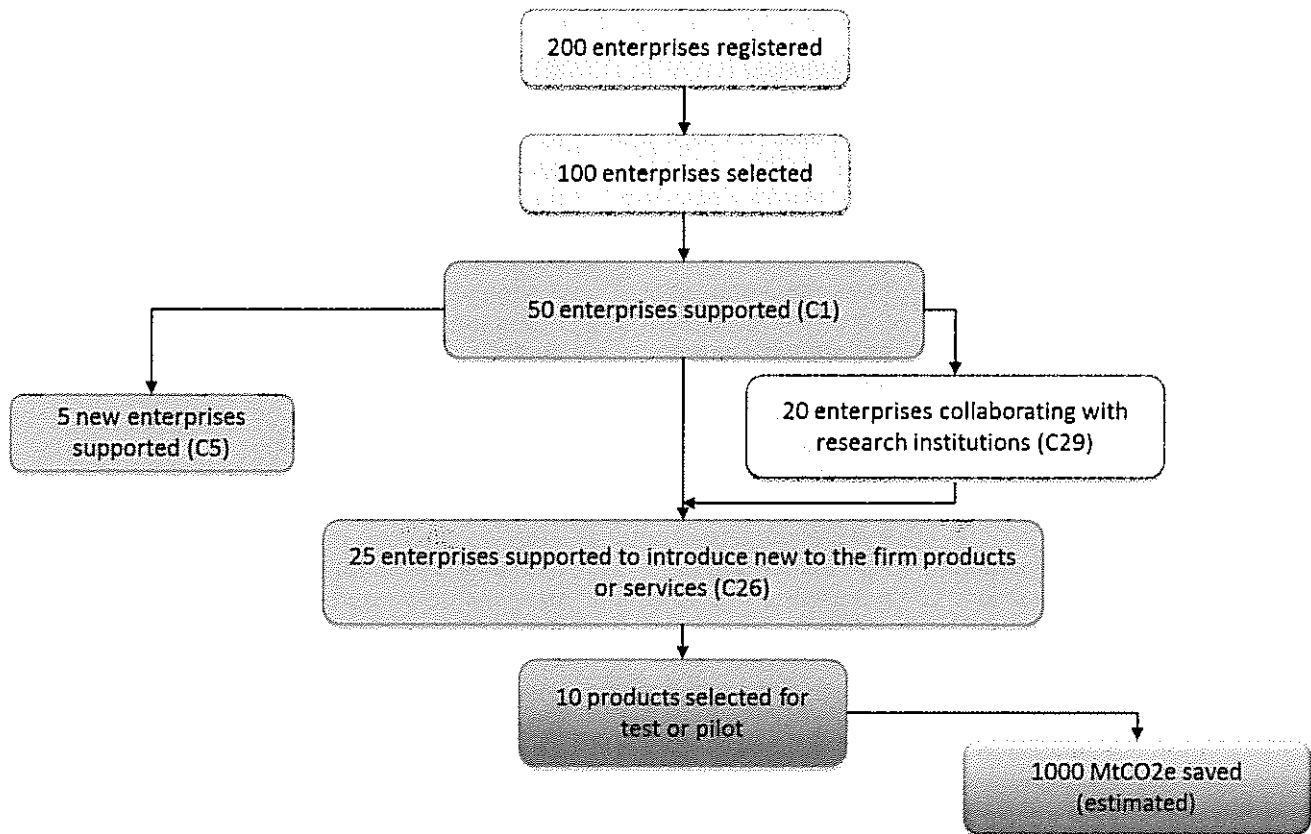
2.1 The Better Future objectives directly respond to the investment priorities of London's European Structural Investment Fund (ESIF) strategy (which ERDF is part of) and the specific requirements of the Low Carbon call – 4f promoting research and innovation in, and adoption of, low carbon technologies by increasing the number of firms in the low carbon sector who are innovation active and to increase the adoption of new low carbon technologies in the capital. The project aims to stimulate innovation in London's ILCEs providing both physical and direct support to help them innovate and bring new ideas to market; delivering growth for their business and jobs for London. It will provide:

- Resident ILCE support, which includes both the physical incubation spaces and tailored technical and business development support; and
- Non-resident ILCE support, which provides technical and business development support only.

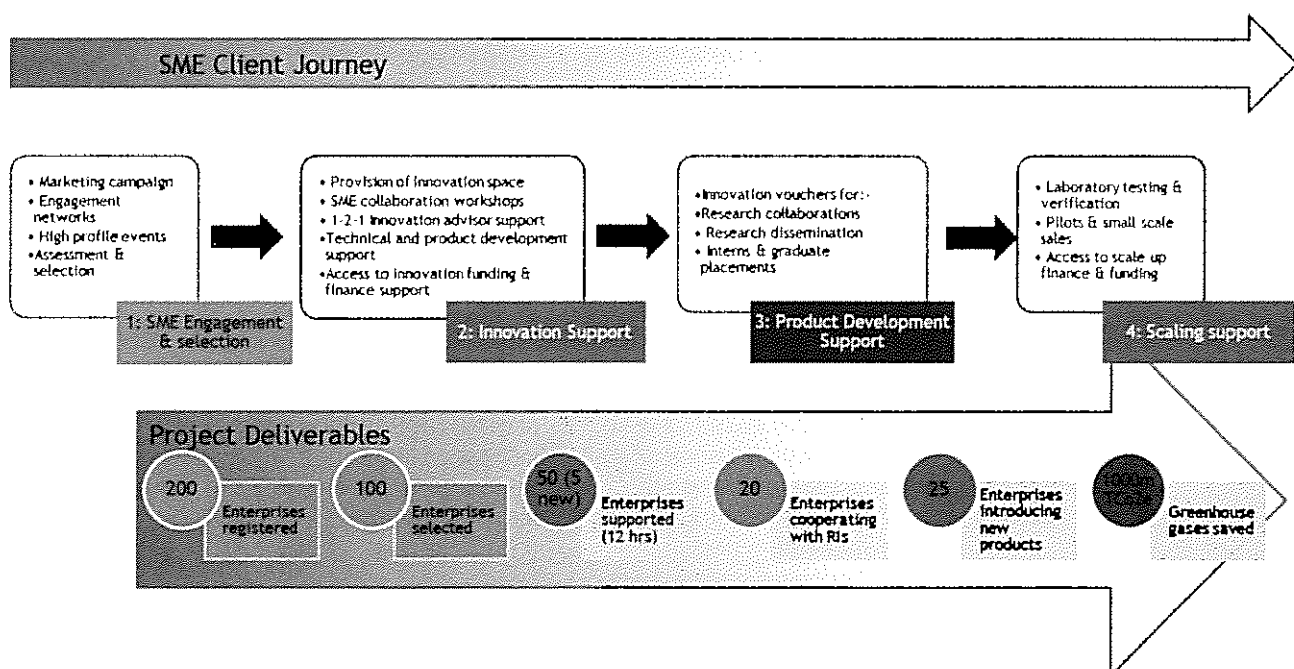
The project will focus on addressing the following market failure:

- The poor success rate of ILCEs achieving business growth and innovation through investment and sales.
- 2.2 Project success will be judged against delivering technically viable and carbon saving technologies with high growth potential. In addition the project will assess the efficacy of co-locating ILCEs at an incubation hub with 'on-tap' access to technical and business development support, compared to distributed ILCEs with scheduled access to technical and business development support. This and the data on the cost base for such support will be used to develop a sustainable business model for how London can best support low-carbon ILCEs into the early stages of business growth and provide the blueprint for a further hub at the OPDC location in the future or other suitable locations in London e.g. London Borough of Haringey.
  - 2.3 Our delivery model provides a unique approach to fostering innovation – building on peer to peer support through co-location in a single space coupled with access to industry leading support organisations to help drive ideas through the technology development curve. At the heart of our methodology is our approach to partnership working, bringing the best combination of organisations together to create a unique offering for London's ILCEs. This approach has led us to create the following key elements:
  - 2.4 The most significant impediment to the development of the low-carbon sector in London occurs when young, innovative low-carbon enterprises try to grow (Green Means Business, London Sustainable Development Commission, 2014 [http://www.londonsdc.org/documents/LSDC\\_GreenMeansBusiness.pdf](http://www.londonsdc.org/documents/LSDC_GreenMeansBusiness.pdf)). This failure in the low-carbon innovation pipeline means that London's growth rate in the sector is 6% compared to a global growth rate of 11%. Ref: <https://newclimateeconomy.report/The NewClimateEconomyReport.pdf>
  - 2.5 Based on the Better futures Partners experience we are proposing a system of support for new innovative low-carbon enterprises to help overcome the barriers to growth. The Better Futures project aims to stimulate technological innovation in London's SMEs by providing managed co-working space and tailored innovation support. Innovative low carbon enterprises will be supported by leading industry and research partners to develop new innovations and bring them to market, delivering growth for their business and jobs for London.
  - 2.6 The Better Futures project will provide managed co-working space and tailored innovation support to improve the success rate and speed of new low-carbon enterprises seeking to achieve growth. The project will bring Delivery Partners' extensive technical and business expertise to help low-carbon enterprises to optimise prototypes for the market and develop their business for growth investment. The project will work intensively with 50 enterprises, delivering CO<sub>2</sub> reductions and job growth. The experience of running the hub will be used to develop a scaled, sustainable model for such hubs as a key component of developing a Cleantech Cluster in London. The output logic model and delivery model are described in the diagrams below.

## Better Futures – Output logic chain



## Better Futures - Delivery Model



2.7 The following table details each element of the delivery journey, who will be responsible for delivery and how it will result in the desired outcomes:

Stage	Lead	Key Activities	Description	Benefits	Outputs / Results
<b>1.0 Marketing &amp; Engagement of SMEs</b>	GLA	1.1 Marketing campaign - networks, social media	Marketing will be undertaken through pre-existing SME channels and networks including: Sustainable Bridges, Climate KIC, BusinessGreen, and Carbon Trust. Initial engagement events designed to interest SMES -including Mayor's Low Carbon Entrepreneurial Competition.	By building on trusted relationships and existing networks, the partners are more likely to find and engage with target beneficiaries who have real potential to deliver new products for the sector.	<b>200+ Enterprises registered with the project.</b>  Registration captured through website sign up to news and information or by attendance at events.
	SB	1.2 Engagement, assessment & Sign up - a) virtual support b) physical incubation support	Initial engagement and sign up of SME to programme - qualification of need: virtual support or co-location in an incubation hub. SME to sign agreement to proceed.	Initial qualification of SME company status, idea and need by project partners. Either a phone call or face to face conversation. Determines suitability for project and sifts out those who are ineligible at an early stage.	<b>100 enterprises signed up to</b> commence support leading to either C1: enterprises assisted And / or C26: enterprises collaborating with research institutions  Company to sign an initial MOU to agree to participate in project.
<b>2.0 Innovation Support</b>	SB	2.1 Provision of Innovation space	Provision of office & workshop space at Sustainable Bridges. Access to workshops & technician. (Note – incubation centre costs and rental income are excluded from the project activities).  Partnership sourcing and feasibility assessment of additional Incubation site in OPDC area.	Co-location at Sustainable Bridges will support collaboration, access to support and stimulate collaborative ideas.  Model to be tested as a precursor to further site at other Cleantech city locations across London.	Delivery of enterprise support outcomes:  <b>C1 – 50 enterprises assisted</b>  <b>C5 – 5 new enterprises supported</b>
	SB	2.2 Innovation Advisor support for product development	Innovation Advisor: In depth assessment of Innovation needs, then 1-2-1 support and advice to drive SME through their innovation plan.	Clearly articulated action plan for SME to follow plus independent mentor / advisor to support them through the process.	
	SB	2.3 SME collaboration events & workshops	Technical dissemination events & masterclass workshops on specific topics relevant to tenants. Networking & peer to	Peer to peer support provides a trusted environment to generate new ideas and work through issues on current projects. The collaborative	

			peer collaboration events designed to stimulate new product ideas.	approach at Sustainable Bridges drives potential synergies between businesses located there.	
	SB	2.4 Technical Innovation Support	Provision of specific technical support to assist new product development: a) Workshop b) Design & technical advice	Innovation support delivered by in house SB experts including access to workshop technicians, design, IT and marketing support.	
	SB	2.5 Support to access innovation funding & finance	Provision of specific support to assist access to funding for new product development: a) grant finding b) application writing & tender support.	Sustainable Bridges have specific expertise in raising innovation funding and finance for SMEs and will bring this experience to support target beneficiaries source funding to develop their ideas.	
3.0 Product Development Support	ICON/ IC	Product development support - prototyping & testing	Support for new product development - access to specialist equipment & workshops at IC for prototyping and testing	Access to prototyping and development equipment will remove the barriers to SMEs developing their ideas to the next stage of technology readiness.	Delivery of Research collaboration outputs: <b>C26: 20 Enterprises collaborating with research institutions</b>
	ICON/ IC	Tech specific new research Dissemination of research	Collaborations with SMEs for new research and development projects. Dissemination of R&D research to benefit SMEs	New research activity between SMEs and research establishments will lead to new innovations and acceleration of the design process for current ideas.	
	IC	Internships & graduate recruitment	Intern placements and new recruitment to support growing SMEs and development of new products.	Lack of good quality personnel and time to recruit is often a barrier to SMEs progressing innovation projects. Access to design and engineering graduates will provide a talent injection into their businesses.	
4.0 Scaling Support	ICON /GLA	Testing of new products	Use of partner testing facilities for initial product functionality.  GHG savings generated by products will be tested and calculated using an independent 3 <sup>rd</sup> party assessment organisation.	Imperial College will provide testing and facilities which will validate SME designs and provide essential data to support access for additional innovation finance and potential sales to the market. The GLA will hold a budget for GHG calculation services (to be procured) in order to calculate likely GHG savings arising from each new product developed,	The combination of all stage 2 & 3 activities will support a number of enterprises to introduce new products to the firm and or market, captured at varying levels of technology readiness from 3-9.  <b>This project will deliver:</b>  <b>C29 – 25 enterprises supported to introduce new to the firm products.</b>
	GLA / ICON	Small scale sales & pilots	Support for SMEs to achieve initial sales and / or proving pilots with customers.  SMEs will benefit from	By providing access to potential markets for the SME innovations, the project will help accelerate the adoption and implementation of new	

			access to partner networks which will: a) Provide connections for next stage finance and funding (SB) b) Challenge competitions run by OPDC and GLA project c) Corporate and Public sector potential clients (GLA)	products into the market. This will directly lead to business growth and jobs in London.	
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### 3. Equality comments

3.1 Due to systemic barriers that some groups face, SMEs do not always realise their full potential. In terms of targeting high growth potential SMEs, the project will seek to engage and support:

- Black, Asian and Minority Ethnic (BAME), women and disabled groups who own and run low carbon sector businesses or have the potential to develop innovations to support that market.
- BAME, women and disabled groups who may not view themselves within the sectorial focus of the project but with support could develop new low carbon innovations.

3.2 London SMEs are more likely than larger companies to be owned by women, BAME or disabled people and to this extent the project will therefore support equality and diversity. The project shall monitor equality performance throughout the project to see if there is more that the project can do to reach women, BAME or disabled owned SMEs.

3.3 The project shall work with relevant business organisations to attract referrals to the project for example the Asian Business Association, the Prince's Initiative for Mature Enterprise and Business in the Community. We will actively monitor the volume of applicants from minority groups and if they are underrepresented, look to proactively drive participation through specific engagement techniques such as 'women in innovation' workshops or working with 3rd sector organisations to find and target suitable companies.

3.4 There is some evidence that the low carbon sector is giving rise to employment opportunities that are far less gender biased e.g. supply chain coordinators, quality assessors. The delivery activities will be planned to account for working patterns of both men and women, arranging events at a range of times to enable carers and people with school age children to attend.

3.5 As part of the outcome capture for this project, we will monitor the equality mix of new jobs created by the beneficiary companies and actively promote success stories from equality group SMEs who develop and introduce new products and services to the market.

3.6 Additionally, the project will be marketed to a diverse range of entrepreneurs and early start Cleantech SMEs through established networks, press and social media. It will specifically target and engage women Cleantech entrepreneurs, where there is clear under-representation in those that go onto form start-ups. This will be done through the provision of support and advocacy from successful female role models in the sector.

3.7 In order to prevent discrimination of protected characteristics, the Delivery Partners will:

- Ensure that selection and assessment of innovation SMEs, applicants and sub-contractors is non-discriminatory on the grounds of the 'Protected Characteristics' of the applicants.



- Work to ensure business support is open and accessible to all by removing barriers to participation whenever encountered.
- Encourage feedback from participants on equality of opportunity in terms of access and participation in competition events and business advice sessions: difficulties encountered will be addressed as a priority and appropriate adjustments made.
- Make all promotional information available in accessible formats when requested.

3.8 As part of the support offered to SMEs in market readiness and accessing innovation procurement opportunities we will promote the importance of adhering to equal opportunities legislation, reinforcing the message that this will not only result in social benefits but considerably improve their chances of securing commercial supply chain opportunities, for example highlighting the advantages of gender balanced boards. We will also highlight the benefits of diversifying and to attracting a more diverse market for their products or services e.g. developing products and services to alleviate fuel poverty.

## 4. Other considerations

### a) Key risks and issues

The GLA as lead partner is ultimately responsible for the ownership and management of risks within the project, however, the partnership as a whole has a shared approach to risk identification and is clear where ownership of risks and issues lie between them.

During the project development phase of this project, the team have identified key risks and issues relating to the project and these will be updated as the project moves into the delivery phase.

A detailed risks and issues log will be held by the project team and during delivery, monthly meetings will be held to identify and understand the risks to project set up and ongoing delivery. Together, the team will quantify the risk probability, impact and mitigation strategy. A risk will either not materialise due to the mitigation actions or other factors and can be closed, or, if the risk is realised it is moved to the issues log where the impact of the risk occurring is managed. High impact risks will be escalated and discussed at Programme management board level.

The following table details the key risks currently identified by the project team:-

Ref No.	Description of risk	Organisation responsible	Probability	Impact	Risk reduction (reduce probability)	Mitigation (reduce impact)
1	Delivery partners' match-funding becomes difficult to fully secure	GLA	Medium	High	Partners to identify secure match sources where possible	Partners to identify alternate match sources. Renegotiation of contract terms.
2	Project is not able to engage and recruit sufficient number of innovation focused SMEs to engage with programme	GLA / SB	Medium	High	Effective marketing and recruitment of suitable SMEs by all partners.	Ensure target beneficiary definition is broad enough to support a wide variety of SMEs.
3	Delays in project contracting and set up means missed opportunities for synergies between Better Futures Climate KIC and LCIN projects	GLA	Medium	High	Assign dedicated partner resource to manage contract negotiations.	Ongoing liaison with other projects, to ensure activities are complimentary and avoid duplication of activity. Joint governance board between Better Futures and ICCI will reduce this risk

4	Scope changes and lack of clarity around delivery partner roles impedes on effective project set up and initial running	GLA	Medium	High	Development of clear SLAs & delivery expectations between partners.	Regular monitoring and oversight of project delivery, remedial plans implemented where delivery schedule slips.
5	Project budget is insufficient to deliver required outcomes	SB	Medium	Low	Design project budget using known costs for delivery and compare with appropriate VFM comparators.	Source additional match funding throughout project lifetime to meet additional SME needs.
6	Quality of delivery of SME support is not appropriate to their needs or innovation life cycle stage	SB	Medium	Low	Careful selection of SME support partners & regular auditing of activity / customer feedback	Delivery model encompasses a wide range of support to meet SME needs
7	Staff changes in project delivery partners impacts on delivery and securing project outputs and outcomes	All	Medium	Low	Effective recruitment and incentivisation to ensure continuity of delivery	Ensure detailed Job descriptions & work flow procedures in place for all activities
8	External factors on SME impact on ability to deliver target outcomes within project timeframe (new products & GHG reduction)	GLA	Medium	High	Ensure SME signs up to clear package of support and agrees to intention to develop specific product outcomes within project timeframe.	Agree definition of outcomes - particularly the verification requirements to prove product development has occurred - with EPMU prior to project start.
9	Compliance of ERDF reporting and accounting requirements are not met	GLA	Medium	Low	Instigate effective compliance procedures across all partners - include in SLA	Regular internal audit & verification to check compliance

## b) Links to strategies and Mayoral and corporate priorities

Delivery of this project will contribute to improving the quality of life for Londoners.

The BF project is linked to the delivery of the Mayor's:

- London Environment Strategy which will look to develop demand and market opportunities for the low carbon and resource efficient businesses
- Economic Development Strategy which will look to develop support programmes to grow the low carbon, resource efficient business sector
- Equalities Framework
- Sustainable Development Policy

The project also helps to contribute to various mayoral manifesto commitments including:

- Establish a tech talent pipeline and develop a city wide STEM strategy
- Diversification of London's economic base including manufacturing
- Commit London to an ambitious target of becoming a zero carbon city by 2050;
- Work in partnership with industry to deliver skills, infrastructure and growth to achieve economic fairness and inclusion

### c) Impact assessments and consultations.

- The project was reviewed and approved under the ERDF Round 2 application stages by GLA and EMPU officers using the Local Management Committee (LMC)-agreed assessment framework, moderated by a Project Selection Committee aimed at ensuring objectivity in the appraisal process.
- The project will be overseen by an Advisory Group, made up of Strategic Partners including GLA, OPDC, Imperial College and other experts. Please see Section 8.2 of the attached Full ERDF Application document (page 55) for further information on the Strategic Partners and Advisory Group.

## 5. Financial comments

5.1 Approval is being sought for expenditure of up to £1,647,044 to establish the creation of the Better Future Project. The European Regional Development Fund will fund 50% of the costs £823,522. The remaining 50% match funding will be £206,194 from the GLA and £617,328 from project partners.

5.2 It is proposed that the Better Future Project will be profiled across 3 years and funded as follows:

Organisation	2017-18	2018-19	2019-20	Total
GLA	£84,983	£68,961	£52,250	£206,194
OPDC	£11,699	£9,507	£7,208	£28,414
SB	£168,693	£133,664	£99,568	£401,925
IC	£43,695	£35,508	£26,929	£106,132
ICON	£33,291	£27,053	£20,513	£80,857
ERDF Match	£291,911	£288,004	£243,607	£823,522
Total	£634,272	£562,697	£450,075	£1,647,044

5.4 The GLA match funding of £206,194 comprises of £149,954 for staff costs, £15,000 for events and marketing activities and £41,240 for indirect overhead costs (which do not have to be evidenced), the costs will be funded from the Environment Budget & the Regeneration Delivery team.

## 6. Legal comments

6.1 Sections 1 to 5 of this report indicate that:

The decisions requested of the Mayor concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment in Greater London; and in formulating the proposals in respect of which a decision is sought officers have complied with the GLA's related statutory duties to:

- Pay due regard to the principle that there should be equality of opportunity for all people;
- Consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
- Consult with appropriate bodies.

6.2 In taking the decisions requested, the Mayor must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, relation or

belief, pregnancy and maternity and gender reassignment) and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to Section 3 (above) of this report.

- 6.3 The Mayor may, under section 38 of the Greater London Authority Act 1999, delegate the exercise of the GLA's functions to the Executive Director of Development, Economy and Environment.
- 6.4 Section 1 above indicates that the contribution of £1,647,044 amounts to the provision of grant funding and not payment for services. Officers must ensure that the funding is distributed fairly, transparently, in accordance with the GLA's Equalities Framework and in a manner which affords value for money in accordance with the Contracts and Funding Code.

## 7. Planned delivery approach and next steps

Activity	Timeline
Delivery Start Date [for project proposals]	Feb 2017
Final evaluation start and finish (self/external):	Oct 2019 – Dec 2019
Delivery End Date [for project proposals]	Jan2020
Project Closure: [for project proposals]	Jan 2020

A more detailed timetable for delivery is set out below:

Milestone	Start Date	Completion Date
Project initiation meeting and contract negotiation	01-01-17	31-04-17
<b>Project start date &amp; commencement of activity</b>	<b>01-02-17</b>	<b>30-09-19</b>
GLA & delivery partner core staff appointed	01-02-17	28-02-17
Project Steering group 1st meeting	01-03-17	31-03-17
Subcontracts procured	01-02-17	31-03-18
Baseline evaluation framework agreed	01-02-17	31-03-17
Launch event	01-06-17	31-06-17
20 SMEs registered, 10 selected for in depth assessment & support	01-02-17	30-06-17
SME Flexible support package commences	<b>01-02-17</b>	30-09-19
30 SMEs selected & signed up to programme	01-02-17	<b>31-12-17</b>
Collaborative research projects commence	<b>01-04-17</b>	30-09-19
10 SMEs supported (C1) + 2 collaborating with research institutions (C26)	01-01-17	<b>31-12-17</b>
Mid-term Evaluation completed	<b>01-04-18</b>	30-06-18
Testing & Pilots of new products commences	<b>01-01-18</b>	30-09-19
100 SMEs selected & signed up to programme	01-01-17	<b>31-12-18</b>
40 SMEs supported (C1) + 11 collaborating with research institutions (C26), 10 supported to introduce new products (C29)	01-10-16	<b>31-12-18</b>
Commence calculations for GHG savings	<b>01-01-18</b>	31-12-19

50 SMEs supported (C1) + 20 collaborating with research institutions (C26), 25 supported to introduce new products (C29)	01-01-17	<b>31-12-19</b>
Project activity ends	01-01-17	30-09-19
Final output collation and Financial Close	01-10-19	31-12-19
Final evaluation & Audit	01-10-19	31-12-19

### Appendices and supporting papers:

- ERDF full application
- Funding agreement letter issued by ERDF Team

**Public access to information**

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after approval or on the defer date.

**Part 1 Deferral:**

**Is the publication of Part 1 of this approval to be deferred? NO**

If YES, for what reason:

Until what date: (a date is required if deferring)

**Part 2 Confidentiality:** Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form – NO**

**ORIGINATING OFFICER DECLARATION:**

Drafting officer to  
confirm the  
following (✓)

**Drafting officer:**

Nusrat Yousuf has drafted this report in accordance with GLA procedures and confirms the following:

✓

**Sponsoring Director:**

Fiona Fletcher Smith has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

**Mayoral Adviser:**

Shirley Rodrigues has been consulted about the proposal and agrees the recommendations.

✓

**Advice:**

The Finance and Legal teams have commented on this proposal.

✓

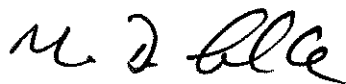
**Corporate Investment Board**

This decision was agreed by the Corporate Investment Board on 24 April 2017.

**EXECUTIVE DIRECTOR, RESOURCES:**

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

**Signature**



**Date**

24.4.17

**CHIEF OF STAFF:**

I am satisfied that this is an appropriate request to be submitted to the Mayor

**Signature**



**Date**

24/4/2017.