Additional Information Pack

Meeting  London Enterprise Panel
Date    Wednesday 4 March 2015
Time    2.00 pm
Place   Committee Room 5, City Hall, The Queen's Walk, London, SE1 2AA

Agendas and minutes of the meetings of the London Enterprise Panel and its Working Groups are published at lep.london/about/meetings (except in those cases where information may be exempt from disclosure under the Freedom of Information Act). Meetings are not held in public and are only open to those invited to attend by the Chair (or Co-Chair) of the Group.

3 Minutes of the meeting held on 17 December 2014 (Pages 1 - 6)

6 LEP Update (Pages 7 - 34)
   • Draft LEP Assurance Framework
   • Jobs & Growth Implementation Plan
   • Summary of stakeholder engagement activity since the last meeting
   • LEP Medium Term Budget
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MINUTES

Meeting: London Enterprise Panel
Date: Wednesday 17 December 2014
Time: 2.00 pm
Place: Committee Room 5, City Hall, The Queen's Walk, London, SE1 2AA

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Present:

Members:
Boris Johnson (Chairman)
Harvey McGrath (Deputy Chair)
Richard Blakeway
Professor Stephen Caddick (Items 4-11)
Sir William Castell LVO (Items 4-11)
Greg Clark
Neale Coleman CBE (Items 4-11)
Isabel Dedring
Grant Hearn
Sir Peter Hendy CBE
Stephen Howard
Cllr Peter John
Sue Kershaw
Jack Morris OBE
Chet Patel
Sue Terpilowski OBE (Items 5-11)
Cathy Walsh OBE (Items 5-11)
Observers:
Gordon Innes, London & Partners

GLA Officers:
Mark Kleinman, Assistant Director Economic & Business Policy
Ray Smith, Senior Finance Manager
Jenny Holmes, Principal Policy Officer (Items 5 and 6)
Jamie Izzard, Board Secretary
Debbie Jackson, Assistant Director - Regeneration
Jeremy Skinner, Senior Manager - Growth & Enterprise

Invited Guests:
Ben Rogers, Centre for London (Items 1-6)

1 Apologies (Item 1)

1.1 Apologies for absence were received from Kit Malthouse AM, Mayor Jules Pipe, Sir Edward Lister, Cllr Philippa Roe, Cllr Claire Kober, Nick Turner, Dick Sorabji and Tim Shields.

2 Declarations of Interest (Item 2)

2.1 Jack Morris declared an interest in Item 4 (Update on Actions Arising) in relation to the action to review whether London’s events and exhibition spaces were sufficient to support demand. The declaration was made as Chairman of the Business Design Centre Group, which owns an events and exhibition space in London (the Business Design Centre). As the agenda item was for noting only, Jack remained present for the discussion.

3 Minutes of the meeting held on 29 October 2014 (Item 3)

3.1 DECISION:

That the minutes of the meeting held on 29 October 2014 be agreed.

4 Update on Actions Arising from Previous Meetings (Item 4)

4.1 Members were advised that updates on the LEP Governance review and work to improve access to superfast broadband would be provided in January and March respectively. Oral updates were provided on the apprenticeships programme and work to support skills and employment within the construction sector.
4.2 DECISION:
That the actions arising from previous meetings of the Panel be noted.

5 A new Economic Development Plan - 'London 2036: an agenda for jobs and growth' (Item 5)

5.1 The Deputy Chair introduced the report, which outlined the proposed approach to implementation of the LEP’s Economic Development Plan ("London 2036: an agenda for jobs and growth") and sought delegated authority to sign-off the final document.

5.2 Members provided detailed feedback on the document, which is included in the confidential minutes.

5.3 The Deputy Chair outlined proposals for implementation of the Plan, including the proposals to establish a steering group and ‘implementation groups’. It was noted that existing bodies would be used to undertake the role of the implementation groups where possible, and, where appropriate, make use of additional private sector resource.

5.4 A discussion took place regarding the role of the proposed steering group and a query was raised as to whether the role of the Group could be undertaken by the main LEP. After discussion it was agreed that this would be considered following the initial scoping work that would be led by the steering group to develop a more detailed implementation plan.

5.5 The Deputy Chair thanked Members of the EDP Working Group and Advisory Group for their time and effort in leading the production of the Plan, and also thanked GLA officers, London First and McKinsey for their work in producing the document.

5.6 Members noted that the Plan was due to be launched on 7 January 2015 at an event hosted by London First. Given this timeline, Members agreed that the Deputy Chair sign off the final document on behalf of the LEP, taking into consideration the comments provided by Members.

5.7 DECISIONS:

(a) That the new Economic Development Plan ‘London 2036: an agenda for jobs and growth’ be agreed subject to final sign off by the Deputy Chair, taking into consideration the comments provided by Members;

(b) That it be noted that LEP Member Sue Terpilowski abstained from decision (a);
(c) That the high-level proposals for implementing the priority areas for action set out in the Plan be endorsed, with detailed arrangements to be considered after initial scoping work by a steering group; and

(d) That it be noted that the Plan would be launched at an event on 7 January 2015 and that all Members were invited to attend.

6 Promotion, Trade and Investment (Item 6)

6.1 The Panel received presentations on London & Partners’ role in delivering jobs and growth for London, the Centre for London’s recent report on maximising London’s export potential, and progress in delivering the Mayor’s Export Programme. Following the presentations a discussion took place, facilitated by Greg Clark, during which the following points were raised:

6.1.1 The level of funding provided for the international promotion of London was discussed and it was noted that further funding was required in order to match the level of funding provided by other leading world cities. A suggestion was made that the case for further national funding should focus on London’s interdependencies with other parts of the UK, building on the model used for co-promoting Wales and London.

6.1.2 A query was raised as to what the UK’s share of the international export market was and the Centre for London agreed to provide this data outside of the meeting.

6.1.3 Members discussed the Mayor’s Export Programme and were advised that work was ongoing to monitor outcomes from previous visits to overseas markets.

6.1.4 A query was raised regarding whether the Mayor’s Export Programme would be more effective if focused on larger firms. Officers clarified that this programme was just one part of the Mayor’s overall work to promote international trade, with larger businesses also taking part in international trade delegations.

6.1.5 Members discussed possible ways to increase London’s Foreign Direct Investment and it was agreed that outer London offered a good opportunity to attract foreign investment through its offer of affordable office accommodation to which overseas firms could locate.

6.2 DECISIONS:

a) That the work of London & Partners, which contributes directly to the LEP Jobs and Growth Plan and is well placed to deliver key elements of the EDP, be noted;

b) That the Centre for London’s report on exports in London be noted;
c) That data on the UK’s share of the international export market be provided by the Centre for London; and

d) That the work of the Mayor’s Export Programme which is a deliverable set out in the LEP Jobs and Growth Plan, be noted.

7 Growing Places Fund Update (Item 7)

7.1 Members received an update on projects funded by the LEP’s £111m Growing Places Fund. It was noted that LB Bexley’s bid for funding for the Queen’s Road roundabout had been withdrawn.

7.2 A discussion took place regarding funding for the West Anglia train line and it was noted that a further update would be provided at the next meeting of the Panel.

7.3 DECISIONS:

a) That the withdrawal by London Borough of Bexley of the Queen’s Road Roundabout project be noted, making available £5.7m capital funding, and that a process for reallocating this funding would be considered at a future LEP meeting;

b) That the update on programme expenditure and project progress be noted; and

c) That the update on the West Anglia line project be noted.

8 LEP Update (Item 8)

8.1 Members received an update on activity undertaken since the last meeting of the Panel, including updates on activity taken by each of the LEP’s working groups.

8.2 DECISIONS:

a) That the proposal for the GLA to submit a bid on behalf of the LEP to fund 3.5 full time equivalent posts supporting the LEP’s activity in 2015/16 be agreed;

b) That the following decision taken under the LEP’s Urgency procedure be noted:

- Funding for the Young People’s Education and Skills Service.

c) That the updates provided on the following be noted:

- The proposed project prioritisation process for use of available LEP revenue funds;
• The Jobs & Growth Implementation Plan;
• Recruitment for the shadow London European Structural and Investment Fund Committee;
• Stakeholder engagement activity undertaken since the last meeting;
• The LEP’s indicative medium-term budget; and
• Activity undertaken by the LEP Working Groups.

9 Date of Next Meeting (Item 9)

9.1 The next meeting of the Panel was confirmed as 2.00pm on Wednesday 4 March 2015 in Committee Room 5, City Hall, The Queen’s Walk, London, SE1 2AA.

10 Any Other Business the Chair Considers Urgent (Item 10)

10.1 There was no other business.

11 Close of Meeting

11.1 The meeting closed at 4.08pm.

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London Enterprise Panel
Assurance Framework

Greater London Authority
March 2015
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1. Governance and Decision Making structures

2. Local Authority Partnership Working

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4. Accountable Decision Making

Introduction

In December 2014 the Department for Business, Innovation & Skills (BIS) requested that all local enterprise partnerships develop a single assurance framework as part of their Growth Deal. The framework will cover all Government funding flowing through LEPs to ensure robust value for money processes are in place.

This document responds to that request and forms a key part of a suit of documents that aim to identify how the Greater London Authority, as accountable body for the London Enterprise Panel, will deploy over £286 million of funding aimed at supporting local growth. The other documents in the suite are:

- **Growth Deal grant offer letter** in which the Department for Communities and Local government have set out the degree of flexibility and conditions around use of funding.

- **Monitoring and evaluation framework** which establishes a suite of monitoring metrics to support Growth Deal monitoring and reporting, and enables evidence gathering to support devolution of responsibilities to London

- **Implementation summary report**, which is a live document capturing all the key implementation milestones, and actions for the LEP’s Growth Deal. This has been agreed between Government and the LEP

These documents will be published alongside this Framework.

1. Governance and decision making structures

*Make-up of the board*

The London Enterprise Panel (LEP) board membership is made up of 21 members with 8 business representatives. The remaining representatives represent key local stakeholder groups such as leaders of borough councils, local colleges and the wider GLA Group (for example Transport for London). The Panel acts in an advisory capacity to the Mayor and is co-chaired by the Mayor of London and Harvey McGrath (a business representative). This places the LEP in a unique role amongst English Local Enterprise Partnerships.

*Roles and responsibilities*

The purpose of the London Enterprise Panel is to advise the Mayor of London on action to:

- Provide strategic investment to support private sector growth and employment in London;
- Promote enterprise and innovation and the acquisition of skills for sustained employment in London;
- Protect and enhance London’s competitiveness.
The full constitution of the Panel can be found on the LEP website at [https://www.london.gov.uk/mayor-assembly/gla/governing-organisation/executive-team/assistant-director-decisions/ADD132](https://www.london.gov.uk/mayor-assembly/gla/governing-organisation/executive-team/assistant-director-decisions/ADD132)

The LEP has created a number of sub groups that each have a focus on key growth priorities for London. Diagram 1 below shows the relationship of these sub groups to the LEP and its relationship to other GLA group governance structures and the Mayor.

**Scheme of delegation**

The Panel has been established to advise the Mayor on jobs and growth priorities for London and their implementation. Central government has also asked the Panel to lead on the allocation of Growth Deal funds (The Local Growth Fund) and other funding to support growth, including London’s allocation from the Growing Places Fund. Any advice on deployment of these resources is subject to the scheme of delegation of the Greater London Authority (GLA) as the Accountable Body for the LEP and implemented by officers and structures within the Authority (such as the Investment and Performance Board – IPB).

The Panel may delegate any of its responsibilities including:

To a Panel Member or employee of the GLA (subject to compliance with the GLA’s existing processes, e.g. the ‘Head of Paid Services’ Scheme of Delegations’ for Staffing and the ‘Head of Paid Services’ Staffing Protocol’), or to a committee of Panel Members established by the Panel or subcommittee of such Members to such an extent; in relation to such matters; and on such terms and conditions as the Panel thinks fit provided that it may not purport to delegate any statutory function of the Mayor and/ or Greater London Authority.
The Panel may at any time revoke any delegation in whole or part, or alter the terms and conditions of any such delegation or dissolve any committee established.

Committees to which the Panel has delegated any of its powers and responsibilities must follow procedures which are based, as far as they are applicable, on the provisions set out in the Constitution which govern the making of decisions by Members of the Panel and the LEP may agree rules of procedure for any sub-committee.

**Decision making**

In the event that the Panel either proposes to take or takes a decision that the Mayor reasonably considers to be in conflict with the London Plan or any other significant policy, strategy or framework published by the Mayor or the Greater London Authority or which is likely to place the GLA in breach of any legal obligation it owes the Government in its role as accountable body, the Mayor may issue a direction to the Panel that either:

a) prevents the decision from being implemented; or
b) prevents the decision from being implemented and directs the Panel to implement a revised decision that is in proper accordance with Mayoral policy (as interpreted by the Mayor).

The Mayor must confirm any decision to direct the Panel in writing within ten working days of that decision being taken or proposed, outlining the rationale for the decision.

**Relationship to London Boroughs and other LEPs**

The LEP has 3 Borough Council leaders serving on it, as nominated by London Councils. In addition London Councils, as the umbrella organisation for the boroughs and Corporation of London, act as observers to the Panel. Significant joint working takes place between the GLA and London Councils to ensure the LEP agenda is taken forward and work is underway to implement a “tripartite” leadership arrangement with the Chair of London Councils acting as Deputy Chair of the LEP alongside a business Deputy Chair.

The business Deputy Chair of the LEP is a member of the LEP Network’s Management Board and also meets regularly with chairs of other LEPs for example those involved in the London, Stansted, Cambridge Corridor (South East LEP, Hertfordshire LEP, Greater Cambridge and New Anglia LEPs) and Coast to Capital.

Further detail on the LEP’s relations with London boroughs is provided under section three of this document.

**Arrangements for project delivery**

All projects recommended by the LEP are subject to the GLA’s project appraisal and approval and procurement processes. The GLA as delivery body takes responsibility for ensuring effective delivery including where sub-contractor delivery bodies have
been appointed. The GLA uses its Funding Toolkit to support officers in ensuring effective arrangements are in place.

Further detail on arrangements for project delivery is provided in section four of this document.

2. Local Authority Partnership Working

Engaging local authority leaders in LEP advice to the Mayor

In addition to borough representation on the LEP and its working groups, the LEP and GLA work closely with London Councils and individual boroughs to determine regional and sub-regional growth priorities. Activities include events and consultation of borough councils and London Councils as their umbrella organisation. Recent examples include:

- Joint working between the LEP, GLA and London Councils to create the £70million New Homes Bonus programme, resulting in 128 borough based and cross borough projects to support growth in the capital; and
- The LEP working with London Councils and sub-regional bodies to compile a pipeline of borough-level projects in order to make the case to government for funding under the second tranche of Growth Deals.

Through the London Councils Borough Chief Executives’ Group a borough council CEO is nominated to lead on regeneration. This includes responsibility for supporting and working with the LEP and its 3 council leaders (currently Tim Shields, CEO of Hackney Council).

In London a Congress meeting enables the Leader of London Councils to meet the Mayor to discuss a number of areas including growth.

It should be noted that, following a recent external review of the LEP’s governance arrangements, work is planned to develop proposals for how closer links could be established with the sub-regions, and to implement the proposed ‘tripartite’ leadership arrangement described in section 1.

3. Transparent Decision Making

In the dealings of the Panel

The Mayor is committed to openness in his administration and is committed to making the work of the LEP (and any sub-committee, working group or other forum set up by the Panel) transparent in line with Mayoral policy (for example through the GLA Group’s Framework Agreement on Corporate Governance) and stakeholder expectations.

Agendas and papers for the Panel and any of its Subordinate Bodies will be posted on the LEP’s website at least two clear working days before the meeting to which they relate.
Papers will be released with the agenda except in those cases where the Secretary reasonably considers that information contained in the papers may be exempt from disclosure under an applicable exemption under the Freedom of Information Act 2000 (FOIA). These papers will be classed as reserved papers.

The main exemptions that are likely to make information reserved relate to the following (although others may be available under the FOIA):
- commercial sensitivity
- information provided in confidence
- personal data
- legal professional privilege
- information intended for publication at a future date
- prejudice to the free and frank provision of advice and exchange of views

Reserved papers can still be requested under the FOIA and Environmental Information Regulations 2004, at which stage the GLA will consider these requests on a case by case basis (taking into consideration such factors as timing, any applicable exemptions and the public interest test).

LEP meetings are not public, which reflects the accountability arrangements Parliament has put in place for the GLA; that is that the Mayor is answerable to the Assembly through Mayor’s Question Time only after he has taken decisions.

Summary minutes of the meetings of the Panel and its Subordinate Bodies are posted on the LEP’s website within two weeks of the meeting to which they relate.

**In taking forward advice from the Panel**

Where the Panel has recommended to the Mayor a funding decision this is subject to GLA officers conducting due diligence of that decision, including financial appraisal. Transparency in taking this forward is assured through the GLA’s Investment and Performance Board and through publication of LEP and IPB reports as well as all GLA decision forms.

**Sharing and publishing information**

The LEP takes a proactive approach to publishing and sharing information. Arrangements we have in place include:

- A dedicated website through which local partners and the public can keep in touch with progress on implementing the Growth Deal and access key documents (see [https://lep.london/](https://lep.london/)). The LEP web site also contains information relating to funding opportunities [https://lep.london/funding-and-support/funding/](https://lep.london/funding-and-support/funding/);
- In line with the Mayor’s [policy on openness and transparency](https://lep.london/about/meetings) and the LEP Constitution, publishing decision making and records of decisions, meeting minutes and agendas on the LEP website (see [https://lep.london/about/meetings](https://lep.london/about/meetings)) as detailed above;
• Ensuring compliance with the Freedom of Information Act 2000 and Environmental Information Regulations 2004 as per the GLA’s published policy in this area (please see https://www.london.gov.uk/mayor-assembly/gla/governing-organisation/freedom-information);

• Publishing the GLA conflicts of interest policy, register of interests covering any decision makers, and published complaints policy (http://www.london.gov.uk/mayor-assembly/gla/Maintaining-high-standards). When undertaking work in connection with the Panel, Panel Members are required to agree to comply with the standards and processes relating to conduct as detailed in their Terms of Appointment and the Code of Conduct (‘the Code’) as set out in letters of appointment, and any relevant applicable provisions of the GLA Group’s Corporate Governance Framework Agreement (http://www.london.gov.uk/sites/default/files/group-framework_0.pdf). The Code includes provisions in relation to adhering to the seven principles of public life (‘the Nolan principles’) and the potential disclosure and registration of personal interests where they are affected by the work of the Panel. The Code acts to ensure the probity of those appointed to the Panel and has arrangements for dealing with complaints in Part B section 5 – see http://legacy.london.gov.uk/about/corp-gov/docs/mayor-appts-protocol.pdf;

• Ensuring there is appropriate local engagement, both with public and private stakeholders, to inform key decisions and with the general public around future LEP strategy development, and progress against delivery of the Mayor’s priorities. This includes market warming events, sub-regional events, inclusion of stakeholders within the membership of LEP working groups, regular progress updates and consultations with the public and stakeholders;

• Publishing arrangements for developing, prioritising, appraising and approving projects, ensuring that a wide range of delivery partners can be involved. This includes the use of Prospectuses for the procurement of programme and other funding and publishing these and scoring matrices on web sites and tender journals. We also publish LEP and IPB reports and decisions as detailed above; and

• Clearly setting out the LEP’s priorities and mechanisms for maximising the social value of its investment funding and activities so that our partners and beneficiaries can play an active role in the programme. Under Section 30 of the Greater London Authority Act 1999 the GLA uses its power to promote economic, social and environmental development, and wealth creation to implement advice to the Mayor from the LEP. The GLA also uses it Contracts Code that guides procurements policy to maximise social value including weighting scoring matrices within tender specifications and influencing its supply chain and those of the GLA Group and partners.

4. Accountable Decision Making

Use of funds

. Resources are managed under Section 31 of the grant determination and compliance is ensured by GLA officers seeking legal and financial opinions as a part
of implementing the Mayor’s decisions following advice by the LEP and full appraisal by the GLA’s Investment & Performance Board.

The GLA’s Financial Framework is contained within the GLA’s Financial Regulations and applies to all LEP funding provided to the GLA as the LEP’s Accountable Body. This document can be viewed at http://static.london.gov.uk/about/corp-gov/finance-manual/docs/financial-regulations.rtf

Under the Financial Regulations, the GLA’s Executive Director of Resources acts as the GLA’s Chief Finance Officer and has statutory duties in relation to the financial administration and stewardship of the GLA. This statutory responsibility cannot be overridden. The statutory duties arise from:

- Section 127 of the GLA Act 1999;
- The Local Government Finance Act 1988;
- The Local Government and Housing Act 1989;
- The Local Government Act 2003; and

**Arrangements for the proper use of funding**

The GLA as Accountable Body implements its processes for the proper use and administration of funding and ensuring timely decision making by the LEP. This includes use of existing systems including:

- Ensuring transparent funding decisions through the Investment & Performance Board;
- Implementing project appraisal and business casing systems;
- GLA Project management systems, including:
  - A comprehensive suite of documents (‘the Funding Agreement Toolkit’) to support project managers in making the most out of LEP funds and protect the GLA as Accountable Body from risk when making small grants to external organisations;
  - Access to a dedicated Procurement Team that provides strategic direction, support and advice on the sourcing of all goods and services;
  - A mandatory requirement for performance reporting which is reported to the GLA’s Investment & Performance Board every four weeks for monitoring of delivery progress, risks and issues; and
- Application of the GLA’s internal and external audit system to the examination of funding used by the GLA including LEP funds.

**Non-compliance with LEP advice**

In the event that the Panel either proposes to take or takes a decision that the Mayor reasonably considers to be in conflict with the London Plan or any other significant policy, strategy or framework published by the Mayor or the Greater London Authority or which is likely to place the GLA in breach of any legal obligation it owes the Government in its role as accountable body, the Mayor may issue a direction to the Panel that either:

a) prevents the decision from being implemented; or
b) prevents the decision from being implemented and directs the Panel to implement a revised decision that is in proper accordance with Mayoral policy (as interpreted by the Mayor).

**Use of independent scrutiny**

The GLA operates several structures to ensure that LEP decision making and project implementation is subject to independent scrutiny. Arrangements include scrutiny by the London Assembly in line with its role described in the Greater London Act 1999 and specifically its Economy committee; and Budget committee.

In addition the process for confirming that the Mayor is accepting the advice of the Panel offers independent scrutiny. Officers seeking a Mayoral Decision (MD) or Director Decision (DD) must enter a process of seeking senior officer buy-in (including sign-off from the GLA’s Executive Director for Resources and the GLA’s legal and finance teams) and make the case for spending and seeking delegated authority to act.

**Confirmation of GLA arrangements for receiving money from Government, use of resources, responsibilities and timescales**

**Arrangements for receiving money**

The GLA operates the following systems for administering Government funding:
- Decision making by Directors and the Mayor;
- Financial systems;
- Governance arrangements;
- Equalities impact assessments;
- Investment and Performance Board;
- Grant agreement process;
- Legal and finance officer sign off; and
- Project management system.

**Use of resources**

The GLA confirms that use of resources is subject to GLA check and balances as overseen by the Section 127 Officer. This includes publication of the Authority’s annual accounts.

**Responsibilities**

The GLA as the LEP’s Accountable Body has responsibility for:
- ensuring decisions and activities of the LEP conform with legal requirements with regard to equalities, social value, environment, State Aid and procurement;
- ensuring that the funds are used appropriately;
• ensuring that this assurance framework is adhered to;
• maintaining the official record of LEP proceedings and holding copies of all relevant LEP documents relating to LGF funding;
• taking forward project approval processes and dealing with any legal challenges
• ensuring that there are arrangements for local audit of funding allocated by the Panel that are equivalent to any other funds the Authority spends.

Timescales

The GLA has agreed timescales and operating practices to support effective decision making. These vary according to the type of decision and the funds involved. The Grant Agreement making process is used to implement decisions.

The Grant Agreement process includes arrangements for monitoring delivery and providing clarity about what information the GLA expects to receive from delivery partners.

5. Ensuring value for money: prioritisation, appraisal, business case development, and risk management

Ensuring funding decisions are based on impartial advice

The GLA operates robust processes for ensuring separation of all funding decisions ensuring they are based on financial advice and that project sponsors are not involved in taking funding decisions.

Ensuring value for money and effective delivery

As detailed in section four of this document, the GLA operates a range of processes to ensure project development, project and options appraisal, prioritisation, and business case development. These include:

• Policy Officers undertaking business casing and economic appraisal (including cost benefit analysis). Evidence is routed from a number of sources including primary and secondary data from GLA Economics (our in house team of economists);
• Finance officers ensuring compliance undertaking financial appraisals; and
• The GLA Gateway process for project appraisal using the principles of Gateway Reviews and including strategic and business case development for consideration by the Investment & Performance Board.

Risk management

The GLA has risk management process in place that all LEP funding is subject to. A senior officer (Director of Development, Enterprise and Environment (DEE)) is the SRO responsible for overseeing officers in identifying and managing risk for LEP funds.
The GLA project management system has provision for project and programme risk assessment, rating as well as for contingency planning and escalating and closing risks through robust project reporting of management information. These are held in risk registers used by project officers and reported to project governance.

Reports to the Investment & Performance Board include a set of identified risks that act as the starting position for risk management for projects approved to proceed.

**Options appraisal and prioritisation**

The GLA has a clear and transparent basis, (published on the GLA website at http://www.london.gov.uk/mayor-assembly/gla/ensuring-we-work-in-a-responsible-efficient-and-effective-way) against which projects and programmes are initially identified / commissioned, appraised and prioritised.

This framework confirms that the GLA:
- Uses an evidence base to determine the need for intervention. This is gleaned using a range of methods including:
  - Links to the Mayor’s Plan for Jobs and Growth;
  - Cost benefit analysis;
  - GLA Economics data;
  - The results of project and programme evaluation;
- Uses a Gateway process for assessing overall value for money. This enables different types of projects to be compared and assessed;
- Has a clear rationale for the interventions linked to the priorities in the Jobs and Growth Plan using the GLA project appraisal process and business casing through the Investment & Performance Board;
- Has clearly defined inputs, activities, outputs and anticipated outcomes, which are additional, ensuring that factors such as displacement and deadweight have been taken into account where appropriate. The GLA project management system enables this.
- Assesses the benefits of projects to ensure they exceed the costs of intervention through the IPB process
- Ensures deliverability and risks have been appropriately considered and if there are likely to be clear mitigations for those through the project management system provisions for managing risks and financial regulations for managing financial risk.
- Uses our team of economists (GLA Economics) to evidence need and ensure rigour and data quality, using this to inform decisions and how the LEP will build strategy.

**Value for money and business casing**

The GLA adopts those principles within the HMT Green Book including use of both cost benefit analysis and full economic appraisals. This is delivered through the Investment & Performance Board and the GLA Gateway process for developing and approving projects.

The GLA’s Executive Director for Development, Enterprise and Environment is SRO for LEP funds.
<table>
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<th>LEP PRIORITY</th>
<th>THEME</th>
<th>No</th>
<th>ACTION</th>
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<th>Lead LEP Member</th>
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<th>Status (RAG)</th>
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<td></td>
<td>Skills and Employment</td>
<td></td>
<td>1</td>
<td>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.</td>
<td>Working group established November 2013. Research commissioned in March 2014 and received in July 2014.</td>
<td>Research published on the Mayor’s website November 2014. Payment by Results pilot being scoped as part of the Growth Deal, planning meeting convened with Cabinet Office to take place in January 2015.</td>
<td>MH</td>
<td>Green</td>
<td>City Skills Fund resources</td>
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<td>2</td>
<td>Convene a bi-annual Skills and Employment Working Group panel summit. (Previously under Action 1)</td>
<td>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. Define what they will deliver specifically and the most effective format for achieving its aims.</td>
<td>29 November 2013. 1 October 2014</td>
<td>March 2015</td>
<td>Ian Ashman</td>
<td>MH</td>
<td>Green</td>
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<td>3</td>
<td>Test models of delivery of skills and employment programmes. (Previously an activity under Action 1 - Develop a Skills System)</td>
<td>Establish and test an enhanced outcome focused DWP and SFA funded provision best practice pilot through the Sector Based Work Academy route.</td>
<td>TBC by working group</td>
<td>Further scoping work required to define this project as part of the Growth Deal negotiations on the Future of the Work Programme, skills payment by results pilot and Skills Inquiry.</td>
<td>Ian Ashman</td>
<td>MH/ FR</td>
<td>Green</td>
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<td>4</td>
<td>Deliver in partnership with CITB a jointly funded £2 million programme to improve the construction sector’s approach to employment, skills and SMEs.</td>
<td>LEP to approve a Governance Board process – ensuring LEP funds are utilised effectively. 2014-2016</td>
<td>Providers now confirmed to deliver the seven workstreams, including overarching project management. Delivery due to commence in January 2015. Official launch event to take place at City Hall in February 2015.</td>
<td>Debbie Akehurst</td>
<td>MH</td>
<td>Green</td>
<td>£1m of GPF resources committed to match CITB contribution of £1m.</td>
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<td>5</td>
<td>Levers and Influence - a Growth Deal for London</td>
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<tr>
<td>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)</td>
<td>March 2014 - Final Growth Deal submitted to Govt</td>
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<td>Grant Hearn and Jack Morris</td>
<td>MCB/ MH/ FR</td>
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<tr>
<th>6</th>
<th>European Social Fund (ESF) and Youth Employment Initiative (YEI)</th>
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<tbody>
<tr>
<td>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)</td>
<td>January 2014 - final strategy submitted to Government.</td>
</tr>
<tr>
<td>PEED</td>
<td>Spec launch in 2015.</td>
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<table>
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<tr>
<th>7</th>
<th>Commission review of 2007-13 ESF Programme focused on commissioning and payment models. (New Action)</th>
</tr>
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<tbody>
<tr>
<td>Emma Stewart RC/ MH</td>
<td>Green CSF Fund</td>
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<tr>
<td>Action</td>
<td>Description</td>
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<tr>
<td>8</td>
<td>Align priorities with London Councils’ Young People’s Employment and Skills Board. (Previously Action 3)</td>
</tr>
<tr>
<td>9</td>
<td>Develop a much stronger London-wide careers/ IAG offer which responds more effectively to the needs of Londoners and employers (Previous Action 5)</td>
</tr>
<tr>
<td>10</td>
<td>Co-invest and deliver in partnership with London First an annual Jobs and Careers Fair (Previously Action 6)</td>
</tr>
</tbody>
</table>
### Careers Advice and Guidance

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)**

   1. Determine the key priorities including, but not limited to, apprenticeships, flexible job design, employability, work experience and traineeships to stimulate demand from employers.
   2. Map the current offer to ensure that employers can be signposted to quality support.
   3. Explore partnerships with existing programmes such as ‘Inspiring the Future’ (Education Employers Taskforce) and consider options for roll out across London boroughs.

   **Spring 2015**

   - 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.
   - 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.
   - To be explored as part of the Skills Inquiry / FE Capital Review.

   **Grant Hearn**

   - MH/ FR

### Skills and Employment

#### Apprenticeships

12. Implement a £2.5m programme of investment in the Mayor’s Apprenticeships Campaign to support the delivery of 260,000 apprenticeship starts in London by 2016.

   **(Previously Action 8)**

   1. Prepare a new Apprenticeships Campaign investment strategy – based on a refreshed evidence base on the key barriers to employer take-up.
   2. 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.
   3. Support an uplift of the employer AGE grant to £3,000.

   **June 2014**

   - Apprenticeship Marketing campaign launched in September 2014.
   - 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 launched on 1 January 2015.
   - Details of proposals for a £2m apprenticeships investment programme were shared with the SEWG in September 2014. An Apprenticeship Information Ambassadors Network and Employer-led Apprenticeship Creation Programme are due to launch in January 2015.

   **SEWG tbc**

   - FR

   - Green

   - £2.5m (GPF) invested

   - Further £2m GLA (agreed)

   - Further £1m GPF (sought)


   **(Previously an Activity Under Item 2)**

   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**

   - Report submitted August 2014

   - The Apprenticeship Guide report revealed data limitations, meaning that a robust guide or tool could not be produced. GLA officers have raised the data issues with BIS and plans are underway to consider the feasibility of development of a rating tool.

   **FR**

   - Green

   - CSF Fund
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<tr>
<th>No.</th>
<th>Description</th>
<th>Reference</th>
<th>Date</th>
<th>Status</th>
<th>Responsible</th>
<th>Priority</th>
<th>Cost</th>
</tr>
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<tbody>
<tr>
<td>10</td>
<td>Map and identify the current provision of SME finance across London.</td>
<td>Commission independent organisation to conduct research to provide an analysis of the SME Finance situation in London, including any funding gap.</td>
<td>Research completed by Autumn 2013</td>
<td>Research published on GLA Website in November 2013</td>
<td>SMEWG AT/KH</td>
<td>Green</td>
<td>£25,000</td>
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<td>11</td>
<td>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.</td>
<td>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.</td>
<td>Launched in December 2014. Contract signed. First investments being made in January 15.</td>
<td>SMEWG AT/KH</td>
<td>Green</td>
<td>£25m</td>
<td></td>
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<tr>
<td>12</td>
<td>Seek to learn lessons from public and private schemes to enable SMEs to access appropriate finance</td>
<td>Assessments of finance schemes in operation, particularly those involving GLA projects, such as London Food Board work around micro-loans to food SMEs.</td>
<td>Ongoing</td>
<td>SMEWG AT/KH</td>
<td>Amber</td>
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<td>13</td>
<td>Design and implement the Export Programme, co-funded by European Regional Development Fund and Growing Places Fund.</td>
<td>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 external delivery partner appointed. An intensive Programme of delivery planned over the coming year comprising of another 5 confirmed 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. Following procurement exercise, the Programme has successfully delivered another 3 trade missions to US, India and Singapore/Malaysia to the end of 2014. The Programme has to date engaged with over 400 London businesses providing intensive support to 114 of these to export their products and services to 7 new markets. The value of new sales generated total over £4 million. In addition this has created 86 new jobs in London. The Programme is now focusing on the two trade missions taking place in February. The market visits will take place in the US for London Life Sciences and</td>
<td>In delivery</td>
<td>SMEWG OC</td>
<td></td>
<td>£1.42m</td>
<td></td>
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<tr>
<td>14</td>
<td>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.</td>
<td>Research completed and circulated to the LEP SME Working Group.</td>
<td>Reported in October</td>
<td>SMEWG SC/JH</td>
<td>In house review</td>
<td></td>
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<td>15</td>
<td>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.</td>
<td>GLA to commission website improvements to support more information to businesses on London opportunities.</td>
<td>Ongoing</td>
<td>SMEWG OC</td>
<td>Green</td>
<td>Within trade programme.</td>
<td></td>
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<tr>
<td>No.</td>
<td>Business Support</td>
<td>Summary</td>
<td>Progress</td>
<td>Date</td>
<td>Responsible</td>
<td>Funding</td>
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<td>16</td>
<td>Affordable Workspace</td>
<td>Commission research on incubators and accelerators and design a strategy for the LEP and the Mayor to work on this agenda</td>
<td>Report of IACs has been published. It includes an online interactive map. The report was launched 15 September and we announced the creation of a 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.</td>
<td>Achieved.</td>
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<td>17</td>
<td>Affordable Workspace</td>
<td>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</td>
<td>The “Accommodating Growth in Town Centres” research study is intended to test the hypothesis that additional housing capacity can be found in and around town centres, in light of changing patterns of retail, while recognising the value of lower value non-residential space for SMEs, and seeking the best ways to ensure this is adequately provided as part of new housing development. Peter Brett Associates (incl Roger Tyam), MacLaren Maclean Lavington Architects, and Graham Harrington Planning have been appointed to work on all aspects of the brief. The consultants will be presenting the draft report to the LEP SME working group members at the 23 June meeting.</td>
<td>Achieved.</td>
<td></td>
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<tr>
<td>18</td>
<td>Affordable Workspace</td>
<td>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</td>
<td>The facilitation element will be considered within the design and build of London’s Growth Hub</td>
<td>See update below</td>
<td></td>
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<tr>
<td>19</td>
<td>Affordable Workspace</td>
<td>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.</td>
<td>With this group’s agreement, London’s Growth Hub is to be part of the LEP web page.</td>
<td>Spring 2015</td>
<td></td>
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<td>20</td>
<td>Affordable Workspace</td>
<td>Campaign: the LEP will deliver a small business campaign</td>
<td>Next round of LEP engagement events to take place Spring 2015.</td>
<td>Spring 2015</td>
<td></td>
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<td>21</td>
<td>Affordable Workspace</td>
<td>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.</td>
<td>Members of the group have been speaking on behalf of the LEP at a range of events.</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td>22</td>
<td>Affordable Workspace</td>
<td>Support London Business Improvement Districts (BIDs)</td>
<td>Detailed report included with the papers. Next deadline to submit proposals end of March. We envisage to receive at least 3 more applications.</td>
<td>Ongoing</td>
<td></td>
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<td></td>
<td>SME</td>
<td>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.</td>
<td>With this group’s agreement, London’s Growth Hub is to be part of the LEP web page.</td>
<td>Spring 2015</td>
<td></td>
<td>£300,000</td>
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<td><strong>Connect London</strong></td>
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<td><strong>26</strong></td>
<td>Map London’s science and technology knowledge base, to help firms and investors identify opportunities to exchange information, ideas and collaborate.</td>
<td>SQW and Trampoline Systems finalising 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 &amp; 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.</td>
<td>Revised publication date for SQW research moved to February 2014</td>
<td>Align with AHSC interest in a deep dive into London’s life sciences base; and with research commissioned by the London Health Commission.</td>
<td>Eliot Forster Jeremy Skinner / Catherine Glossop</td>
<td>Green</td>
<td>£100k secured from LEP</td>
</tr>
<tr>
<td><strong>27</strong></td>
<td>Use the Mayor’s power of convening to bring together London’s science and technology</td>
<td>Biotech investors event held early 2013 and 2014 with One Nucleus and BioL</td>
<td>To be taken forward as part of MedCity and Smart London Plan respectively</td>
<td></td>
<td>Eliot Forster / David Gann Jeremy Skinner / Catherine Glossop</td>
<td>Green</td>
<td>Budget required to host Smart London Investors Day. Budget</td>
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<tr>
<td><strong>28</strong></td>
<td>Directly incentivise and promote collaborative behaviour - host competitions for the most enterprising collaborations to solve London’s future challenges, sponsored by the Square Mile.</td>
<td>MedCity is enabling greater collaboration btw the three AHSCs. 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, alongside the launch of the London Data Store II.</td>
<td>Launch competition in 2015 alongside London Data Store II; pilot 5 innovations to solve London’s future challenges by 2016.</td>
<td>Need to identify core challenge areas within smart cities remit (tentatively identified as ‘smart districts’, smart infrastructure and med tech)</td>
<td>Eliot Forster / David Gann</td>
<td>Green</td>
<td>Budget required for annual Mayoral competition. £25 k secured for London Ideas Lab.</td>
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<tr>
<td><strong>29</strong></td>
<td>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.</td>
<td>Mayor supporting annual Fin Tech Innovation Lab; Mayoral support for ed tech incubator space; L&amp;P establishment of Travel Tech Lab; currently exploring options to use EROF funds to support a med tech or digital health accelerator working with the AHSCs; Exploring options to establish a Smart London accelerator space adjacent to Future Cities Catapult (MassChallenge expressed interest in running an accelerator programme in 2015).</td>
<td>Ongoing</td>
<td></td>
<td>Geoff Mulgan Jeremy Skinner / Catherine Glossop</td>
<td>Green</td>
<td>EROF funding required</td>
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### Lever London’s Assets

#### Digital, Creative, Science & Technology

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<th>Action</th>
<th>Description</th>
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| **30** | **Identify opportunities for expanding London’s existing research base in areas where London has a distinct competitive advantage.**  
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 City on the Park confirmed; CSLEP (Centre for Urban Science and Progress) soft launch June 2014;  
Officers supporting content dev, funding, and dev of strategic partnerships. London life science clusters event held 25th Sept 2014 to support cluster growth (Sutton; Imperial; Easton Rd; Whitechapel) etc.  
Second cluster event due March 2015 to focus on inward investment brochure; and scope appetite for a joint study into the demand for workspace required to support future growth. |  
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 GP; 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 on 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 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 AHSNs through MedCity to better understand the life science research base offer;  
Ensure Smart London work showcases London’s research proposition (SUN 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;  
Successful LEP/London HEI event held in December 2014 to increase collaboration between London HEIs and the LEP, and to improve businesses understanding of the HEI offer (follow on actions for 2015 lbc). |  
Attract £100 million of global investment in London’s R&D base by end 2016 | David Slater  
Jeremy Skinner / Catherine Glossop | Amber |

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£1.125m secured to set up MedCity (GPF); matched by £2.9m from HEFCE; further private sector fund raising required.
<table>
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<tr>
<th>No.</th>
<th>Objective</th>
<th>Milestones</th>
<th>Responsible Parties</th>
<th>Status</th>
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<tr>
<td>33</td>
<td>Reform the development of the Mayor’s lobbying position to ensure London provides a competitive environment that supports business growth and investment.</td>
<td></td>
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<td>Ongoing</td>
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<td>34</td>
<td>Ensure London has the underpinning technological infrastructure to support rapid growth, including investment in broadband where the market will not provide.</td>
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<td>TBC</td>
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<td>35</td>
<td>Increase the supply of affordable workspace and grow-on space to retain London borne innovation.</td>
<td></td>
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<td>Ongoing</td>
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<td>36</td>
<td>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).</td>
<td></td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>37</td>
<td>Lever European funding to support the Mayor’s Smart London ambitions.</td>
<td></td>
<td></td>
<td>Ongoing</td>
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</table>
| 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 Medicity over the course of 2014 (which the commissioned mapping research will feed into, with the first ever analysis of LSO data for London and the first science and technology census conducted at this scale). GSW research needs to feed into L&Ps 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 | David Slater, Jeremy Skinner / Catherine Glossop, Green |}

| 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 2013, Bio Europe, Geneva, etc; Medicity 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. Medicity launch events in London, Oxford and Cambridge and South coast (cross London/SSE advisory board membership); wider stakeholder engagement activity commencing with partners in Oxford, Cambridge and south coast; alongside joint working with GMEC. | Ongoing, Harriet Fear, Jeremy Skinner / Catherine Glossop, Green, Medicity funding secured (£1.125m over three yrs) |
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);
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; 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;
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.
LEP Stakeholder Engagement and Events

Central Government

Officers and Members have continued to meet with government officials from various departments on a variety of issues, including:

Meeting with Vince Cable on Permitted Development Rights, 10 February
Harvey McGrath and Simon Pitkeathley met with Vince Cable to discuss the negative impact Permitted Development Rights is having in London, asking that the Government implement full exemption from the rules in Greater London.

Meeting with Tom Walker, Department for Business, Innovation and Skills, 13 January 2015
Officers met with Tom Walker, Director, Cities and Local Growth Unit at BIS to discuss LEP activity.

Borough/sub-regional engagement

Officers and Members continue to engage with London boroughs through London Councils, sub-regional partners and directly with boroughs, including regular attendance at sub-regional growth board meetings.

Other Events and Meetings

HS2 Community and Business Fund Workshop, 15 December 2014
Facilitated by New Philanthropy Capital, officers attended this workshop that sought to share information about the HS2 Business and Local Economy Fund, and discuss how it would be most appropriately delivered. The workshop covered: information and discussion about proposed fund governance and delivery model; discussion of the funding landscape and ways that the fund could add value; and discussion of proposed eligibility criteria and fit with local economic priorities and needs.

London 2036: an agenda for jobs and growth – report launch, 7 January 2015
The LEP and London First launched the report at an event attended by more than 200 business leaders, as well as London and central government representatives. London 2036: an agenda for jobs and growth sets out priorities to drive jobs and growth in the capital and is the result of over 12 months’ work involving over 400 stakeholders from business, London government, central government, universities and others.

LEP Strategy Session, 14 January 2015
LEP, LIG and SEWG members attended this session, which began with a presentation on current plans for expansion at Gatwick Airport. Members heard about the impact the aviation capacity issue has on business, and how Gatwick intends to deliver greater connectivity for London businesses. This was followed by a session for LEP members, hosted by Shared Intelligence, detailing the outcomes and recommendations from the LEP governance review.
London’s Adaptation Economy Workshop, 15 January
Around 25 high profile individuals representing key stakeholders from businesses, government and trade bodies attended this workshop chaired by Sue Kershaw. Findings of a study to estimate the size of London’s ‘adaptation economy’, commissioned by the GLA with support from the London Climate Change Partnership, were presented at the workshop. This was followed by discussion on the opportunities offered by adaptation goods and services and an opportunity to generate ideas as to how to foster this economy in London.

Economy Committee, 15 January
Emma Stewart, Sue Terpilowski and Stephen Howard attended the London Assembly’s Economy Committee meeting to discuss the LEP’s programmes on work to support SMEs and skills development in the capital. Areas of discussion included: SME growth; advice and support for SMEs; SME access to finance and exports; and devolution of employment and skills programmes.

LEP/CITB Joint Initiative Launch Event, 9 February
Harvey McGrath provided the opening address at the official launch of the £2 million Joint Initiative between the LEP and CITB to promote jobs and growth in the construction sector. The successful providers then set out how they would deliver the six work streams that had been developed through stakeholder consultation with the sector. These included: training for unemployed construction workers; shared work placement scheme; business support for construction SMEs; procurement training for local authority staff; and Collaborative working research.

Devolution Working Group, 12 February
The London Assembly Devolution Working Group has been set up with the aim of bringing together the different arguments in favour of a new round of devolution to London Government. Harvey McGrath was invited to attend the inaugural meeting of the Group, to comment on proposals around the devolution argument for restructuring of Further Education, Careers Advice and Apprenticeships.
### SUMMARY OF LEP’S INDICATIVE MEDIUM-TERM BUDGET

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**Notes**

1. European Regional Development Fund (ERDF) expenditure and income is based on an assumed profile of £175m through to 2023.
2. European Social Fund (ESF) expenditure and income is based on an assumed profile of £502m through to 2023.
3. Miscellaneous expenditure and income includes LEP Capacity Funding, LEP Core Funding and Strategic Plans and EU Funding Investment Strategies Funding.
4. New Homes Bonus (NHB) is assumed to be £70m in 2015-16 only and expenditure subject to approval by the LEP.
5. Enterprise Zone income is based on current best estimates of business rates income.

**Conclusions**

The discretionary available resources to the LEP of some £224m over 2014-20 mostly comprises the receipt of FE Capital grant of £158m, repayments from GPF and EZ income of £35m by 2020 and High Streets grant of £20m.