

LEP Jobs Growth Plan - Implementation Plan

Appendix 1

LEP PRIORITY	THEME	No	ACTION	ACTIVITY	TIMEFRAME	ISSUES TO NOTE	Lead LEP Member	Officer Owner	Status (RAG)	Budget
Skills & Employment	Responsiveness of Skills Providers	1	Design a skills system for London that meets the needs of employers and Londoners whilst ensuring that changes to the system limits risk to providers, individuals and employers.	Commission research to explore payment by results and incentivisation models in the skills system including to work with SMEs.	Working Group established November 2013  Research to be commissioned in March 2014 and due to be published in June 2014.	Research to be published on the Mayor's website September 2014		Michael Heanue	Green	City Skills Fund resources
		2	Convene a bi-annual Skills and Employment Working Group panel summit. (Previously under Action 1)	<ul style="list-style-type: none"> <li>Key stakeholders to agree priorities and challenge London deliverers of skills and employment programmes, providers working with Jobcentre Plus (JCP) customers (including Work Programme) and SFA employment related activity.</li> <li>Define what they will deliver specifically and the most effective format for achieving its aims.</li> </ul>	29 November 2013.  1st October  March 2015	<p>The first Skills Summit took place at City Hall on Friday 29 November 2013 with representatives from all of London's colleges. The event was jointly organised with the AOC.</p> <p>Speakers included Kit Malthouse, Ian Ashman, Grant Hearn and Jack Morris. The workshop covered the future position on skills and employment, local growth, European Structural and Investment Funds and adult vocational teaching and learning.</p> <p>This year's event which took place at Church House in Westminster on 1st October brought together over 100 practitioners from across the skills sector, including independent providers.</p> <p>Next year's event proposed for March 2015, will include local authority representation.</p>	Ian Ashman	Michael Heanue	Green	CSF Fund
		3	Test models of delivery of skills and employment programmes. (Previously an activity under Action 1 - Develop a Skills System)	Establish and test an enhanced outcome focused DWP and SFA funded provision best practice pilot through the Sector Based Work Academy route.	TBC by working group	Further scoping work required to define this project potentially as part of ESIF.	Ian Ashman	Michael Heanue / Forogh Rahmani	Amber	ESIF Funds
		4	Deliver in partnership with CITB a jointly funded £2 million programme to improve the construction sector's approach to employment, skills and SMEs.	LEP to approve a Governance Board process – ensuring LEP funds are utilised effectively.	May 2014	Grant Agreement now in place with CITB, which is leading the procurement process. Programme to commence December 2014.	Debbie Ackehurst	Michael Heanue	Green	£1m of GPF resources committed to match CITB contribution of £1m.
	Levers and Influence - a Growth Deal for London		Produce and implement proposals for additional levers and influence for Skills and Employment through the LEP's Growth Deal submission. (Comprised of Activities previously under Action 1 - Design a Skills system)	Present a detailed proposition approved by the London Enterprise Panel on skills funding incentives, devolution arrangements of skills and employment functions and FE Capital. (Previously under Action 1: Design a Skills System)	March 2014 - Final Growth Deal submitted to Govt	<p>The Growth Deal sets out proposals for further devolution of skills and employment programmes in London.</p> <p>Use of the LEP's European Structural and Investment Funds (ESIF) to test some of the outcome incentive models and pilot projects that the research identifies will be explored.</p> <p>London Councils' officers are leading on this work.</p>	Grant Hearn / Jack Morris	Michelle Cuomo Boorer / Michael Heanue / Forogh Rahmani	Green	Local Growth Fund
			Prepare a lobbying strategy and increase dialogue with the Department for Business, Innovation and Skills, the Department for Education, Department for Work and Pensions the Cabinet Office and the Treasury. (Previously under Action 1: Design a Skills System)		Autumn 2014	As above. Work is underway to develop a Skills Inquiry for London.	Cathy Walsh	Michelle Cuomo Boorer / Michael Heanue / Forogh Rahmani	Green	CSF Fund

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SK	2014-20 European Social Fund (ESF) and Youth Employment Initiative (YEI)	5		Develop proposals for a London Colleges Challenge Fund to drive improvements in Further Education delivery in London. (Previously under Action 1: Design a Skills System)	Autumn 2014	To be explored as part of the Skills Inquiry	Cathy Walsh	Michael Heanue / Forogh Rahmani	Amber	City Skills Fund resources	
		6	Ensure that the LEP SEWG fully informs the development of the 2014-20 European Social Fund (ESF) programme and Youth Employment Initiative (YEI). (Previously Action 2)	SEWG to inform and review the development of the proposed interventions (ensuring it aligns to Jobs and Growth Plan and Growth Deal).	January 2014 - final strategy submitted to Government. February - December 2014 Specification development with opt-ins Programme launch in early 2015.	The final strategy was submitted to government in January 2014. GLA and London Councils officers have met with each of the proposed opt-in match funders (Skills Funding Agency, DWP, BIG and NOMS) to discuss prospective projects. Working groups have been established to lead the development of adult and youth strands. SEWG officers fully engaged in steering process.	Emma Stewart	Rita Chirop / Alex Conway	Green	ESIF Funds	
		7	Commission review of 2007-13 ESF Programme focused on commissioning and payment models. (New Action)	Commission evaluators/ consultants to undertake review.	Spec launch in March 2014 and preferred supplier appointed in April 2014 Report due to be published by September 2014	Centre for Economic and Social Inclusion have been appointed and work is underway.	Emma Stewart	Rita Chirop / Michael Heanue	Green	CSF Fund	
	Skills & Employment	Careers Advice and Guidance	8	Align priorities with London Councils' Young Peoples Employment and Skills Board. (Previously Action 3)	Explore with the YPES the role of employers and business in school and FE governance, with a pilot in Waltham Forest. Work on careers / IAG. Update on Education Inquiry links.	Ongoing	SEWG members were in attendance at the initial stakeholder session and have contributed to the proposal development. To be explored as part of the Skills Inquiry// new Inspiration Agenda as part of the NCS	Jack Morris	Michelle Cuomo Boorer / Michael Heanue	Green	Not LEP resource reliant.
			9	Develop a much stronger London-wide careers/ IAG offer which responds more effectively to the needs of Londoners and employers (Previous Action 5)	Develop a clear London wide proposition on an all-age careers service and identify gaps in current planned provision. - Work with the National Careers Service London provider (Prospects) on the development and implementation of the regional service ensuring that the web service offering is high quality. - Explore opportunities to enhance the service to make it more relevant to Londoners' needs. - Support the marketing of the London offer to businesses and individuals.	Shape London offer for young people for inclusion in ESF 2014-20 priorities.	Workshop took place 23/09/14. A stakeholder consultation exercise will take place in the autumn to define what a proposed offer for London would look like, with a summary proposal expected in the spring.	Jack Morris	Michelle Cuomo Boorer / Michael Heanue / Forogh Rahmani	Green	CSF Fund and ESIF
			10	Co-invest and deliver in partnership with London First an annual Jobs and Careers Fair (Previously Action 6)	SEWG have identified a number of key priorities for Skills London: • Ensure more employers are engaged with Skills London 2014 and 2015 • Ensure enterprise, tech and science are increasingly part of the Skills London offer • Build a year round career presence – using the Skills London brand, particularly for younger age group.	Skills London 2014 22 and 23 November	Skills London 2014 will be held at ExCEL on 22 and 23 November. The Mayor is confirmed to attend in the morning on 22 November. The number of employers to exhibit is targeted to increase to 45% in 2014 and 50% in 2015.	Debbie Ackehurst	Michael Heanue / Forogh Rahmani	Green	£450k (GPF) + GLA/ TFL media collateral provided at nil cost of £73k

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		11	Develop an employer facing campaign and Employer Pledge in partnership with London boroughs to promote the skills and employment offer in London - aligned with the work of the SME Working Group. (Previously Action 7)	<ol style="list-style-type: none"> <li>Determine the key priorities including, but not limited to, apprenticeships, flexible job design, employability, work experience and traineeships to stimulate demand from employers.</li> <li>Map the current offer to ensure that employers can be signposted to quality support.</li> <li>Explore partnerships with existing programmes such as 'Inspiring the Future' (Education Employers Taskforce) and consider options for roll out across London boroughs.</li> </ol>	Employer Engagement research underway May 2014	<p>Key priorities and 'franchised' delivery model to be defined. Delivery planning to include exploring working directly with sub-regional representative organisations and the 33 London Boroughs possibly through skills and employment partnerships where these exist.</p> <p>This work will feed into the development of an Employer Offer. An assessment on the number of existing local pledges and gaps will also be explored.</p> <p>The SME working group have also approved the development of the Mayor's Business Clubs - this offers another route into London's business community.</p>	Grant Hearn	Michael Heanue / Forogh Rahmani	Amber	CSF Fund
	Apprenticeships	12	Implement a £2.5m programme of investment in the Mayor's Apprenticeships Campaign to support the delivery of 250,000 apprenticeship starts in London by 2016. (Previously Action 8)	<ol style="list-style-type: none"> <li>Prepare a new Apprenticeships Campaign investment strategy – based on a refreshed evidence base on the key barriers to employer take-up.</li> <li>Develop a new marketing and comms campaign – utilising an evidence base which sets out the most effective marketing and communications route for our target employers.</li> <li>Support an uplift of the employer AGE grant to £3,000.</li> </ol>	June 2014	<p>Apprenticeship Marketing campaign due to launch on 22 September 2014.</p> <p>A full evaluation of the SME Age Grant has been undertaken and the final report is due to be published by Government shortly. The enhanced SME incentive agreed with SFA as part of Growth Deal will launch in the new year.</p> <p>Details of proposals for further £2.9m apprenticeships investment shared with SEWG September 2014. Employer Ownership Programme due to launch January 2015 if approved.</p>	TBC	Forogh Rahmani	Green	£2.5m (GPF)
		13	Development of an Apprenticeship Guide for London (Previously an Activity Under Item 1)	Commission research around development of an apprenticeships tool, making high quality clear information on provider performance available for customers (employers and individuals) to be able to make informed choices.	Procured in April 2014	Oxford Economics commissioned, Final report will be published on the mayor's website. Presentation will be made to November meeting.		Forogh Rahmani	Green	CSF Fund
		14	Map and identify the current provision of SME finance across London.	COMPLETED (Autumn 2013)						
	Finance	15	Assess the need, potential, and possible mechanism for a finance scheme using public funding of up to £25 million to leverage funding to assist London SMEs with potential to grow that are having difficulties accessing capital.	Following GPF Round 2 assessment and independent SME Finance Research, LEP has shortlisted proposals for a London Co-investment Fund focused on leveraging equity funding to help address the funding gap faced by early stage growth SMEs as they emerge from private accelerators, incubators and support programmes.	Expected to be launched by end of 2014.	Proposal approved by GLA/LEP. In contract negotiations with procurement process initiated. Expected to be launched in Autumn.	SMEWG	Michelle Cuomo-Boorer/Kevin Hoorer	Green	£25M
		16	Seek to learn lessons from public and private schemes to enable SMEs to access appropriate finance.	Assessments of finance schemes in operation, particularly those involving GLA projects, such as London Food Board work around micro-loans to food SMEs.	Ongoing			Simon Pitkeathley / Jamie Hopkins	Michelle Cuomo-Boorer / Kevin Hoorer	Green

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SME	Trade & Export	17	Design and implement the Export Programme, co-funded by European Regional Development Fund and Growing Places Fund.	Programme launched 9 Sept 2013. Initial missions to Brazil, India, Bio Europe conference in Austria and Mexico completed. Six month OJEU procurement exercise completed end of July 2014 and delivery partner appointed. An intensive Programme of delivery planned over the coming year comprising of 14 international trade missions and various export related workshops, events and activities. The Programme will focus on 3 key themes Life Sciences, Technology and Urban/SMART Cities in line with LEP priorities. To date 46 London SMEs supported to export their products to 4 new countries. The value of new sales generated total over £3.3 million. In addition this has created 26 new jobs in London. Following the success of the GREAT Tech Expedition in Brazil the Export Programme is delivering a further Expedition to the US in October. A delegation of 20 SMEs from data consulting, cyber intelligence, web analytics, edtech and fintech. They represent the strengths of London's technology sector.	In delivery		Simon Pitkeathley / Jamie Hopkins	Dinesh Chandegra	Green	£1.42M (£721,250 GPF matched with £721,250 ERDF funding)	
		18	Explore the benefits of E-commerce as a starting point for some SMEs and microbusinesses as a model to initiate their export adventure to new markets.	COMPLETED (October 2013)							
		19	Explore the development of a network, building on the work of the 'London Business Club', to support peer to peer learning, marketing of London businesses to inward missions and the maximisation of trade events hosted in London.	GLA to commission website improvements to support more information to businesses on London opportunities.	Ongoing	Export Week will be used as a platform for promoting trade events.	Malcolm Bacchus/ Mike Brook / Sue Terpilowski	Dinesh Chandegra	Green	Within Trade programme above.	
	Affordable Workspaces	20	Commission research on incubators and accelerators and design a strategy for the LEP and the Mayor to work on this agenda.	Report of IACs has been published. It includes an online interactive map. The report was launched 15 September and we announced the creation of an open workspace network. It is expected the first meeting of this group, that will report to the LEP SMEWG, will take place before the end of 2014.	Research completed and in the process of setting up a network.	Research completed and in the process of setting up a network.	Malcolm Bacchus/ Mike Brook / Sue Terpilowski	Maria Diaz	Green		
		21	Consider work towards identifying the implications of change of usage in planning regulations of employment areas and what impact this has on medium enterprises that want to move premises and their growth potential.	COMPLETED (JUNE 2014)							
			22	Facilitating coordination: the LEP will look to assist support organisations together so that they can better co-ordinate their service provision to SMEs. This may initially take the form of workshops for service providers to ensure that they are aware of other initiatives and disseminating best practice between them	The facilitation element will be considered within the design and build of the GLA website.	Spring 2014	Remit and timeframe being discussed between SMEWG and GLA web team.	Simon Pitkeathley	Michelle Cuomo Boorer / Maria Diaz	Green	£150K (estimate)

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SME	Business Support	23	Sign posting tool: the LEP's ambition is to maximise available resources and networks and encompass a wide range of quality information and business support providers that is easily accessible and friendly to use. This will include an overview of the products and services available in London via BIS, enterprise support agencies and the private sector. Before agreeing the type of tool to be used, the LEP will analyse what shape and form is most relevant for this market and explore a range of options	A prototype of the new GLA web page is being developed and it includes a Business section. This new section includes most of those elements identified as useful by the LEP SME working group.	Autumn 2014	Remit and timeframe being discussed between SMEWG and GLA web team.		Michelle Cuomo Boorer / Maria Diaz	Red	
		24	Campaign: the LEP will deliver a small business campaign	Next round of LEP engagement events to take place Spring 2015.	Spring 2015			Michelle Cuomo Boorer / Maria Diaz	Green	TBC.
		25	Ambassadors and mentoring: LEP Members' knowledge and experience of working with SMEs are a great asset to these activities and when relevant they will become champions for this area of work.	Members of the group have been speaking on behalf of the LEP at a range of events.	On-going	Ongoing		Michelle Cuomo Boorer / Maria Diaz	Green	
		26	Support London Business Improvement Districts (BIDs)	Five grants awarded. Next deadline to submit proposals is 30 September. BIDs handbook has been published and is available in the GLA web page.	On-going	London BIDs Steering group has been set up and is advising the LEP SMEWG and Deputy Mayor on how to invest LEP BIDs funding and providing strategic input. The group is co-chaired by Simon Pitkeathly who is also a member of the LEP SME Working group and CEO of Camden Unlimited		Michelle Cuomo Boorer / Maria Diaz	Green	Funding agreed
	London	26	Map London's science and technology knowledge base, to help firms and investors identify opportunities to exchange information, ideas and collaborate.	SQW and Trampoline Systems commissioned to undertake a mapping exercise of London's high tech clusters to feed into policy development to support cluster growth, and the wider inward investment activities of London & Partners. Mayor's Office launched new website OpenSME at City Hall in June 2014 - to showcase the entrepreneurship offering of London HEIs to SMEs. Policy Officers to support wider uptake of London HEIs. GLA working with NCUB to pilot a NCUB led tech platform to help firms navigate the research base.	Revised publication date for SQW research moved to January/February 2014	Align with AHSC interest in a deep dive into London's life sciences base; and with research commissioned by the London Health Commission.	Eliot Forster	Jeremy Skinner / Catherine Glossop	Green	£100k secured from LEP

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	Connect London	27	Use the Mayor's power of convening to bring together London's science and technology investment opportunities (such as London's three AHSCs), with investors.	Biotech investors event held early 2013 and 2014 with One Nucleus and BIA; Kit Malthouse launched bio tech roadshow 23rd Jan with BIA and partners to promote science to investors, including the City; MedCity presence at BIO 2014 generating new leads, most recent partnerships on investment in healthcare include Hume Brophy, OneStart and London Stock Exchange events (the later targeting general fund managers and brokers, January 2015). Policy officers exploring options for establishing a life sciences investment fund with the EIB. Angels in MedCity programme up and running. On technology investment - City Hall is to host a Smart London investors day to attract global investment to support London's tech innovation. Smart London Innovation Network (SLIN) to launch in December bringing together the huge amount of existing and emerging smart/tech activity across the city with investors to seize market opportunities and scale them up. The London Infrastructure Delivery Board is establishing an Innovation Sub-board, which will have representation from the Smart London board, to maximise the role of technology in helping to meet London's infrastructure requirements, bringing infrastructure providers together to find new ways of financing future needs.	MedCity inward investment activity up and running; Smart London Investors day end 2015; Smart London Innovation Network launch Dec 2014	To be taken forward as part of MedCity and Smart London Plan respectively	Eliot Forster / David Gann	Jeremy Skinner / Catherine Glossop	Green	Budget required to host Smart London Investors Day. Budget secured to launch Smart London Innovation Network for 2014-15; budget required for future years and to launch the proposed Med Tech Innovation Network/deliver the digital health (London Health Commission) recommendations. EIB funding will be explored for a drug discovery fund, budget (c. £70k) for initial feasibility study may be requested.
		28	Directly incentivise and promote collaborative behaviour - host competitions for the most enterprising collaborations to solve London's future challenges, sponsored by the Square Mile.	MedCity is enabling greater collaboration btw the three AHSCs, as well as greater collaboration btw London and the GSE. Future initiatives will include a seed fund for new innovations emerging out of cross-institutional and cross sectoral collaborations (HEFCE funded with private match). The Smart London Innovation Network is encouraging wider collaborations between firms and the research base. The Smart London Borough Partnership has now been established to encourage boroughs to free up local level data and work collaboratively on joint London challenges, and the London Data Store II has been launched.	Launch competition in 2015 alongside London Data Store II; pilot 5 innovations to solve London's future challenges by 2016.	Need to identify core challenge areas within smart cities remit (tentatively identified as 'smart districts', smart infrastructure and med tech).	Eliot Forster / David Gann	Jeremy Skinner / Catherine Glossop	Green	Budget required for annual Mayoral competition. £25 k secured for London Ideas Lab.
		29	Support enabling platforms that bring aspiring tech entrepreneurs together with different markets to test ideas, and encourage collaboration between firms of different types and sectors.	Mayor supporting annual Fin Tech Innovation Lab; Mayoral support for ed tech incubator space; L&P establishment of Travel Tech Lab; currently exploring options to use ERDF funds to support a med tech or digital health accelerator working with the AHSNs; exploring options to establish a Smart London accelerator space adjacent to Future Cities Catapult (MassChallenge expressed interest in running an accelerator programme in 2015).	Ongoing			Geoff Mulgan	Jeremy Skinner / Catherine Glossop	Green

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Innovative, Science & Technology	Lever London's Assets	30	Identify opportunities for expanding London's existing research base in areas where London has a distinct competitive advantage.	Providing ongoing support to Imperial West, UCL, Sutton, and Kings expansion activity; in discussion with Queen Mary, City, UEL, Loughborough, Birkbeck and UCL re investment on/around the Olympic Park; Loughborough investment (post grad offer) in partnership with iCity on the Park confirmed; CUSP (Centre for Urban Science and Progress) soft launch June 2014; officers supporting content devt, funding, and devt of strategic partnerships. London life science clusters event held 25th Sept to support cluster growth (Sutton; Imperial; Euston Rd; Whitechapel; etc).	Secure major HE investment in the Olympic Park by 2015	HE investment in the Olympic Park continues to grow. Here East: UCL establishing a primary health research team, working with Newham GPs; Loughborough in London will open in 2016 (including digital tech and design) and has a partnership with Hackney Community College, part of the offer is around apprenticeships. UCL's main investment is in the Olympicopolis with an engineering focus - research and education. Final phase of development is taking shape with commercial bioscience incubator space being the most likely presence. London & Partners providing support and ongoing conversations with London HEIs re investment opportunity, including Imperial West and Cell Therapy Catapult.	Dr Paul Brickell	Jeremy Skinner / Catherine Glossop	Green	
		31	Link expansion opportunities to international businesses, investors, and other global partners to maximise growth potential and facilitate collaboration.	MedCity now actively promoting both domestic and global investment opportunities across the sciences; officers working with L&P to attract R&D investment and promote London's knowledge base internationally (L&P university event held in Sept).	MedCity launch Q1 2014 ; Smart London Investors' Day 2015		David Slater	Jeremy Skinner / Catherine Glossop	Green	
		32	Champion London's knowledge base globally, and use this strength to attract global R&D investment into the wider economy.	Publish cluster map of London's science and tech research strengths (as above, action 26); work with AHSCs through MedCity to better understand the life science research base offer; ensure Smart London work showcases London's research proposition (SLIN to map capabilities); Mayor to champion research strengths at global events, including Smart London investors day; investigate sponsorship opps for running an annual Mayoral prize for science and technology research breakthroughs.	Attract £100 million of global investment in London's R&D base by end 2016		David Slater	Jeremy Skinner / Catherine Glossop	Amber	£1.125m secured to set up MedCity (GPF); matched by £2.9m from HEFCE; further private sector fund raising required
	33	Inform the development of the Mayor's lobbying position to ensure London provides a competitive environment that supports business growth and investment.	Successful abolition of stamp duty on the AIM; tech visa initiative in train working with Home Office and TCIO (Tier 1 Exceptional Talent route cap of 100 visas per year); seminar hosted by Kit Malthouse and Richard Blakeway on accommodation costs for scientists (Nov 2013). As part of the Smart London delivery plan we will tackle digital skills gaps through developing a pan-London digital inclusion strategy (published end 2014); promoting the creation of digital technologies (such as coding); increasing the uptake of computer science in schools; and doubling the number of businesses taking on digital apprenticeships. Positioning paper drafted on life sciences to develop our position on CIFs (citizen innovation funds); NHS estates; and a wider range of other issues (inc regulation and taxation) to feed into the Mayor's lobbying activity.	Ongoing	Access to finance - MNC c. £22m equity fund up and running focused on high growth businesses. From GPF £25m for SME finance fund tbc - presently conducting research as to where funding gap is, recommendations will be made to LEP.	Harriet Fear / Dr Keith Powell	Jeremy Skinner / Catherine Glossop	Green		

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Digital, Cre	Competitive Environment	34	Ensure London has the underpinning technological infrastructure to support rapid growth, including investment in broadband where the market will not provide.	Work to improve London's connectivity is continuing through the Super Connected Cities Programme and the Connectivity Advisory Group (CAG). Russ Shaw from the LEP's DCST group will be invited to future meetings of the CAG. There are a number of recommendations from the Mayor's Connectivity Summit in September which the CAG will take forward. In particular we will be procuring for a provider to run a 'Connectivity Rating Scheme' in London. We aim to have secured a provider by the end of the year, with the scheme launching in early 2015. Further recommendations include actions for providers, regulators and boroughs, and they will be discussed in more detail when the CAG meets on 9th December 2014.	TBC		Russ Shaw	Jeremy Skinner / Catherine Glossop	Green		
		35	Increase the supply of affordable workspace and grow-on space to retain London borne innovation.	London & Partners attracting investment; GLA providing policy support for future cluster growth, inc joint working with SME Working Group who have published The London Open Workspaces map (an interactive guide to London's start-up workspaces, inc incubators and co-working spaces alongside other start-up workspaces such as artist studios and maker-spaces; see - <a href="https://www.london.gov.uk/priorities/business-economy/for-business/business-support/london-workspaces">https://www.london.gov.uk/priorities/business-economy/for-business/business-support/london-workspaces</a> ). Officers have requested funding to commission a pan-London demand study into workspace needs to support future growth in the life sciences sector.	Increase incubation and work space provision for 100 businesses across the science and tech sector by 2016	Significant life science developments underway or planned (including substantive sq meters of workspace) at Imperial West; LondonEast-UK; Pudding Mill Lane; Canada Water; Whitechapel and Sutton.		Jeremy Skinner / Catherine Glossop	Amber	Lever ERDF	
		36	Encourage the development of new business models that will enable emerging technologies to be more rapidly commercialised (for example, what new business models are required for London to be a leader in smart city innovation).	Smart London board to explore with support of Future Cities Catapult and Level 39; digital money demonstrator to be established by end 2015; feed into Smart London Investors Day to be developed. Officers are also exploring how different types of funding can incentivise life science firms to share pre-competitive data and reduce duplicitain of research.	Ongoing	Collaborate with Level 39, Future Cities Catapult and EIB			Jeremy Skinner / Catherine Glossop	Red	Lever funding from Citi to develop a digital money demonstrator
		37	Lever European funding to support the Mayor's Smart London ambitions.	Levered £3m of TSB funding to support three future cities demonstrators, exploring options to use European funds as match; SLB meeting to discuss ERDF and H2020 deliverables 26th November.	Influence funding objectives by end Q4 2013		Professor David Gann	Jeremy Skinner / Catherine Glossop	Green	Horizon 2020 bid due Q1 2014 - smart cities	
		38	Identify the value proposition – what is London's core competitive advantage relative to other global cities.	Work with London & Partners to develop London's science and tech offer for global investors; identifying the distinct value proposition is forming the core activity of MedCity over the course of 2014 (which the commissioned mapping research will feed into, with the first ever analysis of LSIO data for London and the first science and technology census conducted at this scale), and of Smart London. SQW research needs to feed into L&P's marketing material to sell London's 'USP' on both technology and life sciences. As part of 'Smart London' we will establish demonstrator spaces in London's opportunity areas; including a digital money demonstrator by end 2015 to showcase London's innovation USP.	Research and mapping commission underway	Links to mapping exercise above	David Slater	Jeremy Skinner / Catherine Glossop	Green		

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	World Leading Hub	39	Use the Mayor's voice to champion London's science and technology offer to global partners, investors and potential collaborators.	Mayor spoke at UK Bio Science Forum Oct 2011, Bio Europe Genesis, etc; MedCity presence at BIO, sponsorship of Hume Brophy's annual healthcare conference and Health Investment conference with the London Stock Exchange. Smart London - delivery plan published signalling areas for investment; digital money event Jan 2014; Mayor hosted 2014 (Bloomberg) digital cities summit with NY at City Hall and launched Bloomberg report on London's tech scene. Smart London Export Programme to run in 2015, supporting SMEs to export London's solutions to the world, focusing on high growth global cities.	Various			Jeremy Skinner / Catherine Glossop	Green	Funding secured for Smart London export programme
		40	Support collaborative work across the greater south east and communicate our collective strengths in science and technology.	Joint working commenced with the Greater Cambridge and Peterborough, South East, and Herts LEPs; including joint membership on LEP (through Harriet Fear) and bi annual meetings chaired by Greg Clark. MedCity launch events in London, Oxford and Cambridge and South coast (cross London/GSE advisory board membership); wider stakeholder engagement programme in place with Oxford, Cambridge and south coast to gain support for the development and promotion of a joint 'offer' to global investors.	Ongoing		Harriet Fear	Jeremy Skinner / Catherine Glossop	Green	MedCity funding secured (£1.125m over three yrs)
		41	Work with the Mayor's inward investment agency, London and Partners, to attract major global events that will put London firmly on the global investment map.	Campus Party Europe (Sept 2013; £1,500,000 GVA); Internet World and The Big data Show (June 2014; £1,000,000 GVA); London Technology Week (June 2014; awaiting GVA figure); Cloud Expo Europe (Feb 2014; £1,000,000 GVA); Norwegian Developers Conference (Dec 2013; £500,000 GVA); Le Web (June 2014; £1,000,000 million GVA); Fintech Week (March 2014; £200,000 GVA); and CITRIX Synergy (Oct 2013/14 Virtual Computing; £5,000,000 GVA over 2 years). Other tech related events for this year include: Technology Week, Advertising Week, and SDL Innovate UK. Life science events include: European Wound Management Association, European Renal Association & European Dialysis and Transplant Association - Urology Medical Congress, International Orthodontic Congress, and the European Society of Cardiology.	Attract at least 3 major science and technology events to London by 2016 – bringing an economic benefit of c. £60m to London, and GVA of £12m	Developing science conference offer. Work with Wellcome Collection to develop the London science festival, and align with Imperial's activity. Work with L&P to develop 'science week', building on the success of London Tech Week.	David Slater	Jeremy Skinner / Catherine Glossop	Green	L&P funding

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LEP PRIORITY	THEME	No	ACTION	ACTIVITY	TIMEFRAME	ISSUES TO NOTE	Lead LEP Member	Officer Owner	Status (RAG)	Budget
Infrastructure		42	Advise the Mayor on the impact on London of national and international policy regarding infrastructure development, including especially energy and climate change, and ensure that London's voice is heard in the national debate.	<p>1. In-house expertise in the fields of energy markets, regulation and technical know-how providing the capability to advise in detail on new and emerging issues</p> <p>2. Ongoing communication with Ofgem / Downing St. / DECC on energy infrastructure. GLA are investigating mechanisms to address electricity distribution network system 'investment ahead of need' and will report back to Downing Street during June 2014.</p> <p>3. Development of Licence Lite with Ofgem: GLA has tendered the 'Supplier Services' as the next step to bring into operating the junior electricity supply arrangements by May 2015.</p> <p>4. Response made to CCC's consultation on heat: action complete</p> <p>5. Response to Allowable solutions consultation ongoing</p> <p>6. Current consultation with National Grid and Ofgem on embedded benefits. NGC have published an open letter stating that they will not be pursuing embedded benefits reform for the time being.</p>	Ongoing. Current communication with Ofgem/Downing St/ DECC - see Action 43 below. Draft business plan for Licence Lite prepared and next steps in progress. Licence to be operational by May 2015.	This is to ensure that policy and regulatory developments help and not hinder the delivery of the Mayor's energy policies. It also provides the opportunity for the Mayor to inform policy thinking based on London's experiences.	Matthew Pencharz	Peter North / Robert Tudway	Green	FY 1415 budget has been approved by IPB as part of the Environment team's budget and remains subject to an MD: - Licence Lite: £90k for legal and other support. - £12k for investment ahead of need options.
		43	Develop an understanding of the overall costs and funding of London's existing and new infrastructure requirements, and their implications, including user charges, investment options, and efficiencies required.	This is being undertaken as part of the work to develop the Long Term Infrastructure Investment Plan for London.	Progress Report has been published (en March 2014). A Consultation report and supporting documentation will be published late July, with a final report by Winter 2014/15	The consultation report will set out London's long term infrastructure needs to 2050; what types of infrastructure will be needed; what the associated cost will be and how we might pay for our requirements. A number of issues such as governance, regulation and funding will need to be addressed if we are to be able to deliver London's infrastructure requirements. We have tested proposals with a range of stakeholders, all of whom have been supportive of the work.	Isabel Dedring	Suzanne Moroney	Green	IPB have approved a budget of £382,000 for the Infrastructure Investment Plan.
		44	Monitor and assist with the delivery of the Mayor's stated objective of generating at least 25% of London's energy needs by 2025	<p><b>Small scale decentralisation</b></p> <p>1. The London Plan requires new developments to consider decentralised energy leading to the implementation of small-scale decentralised energy projects.</p> <p><b>Large scale decentralisation</b></p> <p>The Mayor's support for the planning and implementation of large-scale decentralised energy projects which is carried out through the 2. Energy Master Planning (EMP) and 3. Decentralised Energy Project Delivery Unit (DEPDU) programmes.</p>	<p>1. Ongoing</p> <p>2. Funding for at least 2 EMPs identified for FY14/15, plus initial funding for pan-London energy infrastructure spatial plan.</p> <p>3. DEPDU is funded until 31 July 2014. 1 year extension is under consideration by EIB. The GLA has produced a draft business plan for a successor programme, Energy for London (EFL).</p>	<p>1. Reporting is provided by the <i>Monitoring the implementation of London Plan energy policies</i> published annually.</p> <p>2. EMP budget is established annually. Nine EMPs have been carried out to date with a further 2 or 3 scheduled for FY14/15.</p> <p>3. DEPDU is funded 90% by the EIB and 10% by the Mayor. The three year programme finishes on 31 July 2014. The proposed successor programme, Energy for London, would come into operation during 2015, subject to funding, and provide a wider range of development and early operational support services. The aim is to generate income from its services in one to three years and become self funding with in the medium term or sooner. Discussions with the EIB to help fund EFL are continuing. A 10% contribution towards EFL has been made through the GLA business planning process.</p>	Matthew Pencharz	Peter North	Amber	<p>2. At least £20k FY14/15</p> <p>3. £2.8m FY13/14. Requirement of £6.6m from FY14/15 to FY20/21</p>
		45	Receive and provide advice on TfL's draft business plans prior to their publication.	COMPLETED (December 2013)						

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LEP PRIORITY	THEME	No	ACTION	ACTIVITY	TIMEFRAME	ISSUES TO NOTE	Lead LEP Member	Officer Owner	Status (RAG)	Budget	
11		46	Advise the Mayor on how £37m of the Growing Places Fund can best support infrastructure projects.	The LIG has the responsibility to fund and oversee the delivery of the four transport projects receiving Round 1 GPF funding. These projects are Bexley Queens Rd Roundabout (£5.7m); Southall - Good to Grow Ready to Go (£6.8m); Angel Road Station (£2.5m) and the West Anglia Route (£25m). In addition to these projects in March 2014 the LEP agreed to provide funding for the Barking Riverside proposal (£10m) and Custom House (£5.95m).	The timescales for delivering each of these projects varies according to their stage of development, interdependent timescales and other complexities.	<p><b>Southall</b> - full GLA approval now in place and the loan agreement documentation has been drafted and is currently with Ealing Council's legal team.</p> <p><b>Bexley Queens Road Roundabout</b> - GLA IPB Stage 1 and 2 approval sought, full approval pending finalisation of repayment terms with the Borough. Senior discussions are underway. Arrangements are in place to hand over delivery to TfL as soon as DD approval complete.</p> <p><b>Angel Road Station</b> - Enfield has appointed Atkins to undertake the design and development work for this scheme, some elements are dependent upon completion of GRIP 3 for the STAR scheme. Once the independent elements have been identified a decision will be sought as to the best timings for implementation.</p> <p><b>West Anglia Route</b> - updated estimates from Network Rail suggest that there is a £12m funding gap to deliver the scheme. Current cost estimates (which are not yet final) suggest that the cost of the extension is £37.7m. GPF funding is limited to £25m. Work is underway with NR to explore all possible options for cost reduction and alternative sources of funding.</p> <p><b>Barking Riverside</b> - agreement has been reached with the borough that LBBD will enter into the loan funding agreement with the GLA and will put a back to back agreement in place with BRL (irrespective of the rail</p>		Alison Murray	Green	£40m	
		47									
		48	Actions 47 and 48 were merged into Action 40 on 3 December 2014								
		49	Engage in the consultation process for the launch of the UKPN's business plan for 2015-2023 to ensure electricity infrastructure investment accommodates London's growth.	<p>Response to UKPN's Business Plan consultation (Jan 2013), their Business Plan Update (June 2013) and now their Final Business Plan submission directly to Ofgem and its Chairman (August 2013). London Electricity High-level Working Group meetings in January, March and June 2013 – pushing for strategic infrastructure investment.</p> <p>We have the results from the research commissioned to provide robust evidence to support our aim and are discussing the issue with Ofgem and Government. Officers and Matthew Pencharz are already in touch with relevant officials at DECC, BIS and the Prime Minister's Office (see action 39).</p>	See Action 39	<p>The research includes:</p> <ul style="list-style-type: none"> <li>the comprehensive identification of barriers and disincentives to London's development and growth presented by the current regulatory, financial and procedural arrangements for the making of electricity connections and investment in London's electricity distribution infrastructure,</li> <li>the modelling of the scale of the current underinvestment in London's electricity infrastructure and measure to rectify that</li> <li>estimating the consequential economic impacts of the barriers and disincentives on London's growth and also any loss of development potential benefitting residents, commuters and visitors to London.</li> <li>exploring options for and costs and risks relating to removing the barriers and disincentives, including evaluating the likely impact of each option on electricity consumers</li> </ul>	Matthew Pencharz	Robert Tudway	Green		