

# MINUTES

**Meeting: LEAP Programme Board –  
business case consideration  
only**

**Date: Thursday 6 December 2018**

**Time: 1pm**

**Place: Room 3.1e, City Hall, The  
Queen's Walk, London, SE1 2AA**

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**Present:**

**Members:**

Debbie Jackson (Chair)  
Tim Griggs  
Ray Smith

**GLA Officers:**

Sarah Considine, Senior Project Officer – North East Team  
Jamie Dean, Area Manager – North East Team  
Maria Diaz, Principal Policy Officer, SMEs  
Louise Duggan, Area Manager – Regeneration  
Felicity Harris, Board Officer  
Rachel Hesketh, Senior Policy Officer – Industrial Strategy  
Mathilde Lebreton, Senior Project Officer - Regeneration  
Ashleigh Watkins, Senior Project Officer - Regeneration

## **1 Apologies for Absence and Chair's announcements**

- 1.1 Apologies of absence were received from Michelle Cuomo-Boorer, Jamie Izzard, Tim Somerville and Stephen Fernandes-Owen.

## **2 Declarations of Interests**

- 2.1 There were no declarations of interest.

## **3 Good Growth by Design research to inform High Streets Investment Strategy**

- 3.1 The Chair asked Mathilde Lebreton, Senior Project Officer, to introduce the item. The Senior Project Officer outlined the request for revenue funding from the Good Growth Fund to be used for a research study to inform the development of the High Streets Investment Strategy. Members were told that the research would explore the economic, social and environmental value of high streets as well as the challenges they currently face. The aim of research was to support the GLA in developing new and innovative high streets, as well as establish how lessons learnt could be beneficial across London.
- 3.2 Members were keen to emphasise that the project would not only focus on the physicality of the high streets but also the wider impact they have on communities and the economic challenges. It was noted that when identifying and developing specific high streets, it would be done in way that would deliver benefits across all of London rather than just in those specific areas.

### **3.3 DECISION:**

**That the Board approves the requested funding.**

## **4 London's Local Industrial Strategy Evidence Base**

- 4.1 The Chair asked Rachel Hesketh, Senior Policy Officer for Industrial Strategy, to outline the proposals for funding to support the Local Industrial Strategy evidence base. Members were told that the requested funding would help deliver the production of a robust evidence base which would support London's Local Industrial Strategy.
- 4.2 It was noted that the funding value of £200,000 was likely to be available from the Government but that a final decision would not be made until the New Year. Officers explained that a delay in waiting for the funding would mean the timeline

for producing the evidence base would likely not be met, which would subsequently delay the final production of the London's Local Industrial Strategy. Officers were requesting that funding was made available from LEAP core funds in advance of Government making a decision to allow the production of the evidence base to proceed without delay.

- 4.3 Members briefly discussed the risk that the full £200,000 would not be awarded by Government, but it was noted this was a very low risk and the delivery of the evidence base would still constitute a good use of funds. [post meeting note – the LIS is being considered at the LEAP Board on 19 December including the proposals for spend on the evidence base so proposals will be updated to reflect that discussion]

**4.4 DECISION:**

**That the Board approves the requested funding.**

## **5 Equality, diversity and inclusion handbook**

- 5.1 Sarah Considine, Good Growth by Design Programme Manager, introduced the item and gave Members an overview of proposals to commission a handbook to provide practical recommendations and examples of best practice in addressing the under-representation of women and minority groups in London's built environment sector. The study would be a standalone piece of work with a value of up to £10,000 and would be clearly aligned with the Good Growth by Design ambition to promote equality, diversity and inclusion.

- 5.2 Members asked for further detail on why the funding should be awarded from the Good Growth Fund, to which they were advised there was a clear link to equality and diversity as a part of the Good Growth Fund's overall aims, "to promote equality and inclusion in the built environment and support the role of good design in an ever-denser city". It was also noted that regeneration outcomes were influenced heavily by those commissioned to carry out projects from across the built environment sector, so ensuring that the sector was more reflective of the communities they deliver in would directly shape decision-making and enable more informed processes of change.

**5.3 DECISION:**

**That the Board approves the requested funding.**

## **6 Business support availability in London (research)**

- 6.1 Maria Diaz, Principal Policy Officer, outlined proposals to undertake a research project looking at business support organisations and the type of support they

provide across London. The research would map business support provision and identify locations where support was being provided, what that support looked like, and how it was funded.

- 6.2 Members discussed the phrasing of the ambition to achieve 'parity of provision' and agreed that while there was a need to fill some gaps, the ambition should also be to establish a clear picture of what good business support provision looks like and establish gaps between current provision and this standard. Members also requested that the Senior Advisor to the Mayor - Business and Digital Policy approves the brief for the work.

**6.3 DECISION:**

**That the Board approves the requested funding.**

## **7 Business Cases for LEAP Funding**

7.1 Members agreed funding for each of the following business cases:

- **Good Growth by Design research to inform High Streets Investment Strategy** – project value = £60,000.
- **London's Local Industrial Strategy Evidence Base** – project value = £200,000.
- **Equality, Diversity and Inclusion Handbook** – project value = £10,000.
- **Business support availability in London (research)** – project value = [RESTRICTED].

## **8 Bedford House – Deed of Variation (reserved)**

8.1 Ashleigh Watkins, Senior Project Officer, introduced this reserved item and a discussion was held about how to proceed.

## **9 Date of Next Meeting**

9.1 The next full meeting of the LEAP Programme Board will be held at 2pm on Wednesday 9 January 2019, Committee Room 2, City Hall.

The date of the next meeting for business case consideration only will be held at 2pm on Thursday 7 February 2019, Room 6.15e, City Hall

## 10 Any Other Business

- 10.1 Two additional business cases were tabled at the meeting and are appended to these minutes.

### Pilot Workspace Accreditation Scheme

- 10.2 Maria Diaz, Principal Policy Officer, outlined the request for expenditure to deliver a workspace accreditation pilot in order to meet a commitment of the Mayor's Economic Development Strategy. Members were told that the funding would support the delivery of a pilot to secure greater social outcomes from the sector and to help local authorities and the GLA to identify open and affordable workspaces. The accreditation would be linked to local authority funding and planning decisions and would help to establish which providers were delivering real added value at both a local and community level. The pilot scheme would last 12 months, after which time defined criteria for accreditation would be set.
- 10.3 Members agreed with the aims of the project but wanted it made clear that this would not lead to favourable treatment towards accredited businesses in relation to any LEAP/GLA bidding or commissioning processes.

### 10.4 **DECISION:**

**That the Board approves the requested funding.**

### Stakeholder engagement and research for the Growth Hub

- 10.5 Maria Diaz, Principal Policy Officer, introduced this report, noting that funding was requested for investment in four projects to promote and support the existing stakeholder provision and test new delivery models for the London Growth Hub's face to face business support programme.
- 10.6 The projects to be funded would be launched in Autumn 2019 and would cover marketing and promotion of the Growth Hub through a range of events, videos and podcasts, as well as research into current business support provision for SMEs in industrial areas.
- 10.7 Members discussed the proposals and it was suggested that sharable literature explaining what the Growth Hub is could be useful for stakeholders. Officers agreed and noted that work was already being done to create 'assets' for sharing the benefits of the Growth Hub, particularly to stakeholder groups.

### 10.8 **DECISION:**

**That the Board approves the requested funding.**

## 11 Close of Meeting

11.1 The meeting closed at 1:47pm.

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## LEAP Programme Board

Date of meeting: **6 December 2018**

Title of report: **Pilot Workspace Accreditation Scheme**

To be presented by: **Jamie Izzard – Senior Manager, LEAP**

Cleared by: **Debbie Jackson, Assistant Director - Regeneration & Economic Development**

Classification: **Public**

### **1 Executive Summary**

- 1.1 This report seeks business case approval for expenditure to deliver a workspace accreditation pilot, as per a commitment in the Mayor's Economic Development Strategy.

### **2 Recommendation**

- 2.1 To agree the business case (Appendix A) for a one-year pilot of a voluntary workspace accreditation scheme.

### **3 Issues for Consideration**

- 3.1 As part of the Mayor's and LEAP's commitment to support the availability, affordability and flexibility of workspace, the funding will support the delivery of a Workspace Accreditation Pilot to secure greater social outcomes from the sector and follows on from a recommendation included in the Workspace Affordability Crisis Report a report recently commissioned by LEAP.
- 3.2 The LEAP commissioned 'Workspace Affordability Crisis' reports found that open workspace providers engaged in driving London's SME community are supportive of a voluntary workspace accreditation scheme which will recognise and reward a community impact. Such a standard would be useful for policy makers, practitioners and grant givers and would contribute to keeping London's workspace open and affordable for all Londoners.

- 3.3 The accreditation would be linked to funding and planning decisions at local level thus allowing local authorities to recognise that accredited providers are not just serviced office providers but are delivering real added value at local and community level. Here we take 'community' to include people that live, work or study locally as well as businesses using workspaces.
- 3.4 The attached business case details the strategic case, strategic fit and the Expected outputs and outcomes from the pilot.

#### **4 Equality comments**

- 4.1 The proposals relating to the measurement of social value provided by workspace provides a key mechanism for ensuring the public sector's investments in workspace delivers for all Londoners, including those that share protected characteristics or are from areas of high deprivation.

#### **5 Risks arising / mitigation**

- 5.1 None relating to the recommendations outlined in this report

#### **6 Financial Comments of the Executive Director Resources**

- 6.1 The cost of this one-year pilot scheme will be funded equally from LEAP Core Funds and the Good Growth Fund revenue budgets held within the Regeneration and Economic Development Unit.

#### **Appendices:**

Appendix A: Pilot Workspace Accreditation Funding Business Case

## LEAP Programme Board

Date of meeting: **6 December 2018**

Title of report: **Stakeholder engagement & Research for the Growth Hub**

To be presented by: **Maria Diaz, Principal Policy Officer**

Cleared by: **Jamie Izzard, Senior Manager - LEAP**

Classification: **Public**

### **4 Executive Summary**

- 4.1 We request the approval of funding to be invested in four projects that will promote and support the existing provision and test new delivery models for the London Growth Hub's face to face business support programme that will be delivered in 2019, through a 'hub and spoke' model.
- 4.2 The projects are related to: a) Marketing and promotion of the Growth Hub; b) research.

### **5 Recommendation**

- 5.1 The Programme Board members approve the funding.

### **6 Introduction and Background**

- 3.1 The proposal consists of a series of activities that are interlinked but require separate delivery organisations. projects are divided in two distinct activities:

#### *Marketing and promotion of the Growth Hub*

- 3.2 The London Web portal has recently been updated, following interviews and focus sessions with businesses (users of the portal), that were conducted to map and understand how the portal is used by businesses. The changes made to the portal have improved the navigation experience and how the information is displayed. However, further development work to the portal is planned and will take place through 2019.

- 3.3 Now that the first stage of the web portal development is in place, the London Growth Hub needs to publicise the Portal and ensure that it is seen by business as the “place to go” for free and reliable business support information. To start building the Growth Hub brand and name recognition across London boroughs and businesses, the London Growth Hub is planning a series of activities to be delivered ahead of the launch of the Hub & spoke in 2019. Some of these activities will be delivered in collaboration with stakeholders such as existing business support and SME finance providers to leverage resources from organisations delivering similar activities and reach a wider audience that can publicise the London Growth Hub through “word of mouth”.
- 3.4 These activities will consist of:
- Co-hosting events with the established business support providers to inspire entrepreneurs to deliver a bigger social impact through their activities and workshops that highlight opportunities that SMEs can access through if they digitalise.
  - Events delivered with SME finance providers, to increase the reach of investment finance to BAME, women and social enterprise entrepreneurs
- 3.5 To increase the name recognition of the London Growth Hub and ensure that all businesses feel represented by the services delivered we will:
- Produce six video case studies showcasing BAME women, LGBT and disabled entrepreneurs. This project is the implementation of an action that was identified, through roundtables hosted by the Deputy Mayor for businesses to understand how the Mayor can better support diverse businesses and make the business support landscape in London more representative.
  - Produce podcasts and factsheets to compliment the blog section started in December 2018. The blog will publish a monthly article on stimulating topics relevant to businesses, penned by guest writers that will include entrepreneurs, business advisers and other business support organisations. These will become part of the online resource offered by the London Growth Hub.
  - Deliver a roadshow across all five sub-regions of London to promote the offer of the Growth Hub. These events will take place during the entire day as local ‘business shows’. The location for the events will be focused on boroughs where there is limited or no business support provision for SMEs. There will be a total of 11 ‘business shows’, two per sub-region and it will culminate with a final show hosted in a central London location.

*Research*

- We have been working with Industrial Business Improvement Districts for over 5 years, and the feedback we receive from industrial sites, is that there is a lack of available business support targeting SMEs based in industrial areas. To be able to understand the type of support required on industrial areas, the London Growth Hub wants to carry out a piece of research, that will look at the size and type of manufacturing existent in London. The work of the London Growth Hub should reach all SMEs and sectors in London. As we roll out a face to face programme we would like to deliver for the manufacturing sector. To develop these initiatives, it is important to have a clear picture of sector, their challenges and how it is going to be affected by Brexit. With this funding we will commission a project that will respond to all those questions and provide recommendations on how the London Growth Hub can support these businesses.
- A further research piece on the wider business support landscape is included elsewhere on this agenda and is therefore not included within this business case.

- 3.6 All the activities mentioned above are related to promote the Growth Hub across all parts of London, respond to the requests of the SME community and increase and improve the GH offer.
- 3.7 All activities will be tender as individual projects through open procurement processes between January and April 2019.

## **7 Issues for consideration**

- 7.1 In his Economic Development Strategy, the Mayor has committed to keep supporting Small and Medium Size business through the Growth Hub.
- 7.2 The projects identified in this paper will promote and support a range of activities that will support the EDS action to 'support start-ups and business growth across London through the Growth Hub'.
- 7.3 In the Industrial Strategy (IS), published in November 2017, BEIS indicated that it *aims to make Britain the best place to start and grow a business, and a global draw for innovators*. One of the main objectives of the strategy is to drive productivity in businesses of all sizes by increasing collaboration, building skills and ensuring everyone has the opportunity of good work and high-paying jobs.
- 7.4 In the IS, Growth Hubs are identified as one of the key organisations that will provide support to achieve these objectives.

## 8 Equality comments

- 8.1 The projects that will be tendered will be strongly linked to supporting London's SME diverse community.
- 8.2 Particularly around BAME women, disabled and LGBT entrepreneurs.

## 9 Risks arising / mitigation

- 9.1 Main risks arising from this project are related to ensuring that procurement of all projects take place between January and February and there are no delays in delivery and implementation of the projects.
- 9.2 We are already speaking to TfL procurement, so they feature the procurement of these contracts in their schedule and identify suitable officers to help GLA officers with the procurement during January and February.
- 9.3 All contracts we will be tendering for are short-term and as long as procurement takes place with no delays, delivery will be happening on schedule.

## 10 Financial Comments of the Executive Director Resources

- 10.1 The proposed cost of this proposal will be funded from the Growth Hub Budget for 2018-19. It should be noted that the Growth Hub budget is wholly funded by Government Grant (BEIS) and will be totally committed and spent in the 2018-19 financial-year to comply with the terms of the Government Grant. It should be noted that the Government Grant is subject to claw-back if funds are unspent.

## 11 Next steps

Activity	Timeline
Approval of MD	January 2019
Procurement of all contracts	January/February 2019
Signature of contracts	February 2019
Delivery Start Date	February 2019
Project Closure	May 2019

### Appendices:

Appendix A: Business case