

UKSPF Investment Plan for London

(full version)

5 December 2022 – version 1

Notes for readers:

- This investment plan was submitted by the Greater London Authority to UK government in July 2022 and approved on 5th December 2022. It was co-designed with London Councils.
- This investment plan was uploaded in bitesize chunks to an online government portal. As a result, there is some repetition of the narrative in different sections of the document.
- Certain output and outcome definitions have been tweaked by government since this UKSPF investment plan was submitted to government. Please see [here](#) for the most up to date version of the definitions.
- A summary of London's funding allocation, output and outcome targets by investment priority, have been included at the end of this document.

Introduction to the UKSPF Investment Plan template (by UK government)

Investment priorities

These are the investment priorities for the UK Shared Prosperity Fund. We will ask you to measure your investment plan against them throughout this process.

You can find more information about these priorities and the fund objectives in the prospectus.

Communities and Place

The Communities and Place investment priority will enable places to invest to restore their community spaces and relationships and create the foundations for economic development at the neighbourhood-level. The intention of this is to strengthen the social fabric of communities, supporting in building pride in place.

Supporting Local Business

The Supporting Local Business investment priority will enable local areas to fund interventions that support local businesses to thrive, innovate and grow.

People and Skills

Through the People and Skills investment priority, places can use their funding to help reduce the barriers economically inactive people face to employment and support them to move towards employment and education. Places can also target funding into skills for local areas to support employment and local growth.

About your investment plan

What you'll need:

In this investment plan, we will ask you about:

- Your location and organisation details
- Local challenges and opportunities you have identified
- Outcomes you want to deliver
- Interventions you intend to use*
- How you plan to deliver these interventions
- Supporting evidence as explained in the pre-application
- How you have engaged your local MPs

Places are free to choose interventions from any com

* People and Skills interventions can only be used in 2022-2023 and 2023-2024 if you have identified a suitable local voluntary provision, previously supported by the European Social Fund, at risk. If you have not identified any suitable local voluntary provision at risk, you will not be able to include any interventions under this priority until 2024-2025. More information can be found here.

Each place's allocation is made up of both revenue and capital funding. Lead local authorities should outline their preferred split in their investment plan but will need to include a minimum amount of capital funding. The minimum amount of capital funding required can [be found here](#).

Approvals:

Before submitting your investment plan, you should have approval from your:

- Chief Executive Officer
- Section 151 Officer
- Leader of your lead authority

Additional documents:

You will have received an email giving you access to a folder. This where you will need to upload evidence that supports your investment plan.

All applicants must upload the following documents along with their investment plan:

- Expenditure Profile spreadsheet
- Indicative Deliverables spreadsheet

You can find these spreadsheet templates in the Related section at the front of this investment plan submission portal.

We will not consider your investment plan without these documents.

Your location

In which region is the lead authority based?

East of England

East Midlands

London **YES**

North East

North West England

South East of England

South West England

West Midlands

Yorkshire and the Humber

1. Local challenges and opportunities

What you'll need

In this section, we will ask you:

- If you've identified any challenges or opportunities you intend to support
- Which of the UKSPF investment priorities these fall under

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH THAT FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

London's recovery from the Covid-19 pandemic

The context for the recovery is extremely challenging. Long-standing, socially embedded inequalities made many Londoners' experiences of Covid-19, and life afterwards, significantly worse (particularly for people from Black and Minority Ethnic communities; older Londoners; Deaf and disabled Londoners; members of LGBTQ+ communities; and women). Likewise, London's businesses and economy have seen particular sectors (such as tourism, hospitality, creative industries and the night-time economy) and particular places (such as the West End) more profoundly impacted than others.

This is also an opportunity. London's business and community groups, the Mayor of London, London Councils, the London Recovery Board (LRB), and leaders of London boroughs have been working together in an unprecedented way to implement a recovery plan that reimagines our city as a fairer, greener and more resilient place than it was before the pandemic. Successful delivery of the recovery plan will help address social, economic and health inequalities; achieve a cleaner, greener London; and ensure Londoners are at the heart of recovery.

The [Economic Recovery Framework for London](#) (London Councils/Mayor of London, 2021) identifies the need to restore confidence in the city, provide targeted support to London's most vulnerable communities, and rebuild the city's economy and society. The framework sets out action for dealing with the structural changes to London's economy, and fostering economic recovery, via five pillars: Jobs, Business, Thriving Neighbourhoods, Connected City and Global London. The framework articulates roles and responsibilities for the constituent parts of London's government. To achieve a 'full system response', it also identifies key opportunities for government, major institutions and business, to support recovery activities and levelling up.

The [Building a Fairer London Plan](#) (London Councils/Mayor of London, 2022) demonstrates an innovative, partner-driven shift in London's work to tackle deep-seated inequalities. It focuses on solutions and actions that LRB members can take on as employers, service providers and influencers. It also seeks to build a broader coalition across public, private, voluntary or charity sectors – one that is

committed to targeted and sustained action to create striking, positive and enduring change.

This coordination of action, collaboration and analysis means we have a detailed understanding of the challenges facing London, and the partnerships in place to act purposefully and with impact.

Neighbourhoods, high streets and communities

London's diverse and thriving local neighbourhoods are among the city's greatest strengths. Currently, 90 per cent of Londoners live within ten minutes of their local high street. For many people, the vitality of their immediate neighbourhood is a litmus test for London's economic strength and quality of life. Beyond their importance for those that live in and around them, dynamic high streets, markets and public spaces are also central to a city's global appeal.

London's high streets and town centres are the heartbeat of the capital's economy, and central to everyday life for most Londoners. The Central Activity Zone (CAZ) is London's vibrant centre: one of the world's most attractive and competitive business locations, and renowned worldwide for its shopping, culture and heritage. Outside the CAZ, pre-Covid Office for National Statistics (ONS) data showed that London's 600-plus high streets and their immediate surroundings make up 41 per cent of all businesses (200,000) and 28 per cent of all jobs in the capital (1.5m). They adapt to meet the varied needs of the diverse communities they serve.

Shifting consumer behaviour, the changing nature of work, dwindling local authority resources and the climate emergency mean that London's high streets have been facing challenges for some time. Covid-19 and the cost-of-living crisis have accelerated this process. Across the city, the picture is uneven. Where high streets are flourishing, local businesses, start-ups and existing communities can be priced out. Where high streets are struggling, the number of empty shops is increasing and food deserts are emerging, making these places even less attractive to visit and invest in. In both scenarios, community organisations struggle to access space to deliver services – and communities struggle to access services.

The need to level up across London

We know that London has its strengths, and that the UK needs London to remain a top-tier global city that can attract investment, tourism, students and talent from around the world for the benefit of the whole country. At the same time, London also has its problems. It is the most unequal region in the UK and, due to its high costs of housing, it has some of the highest levels of poverty. Due to its geography, demographics and the types of industries that drive our economy, it has also been particularly hard hit by the pandemic.

The cost-of-living crisis is now hitting Londoners hard. Polling in May 2022 found that 28 per cent of Londoners say they are 'just about managing', while 15 per

cent are 'financially struggling'. Meanwhile, 83 per cent of adults in London say their household cost of living has increased over the past six months.

Before the pandemic, 40 per cent of small businesses on the high street performed a social function; for example, barbershops are a place for young people to come together within London's Black communities. Many high streets play a significant role in supporting the most marginalised, vulnerable, or under-represented groups in society.

Climate change

We are facing a climate emergency. The Mayor has moved forward London's net-zero target from 2050 to 2030 in response to the need for more urgent climate action. Investing wisely in our communities and places is essential to respond to the climate emergency. London is experiencing the impacts of climate change – from surface water flooding events in July 2021, closing hospitals, transport stations, schools and homes, to summer heatwaves that led to 500 excess summer deaths in 2019.

London's business sector produces around one-third of London's greenhouse emissions. Promoting active travel within our high streets and town centres will be important, as well as creating more climate-resilient green spaces across the city. All activity funded under this investment priority will need to support these and other actions to address the climate emergency.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

The partner-driven approach to co-design between London boroughs, London Councils and the GLA has driven the definition of this investment plan. It has also confirmed that aspects of the UKSPF investment priority 'Communities and Place' resonates strongly at a local level, namely:

- strengthening social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties, and access to amenities, such as community infrastructure and local green space, heritage and culture projects and community-led projects
- building resilient, healthy and safe neighbourhoods through investment in quality places in which people want to live, work, play and learn, through targeted improvements to the built and natural environment, and support for volunteering.

The London Recovery Board's 'High Streets for All' mission aims to create thriving, inclusive and resilient high streets and town centres that are within easy reach of all Londoners. It is promoting local employment and near-home working,

protecting existing community and cultural spaces and introducing new types of businesses and civic organisations. It is seeking to create better public spaces and exciting new uses for underused buildings in every borough by 2025.

The Economic Recovery Framework for London highlights opportunities to be grasped as a result of the pandemic. Since lockdown the importance of high-quality public realm and green space has never been more clearly recognised. Challenges remain but investing in London's high streets and neighbourhoods in ways that support their individual strengths is key to stronger and fairer economic growth and levelling up.

Having a diverse offer beyond simply retail is vital to the health of high streets, town centres and neighbourhoods. Culture and heritage that is reflective of London's diverse communities is an important part of this. The creative economy is estimated to provide one in six jobs in London, and the creative industries generate around £47bn for the London economy. The creative sector is also one of the fastest growing in London. London's night-time economy and diverse cultural offer are vital to its role as a 21st-century global city.

Parks and green spaces support the climate change agenda. They store carbon from both trees and soil, with London having 2.3m tonnes of carbon in its soil and 3.1m tonnes in its trees. They also improve the city's resilience to climate change. Trees and greenery help reduce the heat island effect. Parks can be used as flood defences. Other greenery, such as rain gardens and trees, also help absorb water and lessen the impact of flood events. Green space can improve biodiversity through rewilding and increase local food supply. They can improve the mental well-being of communities through a connection with nature and encourage physical activity.

The UKSPF will also be used to tackle structural inequalities, which were laid bare during the pandemic. The Building a Fairer London Plan identified four priority actions, with the following two of relevance here:

- Public services tackle structural discrimination head on to eradicate all forms of inherent bias. Communities are involved in service design, having a say in how services are run; and organisations look like the communities that they serve.
- Civil society plays a central role, with thriving community and neighbourhood networks. Funding for civil society makes long-term continuity easier and rewards expertise in working with, and reaching out to, communities.

Interventions supported under this investment priority will be expected to demonstrate that equality, diversity and inclusion considerations have been incorporated into distinct delivery plans.

This investment plan represents an enabling framework for maximising use of Communities and Place funding across London. The activity delivered under this investment priority and reflected in this plan – including the allocations for each of

the interventions – will inevitably evolve as the plan is operationalised and delivery starts. Priority interventions to maximise local opportunities and address local challenges have been identified as follows:

E1 – Improvements to town centres and high streets

This is a broad intervention, and high streets are a clear priority for London boroughs. We are including activities relating to E7 'Support for active travel enhancements in local area' and E8 'Campaigns to encourage visits and exploring of local area', ensuring they are supported within this intervention. Air quality, energy, green adaptation and green-space measures are also be covered.

E3 – Creation of and improvements to local green spaces

This is a priority for London boroughs and linked to steps taken to ensure there are specific actions to drive nature's recovery and provide wider environmental benefits. Climate change mitigations will be captured under this intervention. We are planning for this to also include the types of activities under E10 'Local sports facilities'.

E4 – Enhancing existing cultural, historic and heritage institutions offer

Supporting cultural and heritage is a priority for London government and boroughs, as it in turn supports the creative industries – a key growth sector for London. This intervention will consider decarbonisation measures to address the climate emergency.

E6 – Local arts, cultural, heritage and creative activities

Supporting local arts and culture activities is a clear priority for London government and boroughs, as it in turn supports the creative industries – a key growth sector for London.

E9 – Impactful volunteering and/or social action projects

This intervention will be funded to seek to align activity under the UKSPF People and Skills investment priority – including, for example, for pre-employment support. It will also capture relevant activity under E11 'Capacity building and infrastructure support local groups' and E10 'Tournaments, teams and leagues'.

E13 – Community measures to address the cost of living

Addressing the cost-of-living crisis is a priority for London government. The UKSPF is a limited funding source but will be used to promote energy efficiency to local communities (including climate change adaptation as well as mitigation); and to work with voluntary and community-sector organisations to deliver advice and support to London's most disadvantaged communities.

It is proposed that the programme of activities to support Communities and Place will achieve a series of outputs and outcomes, including: 90,000m2 of commercial buildings developed or improved, or public realm improve; 25,000m2 of green or blue space; 20,000 trees planted; 1,500 households supported to reduce the cost of living; and 2,000 jobs created/safeguarded.

The GLA, working with London Councils, has purposely selected a limited number of interventions to both achieve focus and ensure sufficient breadth to capture activities important for a global city as diverse as London. In addition, London boroughs have reflected that local opportunities include targeting interventions towards young people and older people, and activities to improve mental and physical health awareness and address cost-of-living inequalities.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

As described above, London Councils and the Mayor of London have developed an Economic Recovery Framework for London, working closely with London boroughs and sub-regional partnerships. The framework has been endorsed by the London Recovery Board, which includes business and community leaders, and sets out a framework for action for dealing with the structural changes to London's economy and fostering economic recovery via five pillars: Jobs, Business, Thriving Neighbourhoods, Connected City and Global London.

The framework coordinates action among the different levels of London government, whilst supporting a whole-systems approach through working with central government, business and key organisations such as anchor institutions. It is this Economic Recovery Framework on which the 'Supporting Local Business' investment priority has been based.

Business

London is comprised of a diverse range of businesses – from some of the UK's most innovative and highly specialised companies, to firms carrying out the core activities that make the city function, employing millions of Londoners. London firms account for around a fifth of all UK businesses and 29 per cent of business turnover. But the pandemic has had a significant impact.

There was an 8 per cent decrease in the number of businesses in London between 2020 and 2021, and a 10.4 per cent decrease in the number of businesses with no employees (i.e. sole traders) during the same period. In 2020, London's business death rate (12.2 per cent) was higher than any other UK region (source: UK Parliament, 21 December 2021). The majority of businesses with no employees in the UK were negatively impacted by the pandemic, with 45 per cent reducing their operations and 33 per cent closing temporarily. In 2020, 60 per cent of businesses with no employees in the UK reported a fall in turnover.

Despite the economy showing signs of recovery, businesses and jobs are still at risk, particularly in sectors that rely heavily on face-to-face interaction or international travel. Supporting our businesses – particularly small firms that make up 99 per cent of the total – to adapt to the economy of the future is now more important than ever. We will promote a strong innovation-led recovery in which London's businesses, small and large, in both knowledge-intensive and foundational sectors (our 'everyday' businesses), can turn this crisis into an opportunity to become more resilient, increase productivity and support good growth.

The majority of London's businesses are within sectors that provide day-to-day goods and services. 'Everyday' small and micro businesses typically serve consumers and other local businesses. They include restaurants and local retailers, as well as businesses offering

facilities management; cleaning services; construction services; IT services; legal, professional and administrative services; and specialised training. Everyday businesses often have revenue-based models and are not seeking investment to rapidly grow. They do, however, build and strengthen local communities; bring investment and vibrancy to town centres; contribute to thriving high streets; and provide access to stable, local jobs. The challenge is to sustain this.

These businesses are crucial to maintaining the city's competitiveness and ensuring London remains a well-functioning and liveable city. Support is needed for those businesses and sectors that have been hardest hit by the pandemic. Some firms are bouncing back on their own, while others will benefit from support to build resilience, continue to provide employment, and help make London an attractive place to live, work and do business.

Concerns are rising about the level of debt that small and micro businesses are holding. In 2021, one-third of UK small businesses were classed as highly indebted, more than double the pre-pandemic level. Recent research highlights the strain that two years of extraordinary financial pressures have had on thousands of UK companies. The report reveals a 19 per cent jump in the number of companies in critical financial distress with government support measures cut off and costs spiralling (Begbies Traynor, Redflag report 2022).

The cost of doing business alongside rising inflation, and skills and labour shortages, is having an impact on small businesses at a time when the economic recovery is only just under way. The London Chamber of Commerce and Industry's (LCCI's) Capital 500 survey showed 61 per cent of London businesses reporting an increase in their fuel costs and a 69 per cent increase in their energy costs during the first quarter of 2022. LCCI research also found that nearly three-fifths (58 per cent) of London firms said they had a skills or resource gap in the second quarter of 2021.

Furthermore, a group of major developments – namely the end of the moratorium on eviction for non-payment of commercial rent; temporary changes to insolvency law restricting winding-up petitions in March 2022; changes to corporation tax thresholds; and business rate revaluation in April 2023 – could see business closures and insolvencies rise in the coming months.

Entrepreneurship

New businesses and start-ups are especially important for job creation in London. As smaller firms, they face particular challenges as a result of the pandemic – from quickly having to adapt to digital work, to liquidity problems. To support a strong recovery, we must provide a more targeted and integrated offer to those wanting to start or grow a business in London. This provision would also help to maintain the vibrancy and dynamism of London's economy and includes support to business owners and the self-employed who face challenges and have had less access to government support.

London's small and medium-sized enterprise (SME) support ecosystem is not well designed to meet the needs of SMEs (Capital Enterprise and JP Morgan, 2020). London's ecosystem has the following issues:

- It is complicated and uncoordinated: research suggests there are many business support schemes, but these are difficult/labour-intensive to navigate by the SME.
- It is not client-centric: services are duplicated, and there is a lack of central coordinator who owns the SME end-to-end client experience.

- Services do not necessarily align with needs: generic pan-London support is available, but there is less specialised support, particularly for Black, Asian and Minority Ethnic (BAME)-owned SMEs and disconnected SMEs, and for certain industry sectors.
- There is a data and insights gap: outcomes and efficacy are not tracked or evaluated across the business-support ecosystem, making it hard to assess value for money and differentiate high-quality/low-quality schemes.

A service/system that simplifies the business-support ecosystem, and thus addresses the issues above, is needed to ensure that each SME's user-journey experience is effective and efficient – and to sustain and grow businesses in the heart of our communities.

Growth sectors

London has a global competitive advantage in some key sectors and industries that are particularly important to drive the UK's future growth and productivity. These include the culture and creative industries; financial and business services; life sciences; low-carbon and environmental goods and services (LCEGS); and tech and digital. London's world-leading green finance sector will also play a key role in supporting growth and achieving sustainability. However, in order to succeed, firms face the challenge of looking for new market opportunities (across the public sector and globally); collaborative partners; the right space/infrastructure (including physical clusters of growth along innovation corridors); data; risk capital; and skills. The UKSPF will contribute to the support and facilitate access to these vital elements to enhance the growth of firms in these critical sectors.

Supporting levelling up across the country

London continues to offer huge economic potential for the UK as a whole, generating 24 per cent of UK GDP despite having 13 per cent of the population, with world-beating strengths across many sectors (listed above) – all of which have deep connections with the wider region and country, as well as internationally.

The economy is complex and interdependent, and growth in one area does not automatically impact on the expense of another. The cities, towns, regions and nations of the UK are interdependent. Growth in London creates demand for goods and services from other parts of the UK (24 pence of production is generated elsewhere in the UK for each £1 consumed in London (source: GLA Economics)), and demand from other parts of the UK and the world creates jobs in London. The data shows that the economic fortunes of the capital and the rest of the country are strongly correlated.

Innovation and productivity

Innovation is key to supporting productivity gains across all sectors, not just the newer, faster-growing sectors of the economy. In the long term, improvements in productivity can enable increases in living standards, and are therefore a necessary condition for good growth. We will support the adoption of existing technologies; improve business management and leadership practices; invest in skills; and foster collaboration.

Decarbonisation

We are facing a climate emergency. The Mayor of London has moved forward London's net-zero target from 2050 to 2030 in response to the need for more urgent climate action. London's business sector produces around one-third of London's greenhouse emissions. The sector needs capacity and resources to enable it to respond, particularly at the SME

level, to decarbonise their buildings and businesses, whilst growing the low-carbon and environmental goods and services sector.

SMEs will be critical in driving the innovations that are needed to grow the green economy and to help respond to climate change. London has set the target to double the green economy by 2030; this is a significant opportunity for London's growing cleantech sector.

London is also seeing the impacts of climate change – from surface water flooding events in July 2021, closing hospitals, transport stations, schools and homes and businesses, to summer heatwaves that led to 500 excess summer deaths in 2019. The UKSPF funding for Supporting Local Business is limited in scope to address this directly; however, it will help SMEs build resilience in response to the impact of climate change on their businesses.

A recent report by Aviva found that 57 per cent of SMEs believe climate change will impact their business over the next decade. Despite these concerns, three-quarters do not have business continuity plans and even fewer have flood insurance. Engaging businesses and helping them to make sure London is adapted for the impacts of climate change, are also critical actions. They could be performed through delivering more sustainable urban drainage and sustainable cooling measures for SMEs' buildings.

A 2021 YouGov poll reported that despite a welcome rise in awareness of net-zero targets, it had not led to an increase in businesses acting to reduce their environmental impact – nearly a quarter were not taking any actions. The most common barrier to reducing environmental impact was businesses believing it was not appropriate to do so (14 per cent). And of those businesses that were keen to make changes, only three in 10 hold the skills to reduce their carbon emissions (London Chamber of Commerce and Industry/London Councils, London Business 1000 Survey (2021)). The UKSPF can address these challenges.

Energy used to heat and power our buildings produces 74 per cent of London's emissions. To get to net-zero by 2030, we must make London's homes and workplaces far more energy-efficient. UKSPF funding is limited in scope to address the capital investments necessary; however, by providing technical assistance to public agencies and workplaces this will aid in making the case for retrofitting London's domestic and public sector buildings driving the ambitions set out by the Mayor of London.

Addressing structural inequalities

As noted in earlier sections, in 2022 the London Recovery Board published its 'Building a Fairer City' report addressing structural inequalities across London. One of the 14 key actions was to increase opportunities for London's diverse businesses, and voluntary and community-sector organisations. Many small, local London companies – especially those run by Black, Asian and Minority Ethnic people, disabled people and women – miss out on tenders for public or voluntary contracts. Yet their specific experience and expertise brings a wider social value to the product or service they can supply. We need to take steps to ensure that more supply-chain spend goes to local, micro or small diverse, minority-owned businesses.

Other research outlines how Black, Asian and Minority Ethnic-owned SMEs have been hit particularly hard by the Covid-19 pandemic due to the sectors in which they tend to operate, and to broader structural inequalities faced by these businesses. Recovery support should be focused on the businesses that need it most (sources: All-Party Parliamentary Group (APPG) BAME business owners; NatWest Bank and the Centre for Research in Ethnic Minority Entrepreneurship at Aston University; British Business Bank's

“Alone together” report on entrepreneurship and diversity in the UK). It is vital that all our recovery activities are targeted at narrowing such economic inequalities.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

The partner-driven approach to co-design between London boroughs, London Councils and the GLA has driven the development of this investment plan. It has also confirmed that UKSPF ‘Local Business’ activities outlined below resonate strongly with the programme’s objectives, namely the following:

- Creating jobs and boosting community cohesion through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure-sector facilities.
- Promoting networking and collaboration through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.
- Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses SMEs to undertake new-to-firm innovation; adopt productivity-enhancing, energy-efficient and low-carbon technologies and techniques; and start or grow their exports.

This investment plan represents an enabling framework for maximising use of Supporting Local Business funding across London. The activity delivered under this investment priority and reflected in this plan – including the allocations for each of the interventions – will inevitably evolve as the plan is operationalised and delivery starts.

A programme to support everyday businesses

As noted above, the SME-support ecosystem is not functioning optimally and the UKSPF provides an opportunity to address this. The GLA has been consulting with stakeholders across London (from the public and private sectors) to address this market failure.

With support from the UKSPF, the Mayor of London will create the most advanced and integrated business support offer that London has seen, with a range of programmes helping start-ups and scale-ups across the key sectors of our economy. Building on the new London Business Hub (an online business support portal) and a network of businesses advisers across London, the GLA will work with London boroughs and the private sector to create a ‘single front door’ so business owners and aspiring entrepreneurs can easily access the right advice and support. As a result, London has selected:

- E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow, and innovate, including through local networks.

- E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.

A programme to support growth companies

Building on the award-winning Mayor's International Business Programme, we will also design a programme for supporting growth businesses in priority sectors to be delivered by the Mayor's agency for growth, London & Partners.

This programme will create resilient, quality jobs for Londoners aligned to the Mayor's priorities for recovery, by delivering proven business growth interventions where they are most effective and in priority sectors. The aim is, specifically, to offer a programme for high-growth companies from pre-seed stage (start-ups) through to IPO (unicorns), including support for entrepreneurial companies with services that address barriers to funding, talent, innovation and access to global supply chains.

The programme will also include structured interventions across the London ecosystem with local councils, universities and business support agencies to connect them with entrepreneurial companies to help people gain better access to employment within the technology sector, raising skills and realising local ambitions. As a result, London has selected:

- E24: Funding for new training hubs, and improvements to existing ones; business support offers; and 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.

A programme of demand-led, thematic interventions

The Mayor has moved forward London's net-zero target from 2050 to 2030 in response to the need for more urgent climate action. London's business sector produces around one-third of London's greenhouse emissions. The sector needs capacity and resources to enable it to respond (particularly at the SME level) to decarbonise their buildings and businesses.

SMEs will be critical in driving the innovations that are needed to grow the green economy and to help respond to climate change. London has set the target to double the green economy by 2030; this is a significant opportunity for London's growing cleantech sector.

To make London's homes and workplaces more energy-efficient UKSPF will support technical assistance projects providing support to public agencies and workplaces - making the case for retrofitting London's domestic and public sector buildings, driving the ambitions set out by the Mayor of London.

All activity funded under this investment priority will need to support these and other actions to address the climate emergency and the Mayor's net-zero targets.

UKSPF funding will provide advice and guidance to SMEs about resilience planning; support their decarbonisation aspirations; support the continued growth of the LCEGS

sector; and provide technical advice to support the acceleration in decarbonisation of buildings. The following intervention has been selected:

- E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole-systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport, and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low-carbon technologies, goods and services to take advantage of the growing global opportunity.

Working with London boroughs, the GLA will design programmes that will support SMEs in mitigating the impacts of digital exclusion. In London, an estimated 270,000 Londoners are completely offline, and almost 2m Londoners have very low online engagement (GLA, Digital Access for All). The increased shift towards the digital world due to the pandemic has excluded these groups yet further. Not all households have internet access; not all children can learn online at home; not all adults can send an email; and not all enterprises have the capabilities to digitally transition their business following the pandemic, and many are struggling to survive without this facility.

Currently 8m people in the UK do not use the internet, with 90 per cent of these suffering from economic or social disadvantage. These individuals are also more likely to be in the lowest income bracket and/or be disabled with long-standing health conditions (King's College London, Tackling the Digital Divide, 2019).

This is the reason for London proposing to invest the UKSPF into the following interventions:

- E19, E23, E24, E30 and design a programme that will bridge the digital divide for SMEs, particularly for our everyday businesses and in areas of the capital with high deprivation.

Working with the capital's globally renowned higher-education sector and research base, the UKSPF will support the diffusion of innovation, knowledge and activities; support the commercialisation of ideas; encourage collaboration and accelerate the path to market; and increase the number of innovative firms so that more ideas translate into industrial and commercial practices, products and growth, as set out under intervention E19.

Working with London boroughs and specialist agencies, we will advance the growth potential of Black, Asian and Minority Ethnic businesses by dedicated programmes, such as:

- supply-chain readiness support, and links to responsible procurement programmes with anchor institutions, to support diverse businesses
- investment-readiness support for diverse businesses
- business support for fast-growing/early-stage SMEs for under-represented founders.

Support for BAME businesses will be a cross-cutting principle within our London programme. However, our everyday businesses programme will focus specifically on areas of London that need levelling up. This accounts for investment in the following intervention:

- E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.

It is proposed that the programme of activities to support the Local Business priority will achieve a series of outputs and outcomes including: 4,000 businesses receiving non-financial support; 1,500 potential entrepreneurs receiving assistance to be business-ready; development of 250 decarbonisation plans; and the creation/safeguarding of 3,566 jobs. Recently published UKSPF guidance has changed the deliverable for low carbon measurement from a percentage decrease to actual decrease (tonnes CO2e saved). However, the deliverables table, which the GLA was required to submit, was not amended. Therefore, we have included an indicative figure, to be confirmed at a future date.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

(In Scotland, Wales and Northern Ireland, this should also include challenges relating to Multiply)

(If yes) Describe these challenges, give evidence where possible

As described in the previous sections, London Councils and the Mayor of London have developed an Economic Recovery Framework for London, working closely with London boroughs and sub-regional partnerships. The framework has been endorsed by the London Recovery Board, which includes business and community leaders and sets out a framework for action for dealing with the structural changes to London's economy and fostering economic recovery via five pillars: Jobs, Business, Thriving Neighbourhoods, Connected City and Global London.

It is this Economic Recovery Framework that the UKSPF People and Skills priority has been based upon.

As outlined in other sections, London has a significant number of challenges, exacerbated by the pandemic. They include the following.

High unemployment levels and rates

The London unemployment rate has consistently been above the UK rate, and one of the highest among the UK regions. At 4.8 per cent in the three months to April 2022, it was 1 percentage point above the UK-wide rate of 3.8 per cent. Nearly a fifth of unemployed people in the UK live in London. Since the pandemic more Londoners have lost their jobs and are claiming unemployment-related benefits. From March 2020 to May 2022, the claimant count (the number of people claiming Jobseeker's Allowance plus people claiming Universal Credit who are required to seek work) rose from 184,000 to 297,000.

High youth unemployment and NEET rates

Young people in London faced higher unemployment rates before and during the pandemic. The unemployment rate has been the highest amongst those aged 16-24, reaching 18.7 per cent for the 12 months ending December 2021, compared to 4.1 per cent among those aged 25-49. There were 89,000 Londoners aged 18-24 not in

employment, education or training (NEET) in 2021 – this works out at 12.1 per cent of people in this age group.

Variation in economic inactivity

There are 1.3m economically inactive Londoners. While the inactivity rate declined during the initial stages of the pandemic, recent data has found a rise in inactivity rates amongst those aged 50 and above. There is also significant variation in economic inactivity at borough level; inactivity rates are highest (above 25 per cent) in Enfield; Redbridge; Barking and Dagenham; and Kensington and Chelsea.

Variation in outcomes for different groups

Labour market indicators highlight long-standing inequalities in London. For the most marginalised groups – such as the over-50s, women, disabled people, ethnic minorities and NEET young people – who, prior to the pandemic, faced barriers in accessing education, lower educational attainment levels and a lower likelihood of employment – these inequalities in outcomes continue to exist.

The incidence of low-quality and low-paid jobs has been on the rise in London and varies by borough

Around 700,000 employees (17.2 per cent) were paid below the London Living Wage in 2021, up from 14.8 per cent a decade earlier. The proportion of borough residents who were low paid in 2021 ranged from a high of 29.5 per cent in Brent to a low of 10.5 per cent in Kensington and Chelsea.

There is variation in education outcomes between London boroughs

There is also low take-up of apprenticeships relative to the London population, and a declining rate of participation in job-related training or education by employees.

Challenges exist in meeting employer skills requirements

Brexit and the pandemic have exacerbated skills shortages across a range of sectors. Online job advert estimates are up 32.9 per cent compared to February 2020. Technological change, digital inclusion and the need to meet net-zero commitments present particular challenges for marginalised groups in London.

Wellbeing

Levels of wellbeing in London are lower than in other UK regions across measures of life satisfaction, feeling worthwhile, levels of happiness and anxiety. The high cost of living has been a long-standing issue for Londoners, with recent shocks exacerbating the existing challenges.

Poverty

Around 2.4m Londoners (27 per cent) were in relative poverty, after taking housing costs into account, in the run-up to the pandemic. This proportion has been consistently higher in London than in any other UK region since 2000. In 2009-10, 870,000 working-age adults in working families were in poverty, compared to 1m in 2019-20 (a 15 per cent increase over the decade).

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these opportunities, give evidence where possible

For certain groups of people, education and labour market outcomes are poorer; interventions could be targeted to these groups to participate in education and ultimately enter the labour market.

London has comparative economic strengths in areas including finance, digital and creative industries – potential growth sectors post-Covid-19, where clustering of activity in the capital has created fertile ground for innovation and expansion. A high share of the capital's labour force is employed in higher-paying and skilled industries and occupations, and London is one of the most productive regions in Europe. Supporting London's ambitions to become a net-zero carbon-neutral city also presents opportunities; and through the London Recovery Programme, the GLA (working with London's boroughs) has committed to doubling the green economy by 2030.

A high and growing share of London residents have higher-level qualifications, and London has the highest rate of progression to higher education of any region in England. London has highly rated further education and skills providers and several world-leading universities, including four universities ranked among the world's top 40. The capital has seen strong working-age population growth over recent decades – drawing in workers and graduates from across the UK and beyond. London saw significant improvements in headline labour market indicators up to 2019, with employment rates improving significantly in the decade before the coronavirus pandemic.

However, London continues to face persistent inequalities in skills and labour market outcomes, with some groups – e.g., Black Londoners, disabled Londoners and those with lower qualifications – facing greater challenges finding jobs and progressing in work. It is through a future programme of activity under the People and Skills investment priority that we can tackle some of these inequalities. These challenges have been highlighted and, in some cases, exacerbated by the economic impacts of the pandemic, with (for example) the steepest rise in the claimant rate in the capital's most deprived neighbourhoods. Many groups of Londoners are under-represented in key sectors – including the creative industries, which have fewer women and disabled workers. There are also signs of an increase in low-quality work, with a rise in low pay and insecure employment. There is also variation in education outcomes between London boroughs; low take-up of apprenticeships relative to the population; and a declining rate of participation in job-related training or education by employees. There are continued challenges meeting employer skills requirements, with increasing recruitment difficulties and risks to labour supply in relation to Covid-19 and EU exit.

As part of a post-Covid-19 recovery, it has been important to explore the diversity picture in London's growth sectors, and identify future opportunities for under-represented groups. This provides a vital basis to identify future priorities for action.

2. Interventions

What you'll need

In this section, we will ask you about:

- Interventions you've chosen for each year of funding
- Outcomes you want to deliver
- Any interventions that are not listed here
- How these interventions fall under the UKSPF investment priorities, and your rationale for them
- Interventions not included in our list will be assessed before being approved, where you will need to show a clear rationale, how the intervention is value for money, what outcomes it will deliver and how you will monitor and evaluate the intervention. Th may include a theory of change or logic chain.

2.1 Interventions: Communities and Place

Does your investment plan meet the Communities and Place investment priority?	
(If yes) What are the outcomes you want to deliver under this investment priority? Select all that apply.	
Jobs created	x
Jobs safeguarded	x
Increased footfall	x
Increased visitor numbers	x
Reduced vacancy rates	x
Greenhouse gas reductions	
Improved perceived/experienced accessibility	x
Improved perception of facilities/amenities	x
Increased users of facilities/amenities	
Improved perception of facility/infrastructure project	
Increased use of cycleways or paths	x
Increased affordability of events/entry	
Improved perception of safety	
Reduction in neighbourhood crime	
Improved engagement numbers	x
Number of community-led arts, cultural, heritage and creative programmes as a result of support	
Improved perception of events	
Increased number of web searches for a place	
Volunteering numbers as a result of support	

Number of new or improved community facilities as a result of support	
Increased number of projects arising from funded feasibility studies	
Increased take up of energy efficiency measures	x
Number of premises with improved digital connectivity	
Increased number of properties better protected from flooding and coastal erosion	
None of the above	

Select the interventions you intend to use which meet this priority. You can select as many as you like.

E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.	X
E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs.	
E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.	x
E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.	x
E5: Design and management of the built and landscaped environment to 'design out crime'.	
E6: Support for local arts, cultural, heritage and creative activities.	x
E7: Support for active travel enhancements in the local area.	
E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.	
E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.	x
E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.	
E11: Investment in capacity building and infrastructure support for local civil society and community groups.	
E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.	
E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.	x

	E15: Investment and support for digital infrastructure for local community facilities.		
	None of the above		

Do you plan to use any interventions not included on this list?

(If yes) State the name of each of these additional interventions and give a brief description of each of these

No

(If yes) Explain how each of these interventions meet the investment priority. Give evidence where possible, including why it is value for money and the outcomes you want to deliver.

N/A

Do you consider any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.

N/A

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

N/A

Have you already identified any projects which fall under the Communities and Place investment priority?

(If yes) Describe these projects, including their proposed locations and how they fall under this investment priority.

No. At this stage of the process, project activity is not confirmed. However, London boroughs are giving this consideration to ensure that, once the Investment Plan is approved by government, we can: hit the ground running; and help ensure spend for year one is achieved by 31 March 2023.

<p>Do you consider any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?</p> <p>All bids must also consider how they will deliver in line with subsidy control as <u>set out in the guidance</u>.</p>
YES/NO N/A
<p>Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.</p>
N/A

2.2 Interventions: Supporting Local Business

Does your investment plan meet the Supporting Local Business investment priority?	
<p>(If yes) What are the outcomes you want to deliver under this investment priority? Select all that apply.</p>	
Jobs created	x
Jobs safeguarded	x
Increased footfall	
Increased visitor numbers	
Reduced vacancy rates	
Greenhouse gas reductions	x
Number of new businesses created	x
Improved perception of markets	
Increased business sustainability	
Increased number of businesses supported	x
Increased amount of investment	x
Improved perception of attractions	
Number of businesses introducing new products to the firm	x
Number of organisations engaged in new knowledge transfer activity	x
Number of premises with improved digital connectivity	
Number of businesses adopting new to the firm technologies or processes	
Number of new to market products	x
Number of R&D active businesses	
Increased number of innovation active SMEs	
Number of businesses adopting new or improved products or services	
Increased number of innovation plans developed	
Number of early-stage firms which increase their revenue following support	x
Number of businesses engaged in new markets	x
Number of businesses increasing their export capability	

Increased amount of low or zero carbon energy infrastructure installed	
Number of businesses with improved productivity	x
Increased number of projects arising from funded feasibility studies	
Increased number of properties better protected from flooding and coastal erosion	
None of the above	

Select the interventions you intend to use which meet this priority. You can select as many as you like.

E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.	
E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.	
E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence; robotics and autonomous systems; additive manufacturing; industrial internet of things; virtual reality; data analytics. The support is proven to leverage high levels of private investment into technologies that drive growth, productivity, efficiency and resilience in manufacturing.	
E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.	x
E20: Research and development grants supporting the development of innovative products and services.	
E21: Funding for the development and support of appropriate innovation infrastructure at the local level.	
E22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.	
E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.	X
E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.	x

E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors.		
E26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises.		
E27: Funding to develop angel investor networks nationwide.		
E28: Export Grants to support businesses to grow their overseas trading, supporting local employment.		
E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole-systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity.	x	
E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.	x	
E31: Funding to support relevant feasibility studies.		
E32: Investment in resilience infrastructure and nature based solutions that protect local businesses and community areas from natural hazards including flooding and coastal erosion.		
None of the above		

Do you plan to use any interventions not included on this list?

(If yes) State the name of each of these additional interventions and give a brief description of each of these

No

(If yes) Explain how each of these interventions meet the investment priority. Give evidence where possible, including why it is value for money and the outcomes you want to deliver.

N/A

Do you consider any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.

N/A

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

N/A

Have you already identified any projects which fall under the Supporting Local Business investment priority?

(If yes) Describe these projects, including their proposed locations and how they fall under this investment priority.

No

Do you consider any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

All bids must also consider how they will deliver in line with subsidy control as set out in the guidance.

N/A

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

N/A

2.3 Interventions: People and Skills

Voluntary and community provision

People and Skills interventions can only be used in 2022-2023 and 2023-2024 if you have identified a local voluntary and community provision, previously supported by the European Social Fund, at risk of closure. More information can be found [here](#).

If you have not identified a suitable provision, you will not be able to select interventions for 2022-2023 and 2023-2024 and your investment plan will not be approved.

Does your investment plan meet the People and Skills investment priority?

(If yes) What are the outcomes you want to deliver under this investment priority? Select all that apply.

Number of economically inactive individuals in receipt of benefits they are entitled to following support	
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	x
Increased proportion of participants with basic skills (English, maths, digital and ESOL)	
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	

Number of people sustaining engagement with keyworker support and additional services	
Number of people engaged in job-searching following support	x
Number of people in employment, including self-employment, following support	x
Number of people sustaining employment for 6 months	
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	
Number of people in education/training	x
Increased number of people with basic skills (English, maths, digital and ESOL)	
Fewer people facing structural barriers into employment and into skills provision	
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	x
Fewer people facing structural barriers into employment and into skills provision	
Number of people gaining a qualification or completing a course following support	
Number of people gaining qualifications, licences, and skills	
Number of economically active individuals engaged in mainstream skills education, and training.	
Number of people engaged in life skills support following interventions	
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	
Multiply only - Increased number of adults achieving maths qualifications up to, and including, Level 2.	
Multiply only - Increased number of adults participating in maths qualifications and courses up to, and including, Level 2.	
None of the above	

Select the interventions you intend to use which meet this priority. You can select as many as you like.

E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps. This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. Expected cohorts include, but are not limited to	X
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people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).*via Multiply.	
E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. **where not being met through Department for Work and Pensions provision.	
E35: Activities such as enrichment and volunteering to improve opportunities and promote wellbeing.	
E36: Intervention to increase levels of digital inclusion, with a focus on essential digital skills, communicating the benefits of getting (safely) online, and in-community support to provide users with the confidence and trust to stay online.	
E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses. This includes supporting the retention of groups who are likely to leave the labour market early.	
E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that are not being met through other provision.	
E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions.	
E40: Retraining support for those in high carbon sectors.	
E41: Funding to support local digital skills.	
None of the above	

Do you plan to use any interventions not included on this list?

(If yes) State the name of each of these additional interventions and give a brief description of each of these

With the people and skills funding delayed until 2024-25, we reserve the right to address emerging need through additional interventions throughout the duration of the programme.

There are key employment interventions ending for groups of Londoners most in need of support following the end of the current ESF Programme, which the GLA and London's boroughs wish to see continue using the UKSPF. This includes support for young people who are not in education, employment or training (NEETs); careers education for young people; creating a 'no wrong door' so that any Londoner who needs help can access the support that they need; and support for economically inactive and the most disadvantaged people. Further detailed information on these interventions is outlined in the following section.

(If yes) Explain how each of these interventions meet the investment priority. Give evidence where possible, including why it is value for money and the outcomes you want to deliver.

The GLA, working with London's boroughs, will prioritise a total of £38m to support Londoners who are furthest away from the labour market to progress into training, or who need support with finding good jobs to access the help that they need. This investment will complement existing skills provision in the capital including the circa £320m per annum Adult Education Budget, Skills Bootcamps, Free Courses for Jobs, the Mayor's Skills Academies, and Multiply. Investment via the UKSPF will ensure that Londoners can get support to progress into training in areas where skills are needed most (such as green skills), and move into good jobs. The GLA and London Councils are also working closely with the Department for Work and Pensions to ensure complementarity with mainstream employment support provision.

The proposed investment will respond to the key commitments and actions set out by the Mayor and London's boroughs in the [Economic Recovery Framework for London](#). The proposed interventions will support young Londoners, and adults who are economically inactive or unemployed, building on the programmes that London currently funds as part of the European Social Fund that are ending in 2023.

1. Support for Young Londoners

A total of £13.1m is being invested to support young people, in particular those from disadvantaged groups, to give them the best chances to develop their skills and employability, and to progress in work and society. The interventions that will support young people, and the resulting outcomes, are outlined below.

In total, 6,500 young Londoners will be supported through the Support for Young Londoners strand of this People and Skills element of our programme. The unit cost – assuming some drop out, and noting the GLA aims to include support for those NEET groups who are most disadvantaged in the labour market – would be £2,000 for each Londoner supported. The strand therefore offers value for money when compared to the average unit cost for the ESF Priority 1.2 programme, which is £1,712 per participant supported.

Careers Education for Young Londoners

The lives of many young Londoners were significantly impacted by the Covid-19 pandemic, with deep-seated inequalities further exacerbated. With limited available mainstream government support as well as current European Social Fund programmes ending after 2023, there is a need to ensure that crucial gaps in support can be met by the UKSPF so that London's young people, particularly those from the most disadvantaged backgrounds, are not left behind and can lead more prosperous, happier and healthier lives.

London's Recovery Programme has focused on supporting Londoners most impacted by the pandemic to access good-quality jobs in key sectors. This includes priorities to help young people to get the education, training and support that they need to succeed into good work, progress in further or higher education, and participate in society.

The GLA and the Careers and Enterprise Company (CEC) are presently funding a package of support as part of the London careers programme – providing support to secondary schools, Alternative Provision, Special Schools, and post-16 institutions and further education colleges. ESF funding enables schools to work with employers and further education establishments to develop and deliver additional joint activities that build labour market expertise and knowledge within schools, and enable young people to experience the world of work. The £11.1m programme started in October 2021 and is due to end in August 2024.

It aims to improve the standard of careers education in secondary and post-16 education through delivering employer-led careers interventions. Specific interventions are targeted at young people who suffer disadvantage, and include:

- support for young people with special education needs or disabilities (SEND)
- addressing under-representation (specifically BAME communities) in key sectors and more highly skilled jobs
- promoting vocational progression pathways (including apprenticeships) leading to good employment prospects
- raising awareness of London's labour market opportunities among careers leads, teachers and students to support progression choices towards good employment prospects
- engaging employers in careers education to increase motivation, aspiration and work readiness for young people progressing to the world of work
- improving the quality of careers education in schools that are not performing well (as measured against the Gatsby Benchmark quality standards).

The Careers Programme contributes to levelling-up aims by securing employment for young people, through reducing the number of young people who:

- are NEET, specifically young people who have additional needs and are from BAME communities
- do not sustain good employment.

It also meets the needs of business by:

- addressing London's recruitment needs/vacancies through young people making informed choices about progression to available employment opportunities

- increasing the supply of skills to support business sustainability and business growth in London's key sectors through young people making education and progression choices that provide the skills to meet business needs.

The GLA plans to continue support for London's careers programme using the UKSPF, following the end of ESF and government support so that careers education and work experience remain at the heart of young Londoners' education. The provision would continue to work with education providers, employers and young people; and would support the delivery of 4,000 work experience and other employer engagements with students, to ensure they have a better understanding of employer expectations and can make better decisions about careers.

Young people who are not in education, employment or training (NEET)

Support for NEET young people, and those facing the greatest challenges, remains a priority for the GLA, the London Recovery Programme and the New Deal for Young People Mission. Young Londoners have told us that accessing employment, education and training is one of their top priorities. Mentors can play a key role in transforming a young person's life, giving them the skills, confidence and relationships to be able to access opportunities and networks to support them with their next steps. During the pandemic, young people were disproportionately and adversely affected in the labour market, with younger people being one of the groups most likely to be furloughed and most likely to have lost their jobs. Employment levels are 3 per cent down since the start of the pandemic for 16-24-year-olds, compared to only 1 per cent down for 25-64-year-olds. Time out of the labour market early in people's careers is expected to hamper future progression, and as such additional and continued support remains necessary.

There are particular concerns around NEET young people who already have significant barriers to work. London's current ESF NEET programme has shown that the repeated lockdowns during the pandemic have meant that many NEET young people with significant barriers to entering employment or education have disengaged with existing services, raising concerns that they will struggle to re-engage without targeted support. The mainstream services offered through Jobcentre Plus may not reach these groups, and our projects have found that these young people do not engage well with virtual services.

At present, there are ESF-funded programmes worth over £25m delivering support to NEET young people in London. These programmes will all come to an end in 2023, leaving a large gap in provision in targeted, face-to-face support and outreach if the current ESF projects are not replaced.

The GLA's NEET programmes are currently contracted to support the most disadvantaged and the hardest to help young people, including those:

- with disabilities or health conditions
- with caring or parental responsibilities
- who are in debt
- who have had experience with the criminal justice system
- with substance misuse issues

- who are looked after or are care leavers
- who are homeless.

Interventions include supporting young people who are NEET to improve their education, employability and personal skills, and helping them to progress into sustained education, training or employment, by equipping them with personal and transferable skills, work experience and vocational skills to improve their chances of remaining in education, gaining employment, starting an apprenticeship or retraining in education.

For 2024-25, the GLA plans to use its UKSPF allocation to commission interventions that build on existing NEET programmes in London. Support will be aimed at young people aged 16-24, who are unemployed or economically inactive, to help them develop interpersonal skills that increase their employability, and progress into job searching, education, employment or further training. Given funding is available initially for only one year, it is impractical to deliver sustained results. However, it is the GLA's preference to deliver sustained results where possible.

2. Employment support for unemployed and economically inactive adults

Many Londoners have more substantial barriers to getting and retaining a job, including health problems, insecure and/or high-cost housing, access to childcare or drug/alcohol addiction. As part of the [London Recovery Programme](#), the Mayor, London's boroughs and key stakeholders have committed to support Londoners disproportionately impacted by the pandemic to get the support that they need to progress into good jobs in key sectors. The current Work and Health Programme and European Social Fund programmes are important to achieving this but are due to end or reduce in funding in the next year. Other GLA and borough-led programmes such as the Creative Enterprise Zones also end next year. The interventions outlined here will look to build on these programmes, to ensure that residents can get the support that they need to progress into good-quality jobs.

Working with London's boroughs, the GLA will invest a total of £25m in employment support for unemployed and economically inactive adults. This will help approximately 7,000 people at a unit cost of £3,220 per person to progress into good-quality jobs – including in key growth sectors such as the green economy and creative industries.

This investment will comprise a package of support for groups of Londoners disproportionately and adversely affected by the pandemic; and groups facing structural barriers to employment, who are unlikely to participate in mainstream employment support. This will include economically inactive Londoners, and Londoners who are in receipt of benefits and facing significant barriers to getting a job.

The focus of interventions will be on supporting groups of Londoners that have been disproportionately affected by the Covid-19 pandemic and are at risk of the

‘scarring’ effects of recession – that are unemployed or economically inactive.

These groups include, but are not limited to:

- those aged 50 and over
- Londoners qualified at Level 2 or below
- ethnic minorities (particularly Black, Pakistani and Bangladeshi Londoners)
- people with a disability or health condition
- women
- parents and carers
- Londoners with multiple and/or complex barriers to employment (for example, people with health conditions; care leavers; people with experience of the justice system; homeless people or those living in temporary accommodation; people with drug or alcohol dependencies)
- refugees and asylum seekers (where possible)
- Londoners at risk of long-term unemployment (including many of the groups listed above).

Work and Health Programme and support to the most vulnerable Londoners

The Work and Health Programme (WHP) was launched in late 2017 against a backdrop of more than 2m people being recognised as economically inactive due to ill health. In London and Greater Manchester funding for, commissioning and oversight of the programme has been devolved. Four sub-regional partnerships (groups of boroughs working together) manage the programmes. WHP provides employment support for people with health conditions, disabled people, the long-term unemployed (one year or more) and early-access groups (including people with experience of the justice system, carers, ex-HM Armed Forces, people with drug and alcohol addiction, refugees and young people in gangs).

The programme will support between 50,000 and 55,000 Londoners over the course of five to seven years. Its initial phase will come to an end in October 2022. A two-year extension has been agreed with the DWP until October 2024. The WHP was extended in London using European Social Fund to meet anticipated demand. We plan to extend it further using the UKSPF during 2024-25, in terms of both volume and time for referrals. London’s proposals for additional places on the WHP for its two-year extension could not be funded from the DWP, so the UKSPF will meet some of this gap.

London will provide a package of support for other Londoners facing significant barriers to getting a job, who are not eligible for WHP and/or need a different type of support and engagement onto employment support programmes – for example, using local voluntary and community sector organisations, or taking a neighbourhood approach. This will help replace support funded under ESF for these groups, such as the Big Lottery Fund ESF programme in London worth £8m-£10m a year.

No Wrong Door

To support the delivery of the interventions outlined above, London residents, and users of skills and employment services, will be supported more effectively into

<p>employment and good work through more integrated, accessible and visible provision. In alignment with the GLA and London Councils' recovery priorities, the UKSPF will help to continue the No Wrong Door initiative that was established to strengthen coordination and multi-agency partnership working across London's skills and employment services, including the UKSPF. The aim of the No Wrong Door programme is to ensure Londoners can access the right employment and skills provision at the right time. It includes the establishment of integration hubs across London's four sub-regional partnerships. The hubs will work with practitioners and Londoners to improve access to employment and skills support, focusing on particular groups of Londoners – such as young people or refugees.</p>
<p>Do you consider any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?</p> <p>All bids must also consider how they will deliver in line with subsidy control as <u>set out in the guidance</u>.</p>
<p>N/A</p>
<p>Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.</p>
<p>N/A</p>

ENGLAND ONLY: People and Skills interventions can only be used in 2022-2023 and 2023-2024 if you have identified a local voluntary and community provision, previously supported by the European Social Fund, at risk of closure. If you have not identified a suitable provision, you will not be able to select interventions for 2022-2023 and 2023-2024 and your investment plan will not be approved.

<p>Have you already identified any projects for 2024-25 which fall under the People and Skills investment priority?</p>
<p>(If yes) Describe these projects for 2024-25, including their proposed locations and how they fall under this investment priority.</p>
<p>As outlined in previous sections, London's People and Skills investment will be focused on the following areas:</p> <ul style="list-style-type: none"> • helping young people who are NEET, particularly from disadvantaged backgrounds, to progress into education, employment or training • Career Hubs, to provide young people with the support and guidance that they need to succeed into education, employment or training • extension of the WHP to include targeted support for unemployed adults, excluded and economically inactive groups such as people with experience of the justice system, disabled people, homeless people, refugees/asylum seekers, and carers

<ul style="list-style-type: none"> continuing the delivery of the No Wrong Door Integration Hubs to provide join-up between skills and employment services across London to meet the needs of different groups of Londoners.
<p>Do you consider any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?</p> <p>All bids must also consider how they will deliver in line with subsidy control as <u>set out in the guidance</u>.</p>
No
<p>Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.</p>
N/A

Have you identified a local voluntary and community provision at risk as part of this intervention?							
(If yes) Describe the local voluntary and community provision at risk and your rationale for supporting it.							
N/A							
Provide the European Social Fund Project Name(s) and Project Reference(s) for this voluntary and community provision at risk							
N/A							
When do you intend to fund these projects? Select all that apply.							
<table border="1"> <tr> <td>2022-2023</td> <td></td> </tr> <tr> <td>2023-2024</td> <td></td> </tr> <tr> <td>2024-2025</td> <td></td> </tr> </table>	2022-2023		2023-2024		2024-2025		
2022-2023							
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2024-2025							
Describe these projects for 2022-2023 and 2023-2024, including their proposed locations and how they fall under this investment priority.							
N/A							
<p>Do you consider any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?</p> <p>All bids must also consider how they will deliver in line with subsidy control as <u>set out in the guidance</u>.</p>							
N/A							

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

N/A

3. **Approach to delivery and governance**

In this section, we will ask you about:

- Structures you have in place to support delivery
- Support you have from stakeholders and the local community
- How you've engaged with MPs as part of your investment plan
- Opportunities you have identified to work with other places

Places need to show how MPs that cover the lead local authority have been engaged on the investment plan and whether they support it. More detail on the role of MPs can [be found here](#).

3.1 Stakeholder engagement and support

**Have you engaged with any of the following as part of your investment plan?
Select all that apply.**

Public sector organisations	YES
Private sector organisations	YES
Civil society organisations	YES

**Describe how you have engaged with any of these organisations.
Give examples where possible.**

The GLA, as lead authority, has engaged and consulted a wide and diverse range of stakeholders during the development of this investment plan. Engagement has been undertaken through a variety of formats to ensure a range of insights have been gained.

The GLA has co-designed this investment plan with London Councils, which represents London's 32 borough councils and the City of London.

The pre-election period ended on 5 May 2022, so on 10 May the GLA was able to hold an online interactive seminar with over 300 stakeholders from across the public and private sectors, as well as civil society organisations. This event, undertaken in partnership with London Councils, generated over 100 questions during the Q&A session. The GLA has continued to answer questions via an FAQ on the GLA website. A dedicated email address was established as a central contact point for enquiries: UKSPF@london.gov.uk. Stakeholders have been able

to submit their proposals for this investment plan, and officers have considered these.

The GLA has engaged with a variety of stakeholders both formally and informally, including but not limited to: London borough economic development teams; social housing representatives; the further education sector; civil society; the private sector including banks, social enterprise and cooperative business organisations; the London Economic Action Partnership (LEAP) (London's Local Enterprise Partnership (LEP)); the Skills and Jobs Business Partnership; and the Mayor's Business Advisory Board.

Detailed briefings setting out London's ambitions for the fund have been presented. These have included to the London Assembly and the Local Partnership Group in London (the London Recovery Board). The London Recovery Board has a broad range of representation from across all sectors and the membership includes three London MPs including the Minister for London and the two co-chairs of the London All-Party Parliamentary Group (APPG).

Two UKSPF-related discussions of the London Recovery Board have taken place. The first was an informal consultation on the UKSPF, held on 27 May 2022. The second, as detailed elsewhere in this plan, was a formal public meeting held on 21 June 2022 in which Terms of Reference for the oversight of the UKSPF were approved.

Officers from London Councils and the GLA presented proposals for the People and Skills investment priority to the Skills for Londoners (SfL) Board on 28 June 2022. The SfL Board is a non-incorporated consultative and advisory body established by the Mayor of London. The purpose of the Board is to advise on actions to support the Mayor's SfL Strategy, and his skills and employment programmes – including, but not limited to, the Adult Education Budget. It will provide oversight and steer to the People and Skills strand of the UKSPF, complementing the work of the Local Partnership Group.

In addition, the GLA and London Councils have worked closely to engage boroughs in discussions around how best London can benefit from its UKSPF allocation. This has included GLA participation in a joint event held by London Councils to engage, consult and answer questions from borough councils. This engagement evolved to include several further roundtable discussions focusing on each of the investment priorities and the associated interventions. These partnership discussions have been highly useful and contributed to the narrative of this investment plan.

Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up.

The GLA and London Councils (representing the 32 London boroughs and the City of London Corporation) have co-designed this UKSPF investment plan.

The existing [London Recovery Board](#) has been designated the Local Partnership Group. This was confirmed at its public meeting, chaired jointly by the Chair of London Councils and the Mayor of London, on 21 June 2022. Terms of Reference were approved. The membership of the Local Partnership Group reflects the requirements set out in the UKSPF prospectus. Members will provide strategic oversight of the delivery of the UKSPF across London.

The London Recovery Board was established and is managed jointly by the Mayor and London Councils to address the impact of the pandemic on London.

For People and Skills, other key stakeholder boards in London are: the SfL Board; and the Jobs and Skills Business Partnership. Several subordinate bodies sit underneath the Board (the Higher Level Skills Advisory Group and the Outcomes for Londoners Task and Finish Group) and the Business Partnership (the Green Skills Task and Finish Group). The GLA, London Councils and the London-region DWP have also established an employment support working group, which will provide input to the development of the people and skills strands of the UKSPF.

The GLA, as lead authority, will be accountable to UK government, and it will coordinate activity alongside London Councils throughout the lifetime of the fund. This includes, for instance, the co-design of specifications and the assessment of awards for funding. The GLA will ratify decisions due to its lead authority status in accordance with its existing decision-making and governance procedures. This can include the Mayor of London approving details of expenditure for UKSPF activity in line with this investment plan, and as the plan evolves to reflect actual delivery.

To help ensure transparency, all Local Partnership Group meeting papers, and any Mayoral or other formal decisions, will be published on the GLA's website.

Have all the MPs covering your lead authority been invited to join the local partnership group?

No. There are 73 London MPs. However, three London MPs – the Minister for London, and the co-chairs of the London All-Party Parliamentary Group (APPG) – are already members of the local partnership group, which is the [London Recovery Board](#). The membership is detailed [here](#).

The London Recovery Board endorsed London's high-level investment plan ambitions, and noted the successful partnership approach to co-designing the plan with London's 32 boroughs and the City of London Corporation.

In addition, on 27 June 2022, all London MPs were invited to an online meeting hosted by London Councils and the GLA, and chaired by an APPG co-chair, to discuss the UKSPF.
(If no) Explain why all the MPs covering your lead authority have not been invited to join the local partnership group.
Please see above.
Are there MPs who are not supportive of your investment plan?
No
(If yes) Detail the MPs that are not supportive and outline their reasons why.
N/A

3.2 Project selection

Are you intending to select projects in any way other than by competition for funding?
Yes
(If yes) Describe your approach to selecting projects, and why you intend to do it this way
<p>The GLA will select projects using a combination of competitive bidding, direct allocations to London boroughs, direct allocations to Mayoral agencies such as London & Partners, and procurement for contracts where relevant. This approach will achieve the best possible outcomes for London, its 32 boroughs and the City of London Corporation.</p> <p>Supporting Local Business</p> <p>This priority will directly award UKSPF funding to London boroughs, Mayoral agencies and external organisations via competitive bidding.</p> <p>The GLA, in consultation with London Councils, has engaged with London boroughs early in the process. Direct allocation of funds to boroughs will allow local business support teams to address business support needs within their own communities.</p> <p>The Mayor of London's business growth agency, London & Partners, will receive a direct allocation of funding to support international trade programmes and</p>

businesses in high-growth sectors. London & Partners will, in part, oversee competitive bidding arrangements for the UKSPF growth programmes.

Communities and Place

Many decisions and investments are best made at the local level. Boroughs are well positioned to understand their local communities; they can bring different interests together around a common plan.

UKSPF funding for Communities and Place will be allocated in full to London boroughs and the City of London. This will be done within the context of the London-wide overarching framework that this investment plan provides.

People and Skills

UKSPF funding for People and Skills will be used in 2024-25. It is anticipated that all funding under this priority will be allocated via either direct grants or through competitive commissioning.

For example, the proposed employment strand in the People and Skills investment priority will be allocated as a direct grant to the accountable body of each sub regional partnership which may then extend existing contracts with Work and Health Programme providers and/or commission discrete elements where relevant. Extension of existing agreements will enable the People and Skills investment priority to achieve its spend and deliverable targets, despite having only one year to deliver.

3.3 Working with other places: Communities and Place

Do you intend to work with other places on any of the interventions which fall under the Communities and Place investment priority?

No. London is itself already a diverse region and we would want our UKSPF programme to respond to the different challenges within it. We do not envisage collaboration with other places outside the capital at this stage, but will consider any request to do so on a case-by-case basis.

(If yes) Which interventions do you intend to collaborate on? Select all that apply.

E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.	
E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase	

communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs.		
E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.		
E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.		
E5: Design and management of the built and landscaped environment to 'design out crime'.		
E6: Support for local arts, cultural, heritage and creative activities.		
E7: Support for active travel enhancements in the local area.		
E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.		
E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.		
E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.		
E11: Investment in capacity building and infrastructure support for local civil society and community groups.		
E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.		
E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.		
E15: Investment and support for digital infrastructure for local community facilities.		
None of the above		

Describe any interventions not included in this list
N/A
Which places do you intend to collaborate with?
N/A

3.4 Working with other places: Supporting Local Business

Do you intend to work with other places on any of the interventions which fall under the Supporting Local Business investment priority?
No. London is itself already a diverse region and we would want our UKSPF programme to respond to the different challenges within it. We do not envisage collaboration with other places outside the capital at this stage, but will consider any request to do so on a case-by-case basis.

(If yes) Which interventions do you intend to collaborate on? Select all that apply.

E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.	
E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.	
E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence; robotics and autonomous systems; additive manufacturing; industrial internet of things; virtual reality; data analytics. The support is proven to leverage high levels of private investment into technologies that drive growth, productivity, efficiency and resilience in manufacturing.	
E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.	
E20: Research and development grants supporting the development of innovative products and services.	
E21: Funding for the development and support of appropriate innovation infrastructure at the local level.	
E22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.	
E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.	
E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.	
E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors.	
E26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises.	
E27: Funding to develop angel investor networks nationwide.	
E28: Export Grants to support businesses to grow their overseas trading, supporting local employment.	

E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole-systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity.		
E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.		
E31: Funding to support relevant feasibility studies.		
E32: Investment in resilience infrastructure and nature based solutions that protect local businesses and community areas from natural hazards including flooding and coastal erosion.		
None of the above		

Describe any interventions not included in this list
N/A
Which places do you intend to collaborate with?
N/A

3.5 Working with other places: Interventions: People and Skills

Do you intend to work with other places on any of the interventions which fall under the Supporting Local Business investment priority?	
No. London is itself already a diverse region and we would want our UKSPF programme to respond to the different challenges within it. We do not envisage collaboration with other places outside the capital at this stage but will consider any request to do so on a case-by-case basis.	
(If yes) Which interventions do you intend to collaborate on? Select all that apply.	
E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps. This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. Expected cohorts include, but are not limited to people aged	

over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex-offenders, people with substance abuse problems and victims of domestic violence).*via Multiply.	
E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. **where not being met through Department for Work and Pensions provision.	
E35: Activities such as enrichment and volunteering to improve opportunities and promote wellbeing.	
E36: Intervention to increase levels of digital inclusion, with a focus on essential digital skills, communicating the benefits of getting (safely) online, and in-community support to provide users with the confidence and trust to stay online.	
E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses. This includes supporting the retention of groups who are likely to leave the labour market early.	
E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that are not being met through other provision.	
E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net-zero and wider environmental ambitions.	
E40: Retraining support for those in high carbon sectors.	
E41: Funding to support local digital skills.	
None of the above	

Describe any interventions not included in this list
N/A
Which places do you intend to collaborate with?
N/A

4. Public sector equality duty

How have you considered your public sector equality duty in the design of your investment plan?

The GLA as a public authority must comply with the Public Sector Equality Duty (PSED) set out in section 149(1) of the Equality Act 2010. This provides that, in the exercise of their functions, public authorities must have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation); and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The obligation in section 149(1) is placed upon the Mayor of London, as decision-maker. Due regard must be had at the time a particular decision is being considered. The duty is non-delegable and must be exercised with an open mind.

The GLA has sought to take advantage of the limited time available between the launch of the UKSPF (during the pre-election period) and the submission of this plan to consult with stakeholders. The GLA would have welcomed greater time to do this. However, as other parts of this investment plan note, the GLA has conducted wide stakeholder engagement with London's partners, including civil society, voluntary and community sectors via the London Recovery Board (LRB; London Economic Action Partnership (London's LEP); the LRB's Youth Panel; and the Skills for Londoners Board. The GLA is currently working on a plan for further stakeholder engagement during the summer, post submission of the investment plan.

As noted elsewhere in this plan, we spoke to a range of organisations, particularly London boroughs and London Councils (which represents all 32 boroughs plus the City of London Corporation). Boroughs have been at the heart of their business communities over the past two years as they faced the pandemic; their experience and knowledge of the needs of Londoner and SMEs in disadvantaged areas of the capital have informed the development of the investment plan.

Our conversation with groups such as the All-Party Parliamentary Group (APPG for BAME founders has been key to understanding BAME business owners' experience during the pandemic, and evidencing how the pandemic disproportionately impacted on these businesses and diverse founders. Further, conversations with NatWest Bank and the publication of reports – such as 'Time to Change' (NatWest Bank and the Centre for Research in Ethnic Minority Entrepreneurship at Aston University), and the British Business Bank's 'Alone together' report on entrepreneurship and diversity in the UK, outlining the profound effects of ethnic and economic background, gender and place have on

entrepreneurial opportunities and outcomes – have contributed to the development of this investment plan.

Building a Fairer City – the London Recovery Board’s Action Plan

In May 2022 the London Recovery Board published ‘Building a Fairer City Action Plan’, which sets out actions organisations and institutions can take to tackle the deep-seated inequalities affecting the lives of Londoners, including:

- investment in community infrastructure to reach, engage and develop skills in young people across under-represented groups, e.g. young Black people
- support to existing emerging Black businesses and young Black entrepreneurs
- work with corporates/public sector on supply chains to ensure more diversity and BAME-led business access
- strong comms to change narrative, increase trust and confidence, and improve understanding of opportunities in Black communities.

This UKSPF investment plan will place these recommendations at the heart of the implementation of the programme.

In 2022 the GLA committed to further enhance equalities, diversity and inclusion practices and culture within the organisation. The GLA’s updated strategy will set out its ambitions for greater equality, diversity and inclusion within its workforce, programmes, practices and working culture. This is translating across the GLA, and particularly in teams that are managing programmes and projects. The GLA team responsible for managing the UKSPF has drafted a revised equalities, diversity and inclusion action plan that reflects the principles set out in the next section.

How will you consider your public sector equality duty when implementing your investment plan, including in the selection of projects?

In the discharge of the UKSPF, the GLA will target investments at projects with the greatest potential to secure inclusive jobs and growth opportunities. Applicants will need to demonstrate how they will give due regard to the requirements of the Public Sector Equality Duty Act and integrate equality, fairness and inclusion considerations into all areas of delivery.

Reaching and including all Londoners, particularly individuals facing persistent inequalities, will be an important consideration to the success of the UKSPF in London. This programme will continue our work challenging inequality and promoting equality of opportunity by bringing communities and local businesses together to support growth and access to opportunity.

The GLA will seek to meaningfully involve communities and service-user groups in programme design – for example, non-expert voluntary and community-sector specialist BAME services, and Deaf and disabled people’s organisations. Their

involvement will build on existing provision and work with local experts such as youth hubs and boroughs' family services; test project proposals and activities with specialist experts in inequalities; and build equality impacts into programme specifications and KPIs. We will work closely with our partners and stakeholders in seeking to use practical routes to reach the widest communities. The following principles will apply.

Programme design

- Co-design programmes with stakeholders, including London boroughs and the beneficiaries of our programmes.
- Seek feedback on specification language, design and priorities.
- Require applicants to present how they will meet, deliver and contribute to equality, diversity and inclusion (EDI) objectives. This will include delivery as well as organisational behaviour.
- Ensure performance management of contracts and funding agreements include metrics for EDI and organisation diversity.
- Lead by example, sharing GLA values and principles for projects to work towards and embed within their own organisational structures.
- Implement review processes to ensure UKSPF programmes remain relevant to local need.

Communication

- Continuously review communications, ensuring they are accessible and accountable to the communities we support.
- Work with community groups; use multiple engagement approaches and culturally competent communications channels to talk to our communities, and ensure our messages are being heard.
- Engage groups such as staff networks to review the language and terminology used to communicate with specific groups.

Data

- Ensure collection of EDI data concerning the organisations and companies to which we award UKSPF funding – for example, staffing and board diversity – and set targets where evidence suggests the GLA's expectations are not being met.
- Regularly review data around Londoners and businesses, ensuring our projects are representative of local community need.
- Strengthen relationships with other teams within the GLA, such as GLA Economics and Intelligence, to ensure UKSPF programmes remain relevant to the organisations and people we are supporting.

Evaluation and Learning

- Embed EDI evaluation into the core of our work to ensure outcomes around diversity and inclusion are being achieved.
- Set expectations for projects in respect of evaluation, learning and sharing.
- Provide practical training on how to effectively deliver evaluation, learning and sharing internally and externally for the benefit of all.
- Regularly share learning and achievements via social media, for example, Talk London and other platforms.

Governance

- Ensure assessment and general decision-making panels are diverse and representative.
- Embed flexibility within the design and structure of projects to allow the UKSPF to be responsive to change/need in respect of EDI.
- Review governance, systems and processes regularly to ensure EDI principles are being upheld.

The GLA will continuously gather intelligence and data to ensure UKSPF can meet the needs of Londoners. The impact of this will be subject to monitoring and evaluation throughout the lifetime of the programme.

5. Risks

Have you identified any key risks that could affect delivery, for example lack of staff or expertise?

Yes

(If yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them

GLA officers have experience of delivering multimillion-pound programmes. However, the following risks could arise.

Risk-management framework

- Risk: an inadequate risk-management framework results in poor risk identification, monitoring and mitigation.
- Mitigation: a robust programme risk-management framework will be in place. This will be reviewed regularly. Risk assessments will also be conducted for applicant organisations receiving funding through competitive calls.

Resources

- Risk: a lack of experienced staff due to high turnover leads to a downturn in the management and performance of the programme.
- Mitigation: a sufficient cohort of GLA staff responsible for the UKSPF have expertise in large-grant programmes such as the European Structural and Investment Funds (ESIF), and £380m per annum of skills and employment programmes including via the delegated Adult Education Budget.

Performance

- Risk: the programme does not deliver its forecast objectives, outputs and outcomes.
- Mitigation:
 - Undertake robust monitoring of organisations that are responsible for delivering UKSPF-funded activity. For instance, for funds awarded via competitive calls, this will include an assessment of applications against the programme prospectus and, once in delivery, monitoring of progress including taking corrective actions where required. For funds directly awarded, this will be done via contracts and agreements established between the parties.
 - However, external factors could affect delivery performance – for instance, further waves of the Covid-19 pandemic, the economic downturn and cost-of-living concerns. In these cases, the GLA will work closely with organisations to monitor performance and make appropriate adjustments where possible.

Stakeholders

- Risk: insufficient stakeholder engagement and communications results in complaints about unsatisfactory participation in the development of London's UKSPF strategy, operations and delivery.
- Mitigation:
 - Establish appropriate steering or network groups, governance structures to ensure the programme has appropriate channels for communication and scrutiny.
 - Embed the Public Sector Equality Duty (PSED) and equality, diversity and inclusion commitments within governance structures.

Profiled spend

- Risk: forecast financial profiles are not met, which could result in underspends.
- Mitigation: the GLA notes that spend profiles are indicative and will inevitably vary over the course of the programme as delivery gets under way, including between financial years. Any programme-level changes to profiles will be carried out in line with UK government guidance. In addition, financial planning, monitoring and reporting will be in place to help ensure the programme can meet its forecast profiles.

Systems and management information

- Risk: unsatisfactory systems and management information lead to inadequate monitoring, performance analysis, reporting and record keeping.
- Mitigation: the GLA plans to use its Open Project System. It will be used for monitoring and data management purposes. The system is already used by other GLA teams and is adaptable to programme requirements. The system is used to:
 - submit, assess and approve new grant bids

<ul style="list-style-type: none"> ○ monitor project progress ○ report on key milestones, outputs and risks ○ make payments and issue reclaims ○ monitor budgets, expenditure and forecasts ○ enact audit changes and record decisions. <ul style="list-style-type: none"> • In addition, a monitoring and evaluation framework will be in place, for which we await further guidance from government.
Have you identified any key fraud risks that could affect UKSPF delivery?
Yes
(If yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them
<p>Recipients of UKSPF funding (grant recipients/procured services/other stakeholders) could deceptively utilise funding and contracts to benefit themselves against contracts and laws (i.e., bribery, false expenditure claims).</p> <p>To mitigate this:</p> <ul style="list-style-type: none"> • Due diligence will be conducted on bidders for procured contracts, and applicants responding to competitive calls, as part of application/bidding processes. This will be done in line with GLA procedures. • Relevant public contracts regulations will be followed for the procurement of contracts. • The GLA's Anti-Fraud and Corruption Policy, Whistleblowing Policy and Guidance, and Contracts and Funding Code are in place and will be followed. • An audit, compliance and assurance framework will be in place (in addition to monitoring frameworks) within UKSPF contract management procedures. These will seek to ensure that issues, risks and fraud are identified and mitigated; and that there are appropriate procedures to follow if fraud occurs. <p>Anti-fraud policy</p> <p>The GLA takes the risk of fraud, corruption and bribery extremely seriously and does not tolerate any such wrongdoing. It expects all individuals and organisations associated with the GLA to act with integrity. The GLA has an Anti-Fraud and Corruption Policy that commits the GLA to taking proactive, practical steps to prevent fraud and corruption.</p> <p>In line with the GLA's whistleblowing policy and guidance, any concerns from GLA officers can be raised with one of the following:</p> <ul style="list-style-type: none"> • the GLA's Executive Director of Resources • the GLA's Head of Audit and Assurance.

Alternatively, the GLA has an independent and confidential reporting line, EthicsPoint, where concerns will be logged, and a report will be passed to the GLA for investigation.

Management of conflicts of interest

The GLA will draft a UKSPF-specific conflict of interest (Col) policy aimed at: protecting the integrity of the GLA's decision-making process; enabling stakeholders to have confidence in the GLA's processes; and protecting the integrity and reputation of GLA officers and appraisal panel members.

All GLA officers involved in the assessment of applications, plus any external appraisal panel members, will be required to sign a Col declaration. This is particularly important if the GLA itself applies for funding. When a Col is disclosed, details will be logged in a Col disclosure register and kept on file.

At any external appraisal panels set up to consider which applicants should/should not be recommended for funding, declarations of interest will be sought (in addition to those declared prior to the meeting). The relevant panel member will not be permitted to participate in the discussion of relevant applications.

6. Capacity and capability

What you'll need:

In this section, we will ask you about:

- The capacity and capability of your team to manage funding
- The resources you have in place for work related to the UKSPF

Your answers here will help us know how to support you with delivery. They will not affect the amount of funding you will get.

Answer as honestly as possible.

6.1 Team resource

**How many people (FTE) will be put in place to work with UKSPF funding?
(NUMBER)**

It is anticipated that up to 23 FTE staff members will work on UKSPF implementation and delivery, alongside other project management roles. The

required number of FTE, and the number of FTE in different roles, may be subject to change as the programme details are confirmed.
<p>Describe what role these people will have, including any seniority and experience.</p> <p>The Assistant Director of Economic Development will oversee UKSPF delivery related to the Supporting Local Business Strand, working alongside the Assistant Director for Skills and Employment, who will oversee UKSPF delivery for People and Skills. As well as Assistant Directors, the delivery teams will include Senior Programme Managers, Programme Managers and Programme Officers who will be responsible for the effective and efficient delivery of UKSPF contracts, funding agreements, and stakeholder management arrangements. The programme will also include roles such as Client Records Management, evaluation, communications, web development, management information systems and reporting, and governance/secretariat.</p> <p>The very experienced GLA team has had responsibility devolved from government since 2007 for managing the £1bn-plus, seven-year European programmes as an intermediate body. This has included appraisal, contract negotiation, project monitoring, payment and expenditure checks.</p> <p>As the GLA's co-financing organisation (CFO), the team has commissioned and managed a £140m ESF programme during the 2014-20 to 2019-23 ESF programming period. Prior to this, the team also managed the multimillion-pound 2007-11 and 2011-13 ESF CFO programmes.</p> <p>As both an Intermediate Body and a CFO, the GLA has received numerous unqualified audits from UK and European audits, most recently in 2022.</p> <p>The team also has responsibility for managing the UK Community Renewal Fund, where it has created its own monitoring systems and claims processes for successful projects. Further, the GLA has been responsible for the development, commissioning and management of the £340m annual Adult Education Budget programme – including the Free Courses for Jobs funding, comprising 148 grants and contracts. The GLA currently manages the Multiply programme, Skills Bootcamps, Free Courses for Jobs, Skills Capital funding and other Mayoral programmes such as the Skills Academies.</p>

6.2 Team experience and capability

Strong capability: Has extensive experience and/or a proven track record of delivery in this area.

Strong capacity: High degree of confidence that there is enough staffing/resource to manage funding in this area.

Some capability: Has previous experience of delivery in this area.

Some capacity: Confident that there is enough staffing/resource to manage funding in this area.

Limited capacity: Does not have previous experience and/or no track record of delivery in this area.

Limited capacity: Limited confidence that there is enough staffing/resource to manage funding in this area. Additional resource may be needed to support delivery.

How would you describe your team's current experience of delivering funding and managing growth funds?

Very experienced	Yes
Some experience	
No previous experience	

How would you describe your team's current capability to manage funding for procurement?

Strong capability	Yes
Some capability	
Limited capability	

How would you describe your team's current capacity to manage funding for procurement?

Strong capacity	Yes
Some capacity	
Limited capacity	

How would you describe your team's current capability to manage funding for subsidies?

Strong capability	Yes
Some capability	
Limited capability	

How would you describe your team's current capacity to manage funding for subsidies?

Strong capacity	Yes
Some capacity	
Limited capacity	

6.3 Capacity and capability: Communities and Place

Does your lead authority have any previous experience of delivering the Communities and Place interventions you have selected?			
Yes			
How would you describe your team's current <u>capability</u> to manage funding for Communities and Place interventions?			
	Strong capability	Yes	
	Some capability		
	Limited capability		
Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your lead authority or your local/regional delivery system.			
<p>There are no evident capability challenges for the GLA to undertake this role. This is because the GLA has well-established teams within the 300 officer-strong 'Good Growth' directorate. Teams – comprising environment, business, culture, transport, and planning and regeneration – coordinate closely to ensure a joined-up approach to both investment decisions and project monitoring.</p> <p>The GLA's regeneration team has been integral to the design of Communities and Place for the UKSPF, including in the drafting of this investment plan. This builds on the GLA's experience of designing, launching, delivering and monitoring other place-based funds, including the London Regeneration Fund, the Mayor's Regeneration Fund, the High Street Fund and the Outer London Fund.</p> <p>Most recently, the £75m Good Growth Fund has been delivered on behalf of the Mayor of London and the London Economic Action Partnership (LEAP). This includes the innovative Make London programme to support community-led projects; the Getting Building Fund; and the High Streets for All Challenge, supporting London boroughs and local partnerships as part of recovery. Previous and current Good Growth directorate programmes are based on practitioner-led research, practice and collaboration – these include the Good Growth by Design programme, to shape a better city by promoting quality and inclusion in the built environment, the High Street Network and engagement with London Councils. We have strong partnerships and networks in place which served us well during the pandemic when we needed to engage widely to test thinking across multiple policy agendas and make programme planning across teams and partners more visible. The UKSPF Communities and Place investment priority provides the opportunity to create a community of practice and enable learning to be captured and disseminated effectively and to leave a positive legacy.</p> <p>The GLA will be coordinating closely with London Councils (representing London's 32 boroughs and the City of London) throughout the implementation and monitoring of Communities and Place supported by oversight from the Local Partnership Group.</p> <p>Evidence of effective delivery: the Good Growth Fund</p>			

The Good Growth Fund supports best practice regeneration that enables:

- Londoners to actively participate in their local community and have a say in how their city is shaped
- diverse and accessible local economies – from high streets and town centres to industrial areas – to realise their full potential, making London a place of opportunity for all
- delivery of coordinated, place-based strategies.

Launched in 2017, it is helping realise 86 innovative regeneration projects and supporting 52 organisations build capacity and develop proposals. This funding targets need, with 40 per cent of the funding going to initiatives in the top 20 per cent deprived neighbourhoods, where 3.5m Londoners live. All funding is committed.

To date, 26 projects have been delivered including: innovative workspace at [Mission Kitchen](#); street market improvements at [the Blue in Bermondsey](#); cultural infrastructure at the [National Youth Theatre](#); a hybrid workspace and cultural offer at [the Africa Centre](#); and public-realm regeneration schemes across London. So far, the Good Growth Fund has created or safeguarded 1,277 jobs; improved more than 25,000m² of the public realm; and more than 25,000m² of commercial space into more productive use; and delivered over 1,000 cultural and community events. For the 2021-22 Annual Performance Review, officials in the Cities and Local Growth Unit assessed LEAP as meeting their expectations on governance, strategic impact and funding delivery.

Describe what further support would help address these challenges.

At this stage, no further support is envisaged. However, the 4 per cent administration budget will support management and staffing costs, and this is welcome.

How would you describe your team's current capacity to manage funding for Communities and Place interventions?

Strong capacity	Yes	
Some capacity		
Limited capacity		

Describe the key capacity challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your lead authority or your local/regional delivery system.

A key issue relating to capacity relates to the resourcing of the team to manage the UKSPF and to ensure any gaps in our expertise are filled. The UKSPF administration budget will support these costs.

Describe what further support would help address these challenges.

The use of the administration budget across the three investment priorities, and including Communities and Place, will provide the resourcing to ensure effective UKSPF delivery.

6.4 Capacity and capability: Supporting Local Business

Does your lead authority have any previous experience of delivering the Supporting Local Business interventions you have selected?

Yes. The GLA has managed many multimillion-pound local business growth programmes over the past 20 years, specifically European Structural and Investment Funds.

European Structural and Investment Funds (ESIF)

The GLA's European Programmes Management Unit (EPMU) has managed ESF and European Regional Development Fund (ERDF) programmes for London since 2007. This level of devolution is unique to London. The government allocated the London Local Enterprise Partnership (LEP) £433m ESF and £184m ERDF, resulting in a total programme value (once 50 per cent match funding added) of over £1bn; in respect of the current programmes which close in 2023-24. The programmes are overseen by a LEP sub-committee, the London ESIF Committee.

The seven-year investment term of the programmes has enabled the tranching of ESF and ERDF to react to and anticipate the evolving needs of businesses and employers. Both programmes have hit annual expenditure targets and surpassed expected results and outcomes. Both programmes have, to date, received repeated 'unqualified' audits (the highest level of assurance) from the Government's Internal Audit Agency and European auditors.

ERDF – supporting 'Local Business'

At present, 99 per cent of London's ERDF funds have been awarded to 50 projects through four different investment priorities. ERDF successes to date include:

- over 12,300 SMEs receiving at least 12 hours' support
- over 5,200 new jobs being created by SMEs (137 per cent of London's ERDF target), and over 2,400 'new' SMEs being supported
- 440 new products introduced to the market
- over 23,000 tonnes (estimated) of CO₂ equivalent in greenhouse gas reductions.

The programmes supported by ERDF are similar in nature to the UKSPF local business interventions selected for this investment plan. The GLA has extensive experience in delivering such programmes for the benefit of London businesses, for example:

- supporting industry-specific SME growth across the circular economy, fashion, AI, edtech, medtech, food, cleantech and start-ups
- increasing international trade and inward investment
- capital investment in research laboratories and spaces for businesses
- reducing carbon emissions by retrofitting social housing and non-domestic public buildings; and by supporting SMEs in decentralised energy operations, and SMEs operating in low-carbon and renewable energies
- providing debt and equity finance for London's SMEs.

The types of SME support provided include:

- one-to-one consultancy and specialist support (i.e. growth, research and development, supply chains, strategy, raising investments, IP, marketing, sustainability, sector-specific consultancy, international trade)
- business workshops, information and brokerage
- access to equipment and expertise for product development
- collaboration with academics and research institutions
- grants (including Covid response-specific)
- access to international trade expositions (including outside the UK and the EU) and trade shows including London Fashion Week
- support focused for women, and other under-represented groups
- support for new businesses and entrepreneurs early in their journey.

Growth Hub funding

The GLA is responsible for the management and operation of the London Growth Hub, known as the London Business Hub. This is a multimillion-pound programme supporting thousands of SMEs each year. The GLA also is the strategic lead for the network of Growth Hubs across south-east England.

How would you describe your team's current capability to manage funding for Supporting Local Business interventions?

	Strong capability	Yes	
	Some capability		
	Limited capability		

Describe the key capability challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your lead authority or your local/regional delivery system.

The GLA has many teams with interdisciplinary experts to manage local business interventions. This includes the European Programmes Management Unit (as described above) which includes senior experienced officers who have, collectively, supported London's SMEs for over 20 years. Officers have specific expertise in sector development, SME policy, procurement, subsidy control (state aid), programme and contract management. Other teams in the GLA include

specialists in enterprise policy, innovation, regeneration, environmental and climate change mitigation, and the culture and creative industries.
Describe what further support would help address these challenges.
The administration budget will fund the provision of dedicated staff and programme management expenses.

How would you describe your team's current <u>capacity</u> to manage funding for Supporting Local Business interventions?			
	Strong capacity	Yes	
	Some capacity		
	Limited capacity		
Describe the key capacity challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your lead authority or your local/regional delivery system.			
The only issue relating to capacity relates to resourcing the team to manage the UKSPF and to ensure the gaps in expertise are filled through the administration budget.			
Describe what further support would help address these challenges.			
The administration budget will provide the resourcing to ensure an effective and efficient UKSPF delivery team.			

6.5 Capacity and capability: People and Skills

Does your lead authority have any previous experience of delivering the Supporting People and Skills interventions you have selected?			
Yes			
How would you describe your team's current <u>capability</u> to manage funding for Supporting People and Skills interventions?			
	Strong capability	Yes	
	Some capability		
	Limited capability		
Describe the key capability challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your lead authority or your local/regional delivery system.			

There are no evident capability challenges for the GLA to undertake this role. This is because the GLA has a well-established team within the 130 officer-strong Skills and Employment Unit. The Unit holds budget responsibility for a portfolio of over £400m per annum and is responsible for the largest revenue budget at the GLA.

The Unit has the resources, experience and expertise to design, commission and effectively manage the delivery of the interventions outlined in the People and Skills section of this plan. The GLA's Skills and Employment Unit has designed the People and Skills programme for the UKSPF, including in the drafting of this investment plan.

The GLA will be responsible for overall programme commissioning, management and monitoring for the People and Skills investment priority.

Sub-regional partnerships and constituent local authorities will be responsible for establishing and delivering the "Employment support for unemployed and economically inactive adults" proportion of the People and Skills funding. The GLA will closely consult with London Councils and, where appropriate, work through the governance structures established by the London Recovery Board (the local partnership group) to support decision-making and oversight. The GLA expects the sub-regional partnerships (SRPs), or their constituent local authorities to put in place the necessary arrangements to deliver and manage the "Employment support for unemployed and economically inactive adults" strand. The GLA will require robust staffing and delivery plans that clearly demonstrate a capacity to deliver this element of the programme, which will form part of the GLA's funding agreements with the boroughs and SRPs, and delivery will be monitored and managed against these delivery plans.

Describe what further support would help address these challenges.

At this stage, no further support is envisaged, aside from the administration budget to support management and staffing costs.

How would you describe your team's current capacity to manage funding for People and Skills interventions?

	Strong capacity	Yes	
	Some capacity		
	Limited capacity		

Describe the key capacity challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your lead authority or your local/regional delivery system.

As described above, the GLA Skills and Employment Unit already has the experience and expertise to design, commission and effectively manage the delivery of the interventions outlined in the People and Skills section of this plan. The UKSPF administration funding is required to ensure that there is sufficient

capacity within the Skills and Employment team to manage the UKSPF and to ensure any gaps in our expertise can be filled.

Extensive discussions have already taken place with London Councils and the sub-regional partnerships, who will be responsible for ensuring adequate staffing resource is in place to deliver the “Employment support for unemployed and economically inactive adults” element of the People and Skills activities. As mentioned above, we expect these organisations to provide the GLA with robust staffing and delivery plans, including measures in place to minimise the risk of delay.

Describe what further support would help address these challenges.

The administration budget will provide the resourcing to ensure an effective and efficient UKSPF delivery team.

7. Support to deliver UKSPF funding

All lead authorities can use up to 4 per cent of their UKSPF allocation to support the delivery of their chosen interventions, but by exception, lead authorities will be able to use more than 4 per cent. Are you planning on using more than 4 per cent?

No

(If yes) If so, explain why you wish to use more than 4 per cent.

N/A

8. Approvals

Before submitting your investment plan, you should have approval from your:

- Chief Executive Officer
- Section 151 Officer
- Leader of your lead authority

Do you have approval from your Chief Executive Officer for this investment plan?

YES

Do you have approval from your Section 151 Officer for this investment plan?

YES

Do you have approval from the leader of your lead authority for this investment plan?

YES

If you do not have approval from any of these people, explain why this is

N/A

9. Additional documents

All applicants must upload the following documents along with their investment plan:

- Expenditure Profile spreadsheet
- Indicative Deliverables spreadsheet

You can find these spreadsheet templates in the Related section at the front of this investment plan submission portal.

We will not consider your investment plan without these documents.

Have you completed and uploaded the two spreadsheets to the SharePoint folder as requested?

YES

Funding allocations, outputs and outcomes by investment priority

Communities and Place

Funding allocation

Ref	Intervention	Revenue	Capital	Total
E1	Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.	£1,193,128	£10,806,872	£12,000,000
E3	Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.	£861,400	£7,138,600	£8,000,000
E4	Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.	£1,165,960	£4,834,040	£6,000,000
E6	Support for local arts, cultural, heritage and creative activities.	£736,932	£4,263,068	£5,000,000
E9	Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.	£3,000,000	£0	£3,000,000
E13	Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.	£6,126,812	£0	£6,126,812
	TOTAL	£13,084,232	£27,042,580	£40,126,812

Outputs and outcomes

Output	E1	E3	E4	E6	E9	E13	TOTAL
Number of commercial buildings developed or improved (numerical value)	50						50
Amount of commercial buildings developed or improved (m2)	50,000						50,000
Amount of public realm created or improved (m2)	40,000						40,000
Number of organisations receiving non-financial support (numerical value)						2,000	2,000
Number of households receiving support (numerical value)						1,500	1,500
Number of local events or activities supported (numerical value)				1,000			1,000
Amount of green or blue space created or improved (m2)		25,000					25,000
Number of trees planted (numerical value)		20,000					20,000
Number of Tourism, Culture or heritage assets created or improved (numerical value)			100				100
Number of volunteering opportunities supported (numerical value)				1,000	500		1,500

Outcome	E1	E3	E4	E6	E9	E13	TOTAL
Jobs created (numerical value)	1,000						1,000
Jobs safeguarded (numerical value)	1,000						1,000
Increased footfall (% increase)				15			15
Increased visitor numbers (% increase)		15					15

Improved perceived/experienced accessibility (% increase)			20				20
Improved perception of facilities/amenities (% increase)			20				20
Increased use of cycleways or paths (% increase)		10					10
Improved engagement numbers (% increase)					10		10
Increased take up of energy efficiency measures (% increase)						15	15

Supporting Local Business

Funding allocation

Ref	Intervention	Revenue	Capital	Total
E19	Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.	£6,000,000	£0	£6,000,000
E23	Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.	£37,350,000	£0	£37,350,000
E24	Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.	£7,375,000	£0	£7,375,000
E29	Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole-systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity.	£6,973,004	£0	£6,973,004
E30	Business support measures to drive employment growth, particularly in areas of higher unemployment.	£4,500,000	£0	£4,500,000
	TOTAL	£62,198,004	£0	£62,198,004

Outputs and outcomes

Output	E19	E23	E24	E29	E30	TOTAL
Number of businesses receiving non-financial support (numerical value)	300	2100	800	400	400	4,000
Number of businesses receiving grants (numerical value)	150	150		50		350
Number of potential entrepreneurs provided assistance to be business ready (numerical value)		1500				1,500
Number of decarbonisation plans developed (numerical value)				250		250

Outcome	E19	E23	E24	E29	E30	TOTAL
Jobs created (numerical value)		100	600	100	166	966
Jobs safeguarded (numerical value)		1500	800	300		2,600
Number of new businesses created (numerical value)		200	100	25		325
Increased number of businesses supported (% increase)					10	10
Number of businesses introducing new products to the firm (numerical value)	200	150	100			450
Number of organisations engaged in new knowledge transfer activity (numerical value)	250					250
Number of new to market products (numerical value)	50					50
Greenhouse gas reductions (% decrease in Tonnes of Co2e)	1			1		2
Number of businesses with improved productivity (numerical value)	250					250
Number of businesses engaged in new markets (numerical value)		400				400

Number of early stage firms which increase their revenue following support (numerical value)			400			400
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People and Skills

Funding allocation

Ref	Intervention	Revenue	Capital	Total
E33	Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps. This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support. Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).*via Multiply.	£25,000,000	£0	£25,000,000
Bespoke	Support for Young Londoners	£13,119,027	£0	£13,119,027
	TOTAL	£38,119,027	£0	£38,119,027

Outputs and outcomes

Output	E33	<i>Bespoke Intervention:</i> Support for Young Londoners	TOTAL
Number of economically inactive people engaging with keyworker support services (numerical value)	1398	500	1,898
Number of people supported to engage in job-searching (numerical value)	5590	1000	6,590
Number of people supported to participate in education (numerical value)		1000	1,000
Number of people taking part in work experience programmes (numerical value)		4000	4,000

Outcome	E33	<i>Bespoke Intervention:</i> Support for Young Londoners	TOTAL
Number of people reporting increased employability through development of interpersonal skills funded by UKSPF (numerical value)		600	1,887
Number of people engaged in job-searching following support (numerical value)	1887	750	2,935
Number of people in employment, including self-employment, following support (numerical value)	1048	450	1,048
Number of people in education/training (numerical value)		450	0
Number of people familiarised with employers' expectations, including, standards of behaviour in the workplace (numerical value)		4000	0