Additional Information Pack

Meeting  LEP Skills & Employment Working Group
Date  Tuesday 17 March 2015
Time  10.00 am
Place  Committee Room 2, 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.

5  London Enterprise Panel (LEP) Update (Pages 1 - 12)
   • LEP Assurance Framework

7a  ESF Programme Development Update (Pages 13 - 16)
   • ESF Contract Geographies
   • ESIF Timetable

9  Jobs & Growth Priorities: Implementation Update (Pages 17 - 20)
   • Implementation Plan (Skills and Employment Actions)
This page is intentionally left blank
London Enterprise Panel

Assurance Framework

Greater London Authority

March 2015
Contents

Introduction

1. Governance and Decision Making structures

2. Local Authority Partnership Working

3. Transparent Decision Making

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 £286million 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

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](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.
ESF 2014-20 Contract Geographies

To improve the planning and coordination of ESF activity, four sub-regional contract geographies have been agreed with London Boroughs for the ESF 2014-20 programme. These are:

- Central – Camden, Islington, City of London, Southwark, Lewisham, Lambeth, Wandsworth, Kensington and Chelsea, Westminster;
- North and East – Enfield, Haringey, Waltham Forest, Redbridge, Barking and Dagenham, Havering, Greenwich, Newham, Tower Hamlets, Hackney;
- South – Richmond, Kingston, Merton, Sutton, Croydon, Bromley, Bexley;
- West – Hillingdon, Harrow, Barnet, Hammersmith and Fulham, Hounslow, Ealing.
### Indicative 2014-20 ESF Programme Development Timetable

NB. Milestones and timings are provisional and dependent on national processes and timescales for 2014-20 which are still TBC

#### Partnership Agreement

<table>
<thead>
<tr>
<th>Task</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal submission to EC</td>
<td>31/12/13</td>
<td></td>
</tr>
<tr>
<td>Approval from EC</td>
<td>30/04/14</td>
<td></td>
</tr>
</tbody>
</table>

- 30/06/14 Actual submission April 14
- PA agreed by EC in Oct 14

#### Operational Programme

<table>
<thead>
<tr>
<th>Task</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>First draft OP</td>
<td>17/01/13</td>
<td></td>
</tr>
<tr>
<td>Formal submission to EC</td>
<td>31/05/14</td>
<td>July 2014</td>
</tr>
<tr>
<td>Approval from EC - OP Adopted (Estimated)</td>
<td>Spring 2015</td>
<td>Latest estimated date for approval (previously Oct 14)</td>
</tr>
</tbody>
</table>

- 30/01/14 Approval from EC
- 28/02/14 Formal submission to LEP
- 31/01/14 Submit final draft to Government
- 31/01/14 ESIF Strategy approved

#### ESIF Strategy

<table>
<thead>
<tr>
<th>Task</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submit draft to Government</td>
<td>07/10/13</td>
<td></td>
</tr>
<tr>
<td>Feedback from Govt</td>
<td>13/11/13</td>
<td></td>
</tr>
<tr>
<td>Update strategy</td>
<td>14/11/13</td>
<td></td>
</tr>
<tr>
<td>Submit final draft to LEP</td>
<td>30/01/14</td>
<td></td>
</tr>
<tr>
<td>Submit final draft to Government</td>
<td>07/01/14</td>
<td></td>
</tr>
<tr>
<td>ESIF Strategy approved</td>
<td>31/01/14</td>
<td></td>
</tr>
</tbody>
</table>

- 31/07/14 ESF OP Agreed with EC (Estimated)
- 31/01/14 Approval from EC

#### ESIF consultation

<table>
<thead>
<tr>
<th>Task</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch consultation</td>
<td>15/10/13</td>
<td>15/11/13</td>
</tr>
<tr>
<td>Incorporate feedback into strategy</td>
<td>07/01/14</td>
<td></td>
</tr>
<tr>
<td>Produce consultation report</td>
<td>24/01/14</td>
<td></td>
</tr>
</tbody>
</table>

#### Opt-in approval/programme development

<table>
<thead>
<tr>
<th>Task</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define key London requirements (into ESIF &amp; SLAs)</td>
<td>30/11/13</td>
<td></td>
</tr>
<tr>
<td>LEP sign-off of key london requirements</td>
<td>31/12/13</td>
<td></td>
</tr>
<tr>
<td>Set up YEI working group</td>
<td>13/01/14</td>
<td></td>
</tr>
<tr>
<td>Agree development approach</td>
<td>28/02/14</td>
<td></td>
</tr>
<tr>
<td>Set up Adult working group</td>
<td>31/03/14</td>
<td></td>
</tr>
<tr>
<td>High level programme proposals developed</td>
<td>30/06/14</td>
<td></td>
</tr>
<tr>
<td>Consult/test proposals with LEP (and other key stakeholders)</td>
<td>31/07/14</td>
<td></td>
</tr>
<tr>
<td>07-13 ESF programme report produced (recommendations inform commissioning models)</td>
<td>30/11/14</td>
<td></td>
</tr>
<tr>
<td>Refine proposals &amp; finalise key elements e.g. funding and volumes, no contracts/geographic coverage, procurement route, payment model</td>
<td>31/03/15</td>
<td></td>
</tr>
<tr>
<td>Agree activities/split of activities with Opt-ins</td>
<td>31/03/15</td>
<td></td>
</tr>
<tr>
<td>Govt issues output &amp; result targets to LEPs</td>
<td>TBC</td>
<td></td>
</tr>
<tr>
<td>ESF OP Agreed with EC (Estimated timing)</td>
<td>Spring 2015</td>
<td></td>
</tr>
<tr>
<td>LEP agree final Opt-in allocations, activities &amp; targets</td>
<td>Feb-Mar 2015</td>
<td>Subject to Govt process and timetable</td>
</tr>
<tr>
<td>LEP formally approves agreement/MOU with Opt-ins</td>
<td>Feb-Mar 2015</td>
<td></td>
</tr>
<tr>
<td>Identify any gaps/activities to be delivered outside Opt-in</td>
<td>Feb-Mar 2015</td>
<td></td>
</tr>
<tr>
<td>Produce tender specifications (including any key assessment criteria to input into scoring framework)</td>
<td>Early 2015</td>
<td>Aligned to Opt-in's timescales</td>
</tr>
<tr>
<td>EPMU sign off final specs prior to launch</td>
<td>Early 2015</td>
<td>Aligned to Opt-in's timescales</td>
</tr>
</tbody>
</table>

#### Estimated Launch Timetable (subject to OP approval & Opt-in procurement timescales)

<table>
<thead>
<tr>
<th>Task</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market warming events</td>
<td>Early 2015</td>
<td></td>
</tr>
<tr>
<td>First tendering rounds launched</td>
<td>Early 2015</td>
<td></td>
</tr>
<tr>
<td>First projects in delivery</td>
<td>Late 2015</td>
<td></td>
</tr>
</tbody>
</table>

- 07-13 ESF programme report produced (recommendations inform commissioning models)
This page is intentionally left blank
<table>
<thead>
<tr>
<th>LEP PRIORITY</th>
<th>THEME</th>
<th>No</th>
<th>ACTION</th>
<th>ACTIVITY</th>
<th>TIMEFRAME</th>
<th>UPDATE</th>
<th>Lead LEP Member</th>
<th>Officer Owner</th>
<th>Status (RAG)</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></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>• Commission research to explore payment by results and incentivisation models in the skills system including to work with SMEs.</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. A planning meeting convened with the Cabinet Office took place in January 2015, with stakeholder consultation on the shape of the proposed pilot now underway.</td>
<td>MH</td>
<td>Green</td>
<td>City Skills Fund &amp; other resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Skills and Employment</td>
<td></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>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 ADC. 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. The 2014 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. Venue being sourced for 2015 event, which will include local authority representation. March 23rd is the confirmed date for this year’s event which will take place at British Medical Association House.</td>
<td>Ian Ashman</td>
<td>MH</td>
<td>Green</td>
<td>CSF Fund</td>
</tr>
<tr>
<td></td>
<td></td>
<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>
<td>Growth Deal and/or ESIF Funds</td>
</tr>
<tr>
<td></td>
<td></td>
<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.</td>
<td>2014-2016</td>
<td>Providers now confirmed to deliver the seven workstrands, including overarching project management. Official launch event took place at City Hall in February 2015. Reporting on programme performance will be agreed for future meetings.</td>
<td>Debbie Akehurst</td>
<td>MH</td>
<td>Green</td>
<td>£1m of GPF resources committed to match CITB contribution of £1m.</td>
</tr>
<tr>
<td>Levers and Influence - a Growth Deal for London</td>
<td>5</td>
<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 1 submitted to Govt The Growth Deal sets out proposals for further devolution of skills and employment programmes in London. Stakeholder consultation is now underway on what proposals would look like for London. A Skills Inquiry for London will support the scoping of this work. Proposals for the future Work Programme have been developed and shared with the SEWG.</td>
<td>Grant Hearn and Jack Morris AT/ MH/ FR Green Local Growth Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<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>6</td>
<td>SEWG to inform and review the development of the proposed interventions ensuring it aligns to Jobs and Growth Plan and Growth Deal.</td>
<td>January 2014 - final strategy submitted to Government. February - December 2014 Specification development with opt-in organisations Programme launch in 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. Commissioning templates for the ESF and YEI programmes have been developed and negotiations with respective opt-in organisations are underway with programmes expected to launch in 2015.</td>
<td>Emma Stewart RC/ AC Green ESIF Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission review of 2007-13 ESF Programme focused on commissioning and payment models. (New Action)</td>
<td>7</td>
<td>Commission evaluators/ consultants to undertake review. Spec launch in March 2014 and preferred supplier appointed in April 2014 Report due to be published shortly. Centre for Economic and Social Inclusion have completed this work and presented to the November meeting of the SEWG.</td>
<td>Emma Stewart RC/ MH Green ESIF Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>Action</td>
<td>Description</td>
<td>Timeline</td>
<td>Challenges</td>
<td>Responsible Parties</td>
<td>Fund Sources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----</td>
<td>--------</td>
<td>-------------</td>
<td>----------</td>
<td>------------</td>
<td>---------------------</td>
<td>--------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Align priorities with London Councils’ Young People’s Employment and Skills Board. (Previously Action 3)</td>
<td>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.</td>
<td>Ongoing</td>
<td>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. SEWG Officer support now designated to the YPES. EEP funds confirmed to co-fund the YPES; SEWG approved action plan for 2015/16 following January meeting.</td>
<td>Jack Morris/ Cllr Mark Rusling</td>
<td>LEP co-funding.</td>
<td></td>
<td></td>
<td></td>
<td></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>
<td>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.</td>
<td>Jan - March 2015</td>
<td>Workshop took place 23/09/14. A stakeholder consultation exercise has now been commissioned to take place in late 2014 / early 2015 to define what a proposed offer for London would look like, with a summary proposal due in spring 2015.</td>
<td>Jack Morris</td>
<td>CSF Fund and ESF</td>
<td></td>
<td></td>
<td></td>
<td></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>
<td>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.</td>
<td>Skills London 2014 took place at ExCel on 22 and 23 November. The Mayor attended in the morning on 22 November. Planning for 2015 event now underway.</td>
<td>Skills London 2014 22 and 23 November</td>
<td>Debbie Akehurst</td>
<td>£450k (GPF)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action Number</td>
<td>Description</td>
<td>Key Points</td>
<td>Expected Date</td>
<td>Lead Officer</td>
<td>Funding</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td>-------------</td>
<td>------------</td>
<td>---------------</td>
<td>--------------</td>
<td>---------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>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)</td>
<td>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.</td>
<td>Spring 2015</td>
<td>Grant Hearn</td>
<td>MH/ FR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>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)</td>
<td>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 communications route for our target employers. 3. Support an uplift of the employer AGE grant to £3,000.</td>
<td>June 2014</td>
<td>SEWG tbc</td>
<td>FR/ KH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>