

AGENDA

Meeting: LEAP Investment Committee

Date: Tuesday 21 May 2019

Time: 3.30 pm

Place: Committee Room 2, City Hall, The
Queen's Walk, London, SE1 2AA

Agendas and minutes of the meetings of the LEAP Board and its subordinate bodies 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.

Members:

Jules Pipe CBE (Chair)
Natalie Campbell
Celia Caulcott
Alexandra Depledge MBE
Cllr Peter John OBE

Contact Officer: Amy Gelsthorpe-Hill, Board Secretary

Telephone: 020 7084 2665

Email: Amy.Gelsthorpe-Hill@london.gov.uk

1 Apologies for Absence and Chair's announcements

2 Declarations of Interests

Members to declare any interests which they have in any of the items set out on the agenda. Unless dispensation has been granted ahead of the meeting, Members may not participate in any matter in which they have a pecuniary interest.

Members are reminded to review their individual register of interests before each Board or Committee meeting, submitting any necessary revisions to the LEAP Secretariat. Even if a meeting has not taken place a Member must, within 28 clear working days of becoming aware of any change to their interests, provide written notification to the LEAP Secretariat of that change.

Member Register of Interest forms are published at lep.london/about/members.

3 Minutes of Previous Meeting (Pages 1 - 12)

4 Actions Arising from Previous Meetings (Pages 13 - 14)

5 Cleaner Heat Cashback Update (Pages 15 - 20)

A report to be presented by James Hardy, Energy Efficiency Team Manager.

6 MedCity Funding Proposal (Pages 21 - 40)

A report to be presented by Laura Gilbert, Senior Policy Officer – Life Sciences, Regeneration and Economic Development.

7 Good Growth Fund Update (Pages 41 - 52)

A report to be presented by Louise Duggan, North West Area Manager.

8 Good Growth Fund Capital Request (Pages 53 - 56)

A report to be presented by Jamie Dean, Area Manager – North East Team.

9 Use of funds returned from London Co-Investment Fund

A PowerPoint to be presented by Nabeel Khan, Head of Economic Development.

10 LEAP Communications Strategy Proposal

A PowerPoint to be presented by Patrick Dubeck, Head of Regeneration.

11 LEAP Funding Decisions (Pages 57 - 58)

12 Date of Next Meeting

The next meeting of the Committee is scheduled for 10:00am on Thursday 18 July at City Hall, The Queen's Walk, London, SE1 2AA.

13 Any Other Business

14 Close of Meeting

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DRAFT MINUTES

Meeting: LEAP Investment Committee

Date: Wednesday 27 March 2019

Time: 2.00 pm

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

Agendas and minutes of the meetings of the LEAP Board and its subordinate bodies 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.

Present:

Members:

Jules Pipe CBE (Chair)
Natalie Campbell
Dr Celia Caulcott
Alexandra Depledge MBE
Cllr Peter John OBE

GLA officers:

Justin Carr, Senior Manager (London Land Commission)
Patrick Dubeck, Head of Regeneration
Louise Duggan, Area Manager – North West Regeneration Team
Amy Gelsthorpe-Hill, Board Secretary (020 7084 2665)
Tim Griggs, Senior Manager – Capital Projects and Programmes
Michael Heanue, Principal Policy Officer - Skills, Employment & SMEs
Jamie Izzard, LEAP Senior Manager
Ben Johnson, Senior Advisor to the Mayor - Business and Digital Policy
Mark Johnson, Financial Analyst (attending for Ray Smith, Senior Finance Manager)
Nabeel Khan, Head of Economic Development
Anna Morell, Programme Manager
Mohammed Shakil, Apprentice – Committee Services
Laurence Tricker, Programme Office Manager

City Hall, The Queen's Walk, London SE1 2AA
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Certificate Number:
FS 80233

1 Apologies for Absence and Chair's announcements (Item 1)

- 1.1 The Chair welcomed Members and attendees to the meeting. There were no apologies for absence.

2 Declarations of Interests (Item 2)

- 2.1 There were no declarations of interest in items set out on the agenda.

3 Minutes of Previous Meeting (Item 3)

3.1 DECISION:

That, subject to an amendment at 5.4(c), the minutes of the meeting held on 30 November 2018 be agreed.

4 Actions Arising from Previous Meetings (Item 4)

- 4.1 The Chair thanked Members Natalie Campbell, Dr Celia Caulcott and Alexandra Depledge MBE for their time in meeting with Good Growth Fund Round 2 applicants, as agreed at the previous meeting.

4.2 DECISION:

That the update on actions arising from previous meetings be noted.

5 Good Growth Fund Update (Item 5)

- 5.1 Members received a paper outlining progress on delivering the Good Growth Fund and heard that £16,982,294 would likely be available for allocation through Round 3.
- 5.2 In response to a question, it was outlined that officers engaged with London Councils in the development of the Good Growth Fund and communications about the Fund were frequently sent to those who had expressed an interest. It was suggested that plans should be informed by feedback from partners and borough regeneration and enterprise teams.
- 5.3 Members discussed the need for a clear communications plan to be agreed before the proposed launch of Round 3 in September 2019, and the need for previous successful applicants to be involved in the marketing and outreach process.

5.4 DECISIONS:

- a) That progress to date on the Good Growth Fund be noted;
- b) That the proposed timeline for Good Growth Fund Round 3, as outlined at Appendix A, be noted; and
- c) That a draft communications plan for Good Growth Fund Round 3 be presented to the 21 May 2019 meeting.
[Action: Area Manager – North West Regeneration Team]

6 London Growth Hub - Proposed Changes to Work Programme and Budget (Item 6)

- 6.1 Members received a paper outlining proposed changes to the work programme and budget, which were sought due to a delay in the delivery of one significant project.
- 6.2 Members heard that the Growth Hub had secured additional external funding, which meant the delivery timeframe could be extended from 14 months to two years. There would still be five physical hubs, but the additional funding would enable a step change in the programme's outputs.
- 6.3 Expressions of interest to identify organisations to host the Hub and Spoke model were due to close on 5 April; locations would be determined by accessibility within each sub-region and planned pop-up activity would ensure ease of access. It was anticipated that some pop-up activity would take place at the premises of Good Growth Hub funding recipients, at locations already providing business support.
- 6.4 It was confirmed that the CRM system would be purchased off shelf and used in-browser. It was suggested that the system should capture data on log-in times for evaluation to develop the programme's design, and that the programme analytics should be presented to the Committee.

6.5 DECISION:

- a) That the proposed changes to the London Growth Hub work programme, and changes to the budgets for 2018/2019 and 2019/2020, be endorsed.

[Note: The Senior Manager – SMEs, Food and LEAP left the meeting after discussion of Item 6]

7 Small Sites, Small Builders - Proposed Changes to Budget (Item 7)

- 7.1 Members received a reserved paper outlining the programme's delivery progress to date and recommendations on proposed changes to the budget. Discussion and

decisions were recorded in the reserved minute.

[Note: The Senior Advisor to the Mayor - Business and Digital Policy and the Programme Office Manager left the meeting after discussion of Item 7]

8 Skills for Londoners Capital Fund Round 2, Stage 2 Recommendations (Item 8)

- 8.1 Members received a PowerPoint presentation¹ outlining the information presented in the paper and reserved appendices.
- 8.2 Skills for Londoners Capital Fund (SfLCF) Round 2 had received 23 applications: 17 for SfLCF; five for the Mayor's Construction Academy (MCA); and one for joint SfLCF and MCA. The funding being sought amounted to a total of £105.4million for SfLCF and £7.2million for MCA.
- 8.3 Members heard that two projects recommended for approval as 'reserve' had notified officers of intention to withdraw from the application process due to reasons outside the GLA's control. It was also possible that a third project would withdraw from the process, meaning that the proposed reserve projects list could reduce from five to two projects. Further detail was recorded in the reserved minute, along with discussion on the recommendation set out in the reserved Appendix A.
- 8.4 Members discussed the need for intelligent evaluation of proposed outputs at appraisal stage and the need to calculate value for money across outputs, particularly with support to new SMEs and businesses. Officers outlined that they were working with the GLA Economics team to better understand the data.
- 8.5 The Chair thanked Members Natalie Campbell, Celia Caulcott and Alexandra Depledge MBE for their time in meeting with officers to undertake a deep dive of SfLCF Round 2, Stage 2 applications and in supporting officers to develop the recommendations. He thanked officers for their work in appraising the applications and formulating the recommendations.
- 8.6 **DECISIONS:**
- a) That the proposal to approve 17 projects, totalling £57,588,689 funding, of which £7.2million was Mayors Construction Academy funding and subject to agreement of terms of contract, be endorsed;**
 - b) That the proposal to approve three projects as 'reserve', totalling £40million SfLCF funding, be endorsed, with further due diligence and formal Committee endorsement to take place prior to any grant agreement;**
 - c) That the proposal to reject one project, which had applied for SfLCF**

¹ The PowerPoint presentation is reserved from publication.

funding, be endorsed;

- d) That a second round of the Small Projects and Equipment Fund, totalling £3.75million SfLCF funding, be endorsed.

[Note: Having given apologies in advance, Alexandra Depledge MBE left the meeting after discussion of Item 8]

9 Good Growth Fund Development Funded Projects (Item 9)

9.1 Members received a paper outlining progress with Good Growth Fund development funded projects.

9.2 DECISION:

That the update be noted.

10 LEAP Funding Decisions (Item 10)

10.1 DECISION:

That the update be noted.

11 Date of Next Meeting (Item 11)

11.1 The next meeting of the Committee was confirmed for 3:30pm on 21 May 2019 at City Hall, The Queen's Walk, London, SE1 2AA.

12 Any Other Business (Item 12)

12.1 There was no other business.

13 Close of Meeting (Item 13)

13.1 The meeting closed at 3:46pm.

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LEAP Investment Committee

Date of meeting: **21 May 2019**

Title of report: **Actions Arising from Previous Meetings**

To be presented by: **Amy Gelsthorpe-Hill, Board Secretary**

Cleared by: **Debbie Jackson, Assistant Director – Regeneration and Economic Development**

Classification: **Public**

1 Executive Summary

1.1 This report updates the Committee on actions arising from its previous meetings.

2 Recommendation

2.1 That the update on actions arising from previous meetings be noted.

3 Actions Arising from the Meeting of 27 March 2019

Agenda Item	Action	Status	Owner
5. Good Growth Fund Update	That a draft communications plan for Good Growth Fund Round 3 be presented to the 21 May 2019 meeting.	Complete: Proposal to be presented at Item 7.	Area Manager – North West Regeneration Team
7. Small Sites, Small Builders - Proposed Changes to Budget	That a list of all London boroughs and their responses to date on the Small Sites, Small Builders programme be circulated to Members by September 2019.	Complete: Scheduled on the Forward Plan for September 2019.	Senior Manager (London Land Commission)
7. Small Sites, Small Builders - Proposed Changes	That a list of all London boroughs and their	In Progress: To be circulated by September 2019.	Senior Manager (London Land Commission)

Agenda Item	Action	Status	Owner
to Budget	responses to date on the Small Sites, Small Builders programme be circulated to Members by September 2019.		

4 Actions Arising from the Meeting of 30 November 2018

Agenda Item	Action	Status	Owner
6. Good Growth Fund Round 2, Stage 2 Recommendations	To set deadlines for application S006 to secure the proposed match funding.	In Progress: We have discussed end of June 2019 as a deadline for the project to raise match funding from grants and funders. We are still discussing an appropriate deadline for the crowdfunding and project revenue, which is also being classed as match.	Principal Project Officer - South Regeneration Team
6. Good Growth Fund Round 2, Stage 2 Recommendations	To consider the use of video footage in applications to ensure Members understand the community engagement and benefit of applications.	Complete: Proposal to be presented at Item 7.	Assistant Director – Regeneration and Economic Development

5 Financial Comments of the Executive Director Resources

5.1 None directly arising from the recommendations outlined in this report.

6 Next steps

6.1 Outlined elsewhere within this report.

Appendices:

None.



LEAP Investment Committee

Date of meeting: **21 May 2019**

Title of report: **Cleaner Heat Cashback Update**

To be presented by: **James Hardy, Energy Efficiency Team Manager**

Cleared by: **Luke Bruce, Interim Assistant Director - Environment**

Classification: **Public**

1 Executive Summary

- 1.1 The Cleaner Heat Cashback (CHC) programme was developed to address CO₂ and NO_x emissions from commercial buildings, in support of the Mayor's ambition to make London a zero carbon city by 2050 and in recognition of the increasing risk to the economy of a perception of inaction in tackling environmental issues.
- 1.2 An underspend against the £9.450 million capital budget is forecast due to lower than expected take up. Despite efforts to resolve this through stakeholder engagement and targeted marketing, even with widened eligibility our forecasts show that the majority of funds will not be spent prior to scheme end in March 2020.
- 1.3 The Good Growth Fund (GGF) and Business Low Emissions Neighbourhoods (BLEN) schemes are well placed to receive the surplus from CHC. GGF is a cross-cutting fund that delivers across a range of Mayoral priorities and environmental considerations are part of that (i.e. the money would therefore continue to further environmental objectives). In addition, BLENs are delivering both economic, environmental and health benefits on High Streets and other busy commerce-rich yet heavily polluted locations.

2 Recommendations

- 2.1 That the continuation of a scaled back CHC scheme with a capital budget of £500,000 be endorsed.
- 2.2 That the repurposing some of the funding to the BLEN Air Quality Scheme be endorsed.
- 2.3 That the transfer of the remaining capital funding to the GGF, on the assumption that additional environmental outcomes are sought (such as including through recipient grant agreements), be endorsed.

3 Introduction and Background

- 3.1 HM Government awarded a total of £141.3 million to the LEAP for Growth Deal 3 in January 2017. As part of the announcement, Government highlighted that the funding would support delivery of an 'Air Quality Programme' to improve London's air quality through a commercial boiler scrappage scheme and further grant support to businesses, organisations and Business Improvement Districts to implement measures to reduce pollution from their operation'.
- 3.2 Although Government's public announcement of the Growth Deal did not allocate a specific amount to the scrappage scheme, £10 million of funding from the Growth Deal was earmarked to support the scheme.
- 3.3 The scheme was developed to tackle emissions from existing buildings in the commercial sector. Air pollution is one of the most pressing environmental and public health challenges facing London today. Air pollution in London has significant economic costs, including to business, of up to £3.7 billion a year. While actions to improve air quality within the transport sector deliver improvements, these efforts alone will not necessarily deliver compliance with legal or safe limits on air pollution. Therefore, action is needed to significantly reduce emissions from non-transport sources, in particular NOx emissions from buildings¹.
- 3.4 In addition to the air quality challenge, London also needs to decarbonise its non-domestic buildings, which are responsible for around 44 per cent of carbon emissions. A major scaling up of energy efficiency activity is required to deliver the Mayor's ambition to make London a zero carbon city by 2050.
- 3.5 The purpose of the CHC is therefore to boost non-domestic energy efficiency retrofit activity and the level of NOx and carbon savings. Reducing pollution exposure of people shopping, visiting and working in town centres, and retail and commercial areas that are situated in pollution hotspots will help to increase their appeal for customers and workers, thereby supporting business and enterprise. Many businesses are also concerned about the impacts of air pollution on their workforces, including reduced productivity.
- 3.6 The LEAP Board endorsed the scheme on 28 June 2017. Mayoral Decision 2172 for the London Commercial Boiler Scrappage Scheme (now known as the CHC) was signed on 5 September 2017 giving authority for the development, design and delivery of the scheme. CHC aims to provide around 900 businesses (SMEs and other potential local enterprises), with cashback of between 30-40 per cent on the replacement cost of a working low efficiency boiler, with a new efficient low emissions boiler or renewable heating generation.
- 3.7 The Energy Saving Trust (EST) were appointed to design, develop and deliver the scheme following an OJEU compliant procurement exercise and the scheme was launched on 31 July 2018.
- 3.8 To date, take-up of the scheme has been very low, despite a significant and varied marketing and engagement push. The status of applications is set out in the table below:

¹ NOx emissions from commercial gas consumption are expected to grow significantly as a proportion of emissions in central London from 30 per cent in 2013 to 42 per cent in 2020.

Application status	Number	Cashback value
Number of incomplete applications	74	n/a
Number of completed applications	27	n/a
Number of rejected applications	14	n/a
Costed applications in the pipeline	9	£109,609
Cashback vouchers issued	5	£58,744
<i>Of which: Cashback voucher redeemed</i>	<i>1</i>	<i>£5,693</i>

- 3.9 To address poor take up, work has been undertaken to understand and address the barriers to participation and increase feedback on the scheme. This includes a stakeholder roundtable and focus groups with SMEs, improving the application process through greater support, and targeting SMEs directly with scheme information through digital and print advertising as well as direct mail-outs. There has also been increased stakeholder partnerships and joint working with Business Improvement Districts (BIDs), property owners, estates and sector based support organisations such as the Institute for Hospitality.
- 3.10 Barriers to scheme take up identified include a lack of drivers to action (i.e. regulation which is present for other sectors like vehicle scrappage schemes), and businesses not prioritising energy efficiency measures in a challenging and uncertain economic climate, even though they would save money in the long run. SMEs have limited capacity to arrange the work and therefore wait until the boiler is broken (although boilers must still be working to meet CHC eligibility criteria). Decision making timeframes are long, particularly as SMEs rarely own the freehold, exacerbating the landlord/tenant split incentive. There is also a mistrust of the rate of return from a new boiler which may be longer than the length of tenancy. The experience of other financial incentive programmes, such as the Green Deal, demonstrates that voluntary approaches are far more challenging than regulated obligations². For example, the GLA's vehicle scrappage scheme coincides with the Ultra Low Emission Zone which has set strict emission standards, creating a 'burning platform' to encourage participation in the scheme as people need to change their vehicle.
- 3.11 In addition, feedback from installers and manufacturers (including British Gas) has been that over 60 per cent of their commercial installations are boilers that are smaller than CHC's minimum 70 kilowatt (kW) size-rating requirement, and this threshold excludes many businesses that the scheme could otherwise support. There was broad support from the LEAP Programme Board on 6 March 2019 for removal of this threshold, subject to further consideration, which has been undertaken by Senior Officers and approved by the Deputy Mayor for Environment and Energy on 30 April 2019.
- 3.12 Despite continued targeted marketing and widened eligibility criteria through the removal of the 70kW threshold, take up is not forecast to increase in significant numbers and **it is recognised that the full budget would not be committed/spent before 31 March 2020.**

² For example, modelling undertaken for London's '1.5C compatible pathway' suggests that Minimum Energy Efficiency Standards, with rigorous enforcement, will be the most effective policy to drive energy efficiency in the commercial sector.

- 3.13 As a result, it is recommended that the majority of capital funds are repurposed to other programmes/schemes which can deliver similar benefits and broader LEAP outcomes, including the existing Low Emissions Neighbourhoods programme and Good Growth Fund.
- 3.14 It is also recommended that £500k capital is retained to deliver against existing CHC commitments and allow for a smaller number of new applications to benefit between now and end of March 2020.

4 Issues for consideration

- 4.1 Substantially reducing the level of funding to the scheme and reallocating the remainder to other schemes is likely to be a lower reputational risk than closing the scheme entirely, as that would leave us with no alternative offer for SMEs.
- 4.2 In the recent Spring Statement, the Department for Business, Energy and Industrial Strategy (BEIS) set out their plans to support SMEs in improving their energy efficiency, which underpins a government target for businesses to achieve at least a 20 per cent improvement in energy efficiency by 2030. It’s considered important that the GLA maintains a supporting role in this area.
- 4.3 Lessons learned will be taken forward into future energy efficiency schemes and other business and SME focused schemes through an evaluation, internal review and an internal 'lessons learned' document.

5 Equality comments

- 5.1 Not applicable – addressed at scheme start up.

6 Risks arising / mitigation

	Risk description (cause, risk, event, potential impacts)	Probability (1-5)	Impact (1-5)	RAG	Mitigation/risk response (state if the response is done or pending)	GLA Owner
1	Continued lack of take-up results in additional underspend	3	3	A	GLA will undertake a revised and sector specific marketing campaign, working in partnership with business support organisations, trade representative bodies and landlords. In addition, the GLA will work jointly with BEIS on joint marketing of our SME schemes and with the Camden Climate Change Alliance who are shortly launching SME grant funding which could match the GLA cashback. These relationships have already been developed and joint events scheduled.	James Hardy

	Risk description (cause, risk, event, potential impacts)	Probability (1-5)	Impact (1-5)	RAG	Mitigation/risk response (state if the response is done or pending)	GLA Owner
2	Increased marketing and scheme changes result in demand which cannot be met within reduced budget	2	2	A	Levels of take-up to date suggest that despite these changes, take-up will remain low. However, close budget monitoring will continue to be undertaken and the scheme will be closed to new applications should budgetary limits be reached.	James Hardy
3	Scheme is misused and fraudulent claims are made	1	4	A	GLA will expressly state that all boiler replacements made as part of the scheme need to be undertaken by a certified engineer in accordance with the law. Due diligence checks will ensure that only commercial systems are supported.	James Hardy

7 Financial Comments of the Executive Director Resources

- 7.1 As outlined above, funding from the boiler scrappage scheme (now known as the CHC) was identified within the total of £141.3 million Growth Deal 3 awarded to LEAP by central government.
- 7.2 Mayoral Decision 2172 subsequently approved expenditure of up to £10 million (£9.450 million capital and £0.550 million revenue) for the London Commercial Boiler Scrappage Scheme (now known as the CHC), to be wholly funded from the funding received through the Government's Growth Deal. As outlined above, reducing the amount available for the scheme from £9,450,000 to £500,000 would enable up to £8,950,000 of this funding to be reallocated to other projects.
- 7.3 The table above highlights that £58,744 of cashback vouchers have been issued or redeemed, with a further £109,609 of costed projects in the pipeline. Given the low take-up of the scheme, a reduced overall budget of £500,000 is considered reasonable and would enable a further £331,647 to be allocated to future applications in the scheme, beyond the spending already forecast.
- 7.4 The remaining £8.95 million of funding would be available to reallocate. It is proposed that of this amount, £5.95 million would be allocated to provide additional funding for the Good Growth Fund programme and £3 million would be allocated to the Business Low Emission Neighbourhoods (BLEN) Air Quality Scheme. Within this £3 million total it is proposed £0.8 million is reallocated as revenue expenditure subject to a capital/revenue swap approved by the Executive Director of Resources.

8 Next steps

Activity	Timeline
Report to LEAP Board	12 June 18
Final evaluation	March 2020
Delivery end date	31 March 2020
Project closure	31 March 2020

Appendices:

- None



LEAP Investment Committee

Date of meeting: **21 May 2019**

Title of report: **MedCity Funding Proposal**

To be presented by: **Laura Gilbert, Senior Policy Officer – Life Sciences, Regeneration and Economic Development**

Cleared by: **Nabeel Khan, Head of Economic Development**

Classification: **Public, with reserved appendices**

1 Executive Summary

- 1.1 The MedCity vision is to deliver regional health improvements and economic growth and be at the centre of a growing, global life sciences sector for the benefit of the country. MedCity's mission is to enable London, Oxford, Cambridge and the Wider South East (referred to by MedCity as the Greater South East) to be a world leading, interconnected region for life science research, development, manufacturing and commercialisation.
- 1.2 The decision is sought for LEAP funding to support the following MedCity activity, which are priority areas for the GLA:
- Continuing the MedCity 'front door' service
 - a) Inward investment
 - b) Life sciences real estate
 - c) Attracting talent to London
 - Continuing MedCity's work to promote London & explain the market
 - a) Ecosystem awareness
 - b) Trade support
- 1.3 While the recommendation of this paper falls below the spending threshold for this Committee, consultation with LEAP Members in the process of considering the item suggested that the Committee's consideration would be beneficial.

2 Recommendations

- 2.1 That the proposed LEAP investment of £100,000 for MedCity (£50,000 in 2019/20 and £50,000 in 2020/21) be endorsed.

3 Introduction and Background

- 3.1 In July 2014 the Mayor approved the allocation and expenditure of up to £1.125m of grant funding from the LEP Growing Places Fund (GPF) as a contribution to the costs of the establishment of MedCity, over a three-year funding period.
- 3.2 Following the expiry of the original funding agreement with MedCity, the Mayor (MD2071) approved expenditure of up to £500,000 of grant funding being made available in the 2017/18 financial year; and the award of up to a further £875,000 (£375,000 in 2018/19 – approved by MD2241, £295,000 in 2019/20 – approved by MD2436, and £200,000 in 2020/21), subject to the GLA's approval of the business plan.
- 3.3 The £100,000 of funding over two financial years requested in this business case will help to ensure sufficient support for areas of MedCity's work that are of key importance to the GLA. These areas – which may differ from other funders' priorities – include MedCity's valuable 'front door' service to London's intricate life sciences ecosystem, and its work to promote London's life sciences expertise internationally. Outputs and outcomes are outlined in Appendices A and B, including details of additionality to activity funded from other sources, including core GLA funding.

4 Issues for consideration

- 4.1 **Strategic aim of project** – to support inward investment, jobs growth and opportunities for collaboration and expansion in London's life sciences sector.
- 4.2 **Rationale for investment** – The Wider South East – particularly the 'Golden Triangle' of London, Cambridge and Oxford – is viewed internationally as a world-leading life sciences cluster. MedCity is a front door for the region's life sciences ecosystem and, similarly, it promotes the life sciences strengths of the region. MedCity therefore delivers benefits for the 'greater good' of London and the wider region and consequently the private sector would not fund this type of promotional activity, where the benefits are so widely shared.
- 4.3 At the same time, UK Government is providing funding to cluster organisations based outside the Wider South East – but not to MedCity – and it is anticipated that this will continue to be the case for the immediate future. LEAP funding would therefore also help to level the playing field for MedCity.
- 4.4 LEAP funding would be focused on two areas of MedCity activity, which the GLA sees as priority areas. Such support would help to maximise the profile of, and investment in, London's life sciences sector.
- 4.5 It has been suggested that there should be a requirement for match funding from surrounding LEPs. As this has not been secured in this instance the proposed outputs are London specific. Please see Appendices B and C for further details.
- 4.6 **Nature of the investment** – This recommendation is for a one-off investment. The GLA's expectation remains that MedCity will need to continue to diversify its funding streams.
- 4.7 **Budget source** – LEAP Core Funds 2019/20 grant. Secured sources of external funding – relating to the entirety of the MedCity project, not necessarily GLA priority areas – are outlined in the table below.

	2019/20	2020/21
GLA core DEE funding	£295k	£200k
Research England	£120k interim funding for 3 months from 1 April 2019	Tbc (pending bid outcome)
Connecting Capabilities Fund (Advanced therapies project led by King's College)	£100k	£100k

4.8 In addition, for 2019/20, MedCity:

- a) Has a £100k underspend from the HEFCE funding, ringfenced for MedCity's Collaborate to Innovate programme;
- b) Has a European Regional Development Fund (ERDF) bid in play for a potential total of £100,000 for Collaborate to Innovate 2: Advanced Therapies; and
- c) Projects commercial and sponsorship income in the region of £100,000.

5 Equality comments

- 5.1 Under Section 149 of the Equality Act 2010, as a public authority, the Mayor of London must have 'due regard' of the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not.
- 5.2 This involves having due regard to the need to remove or minimise any disadvantage for those who share a relevant protected characteristic that is connected to that characteristic, taking steps to meet the different needs of people; and encouraging them to participate in public life or in any other activity where their participation is disproportionately low.
- 5.3 The relevant protected characteristics under section 149 of the Equality Act are: age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief, and sexual orientation.
- 5.4 MedCity aims to advance equality of opportunity in the delivery of the MedCity programme of activity. MedCity will ensure equality of opportunity for all protected groups through the organisation's staff recruitment and selection processes, and when organising events, in particular through ensuring MedCity events are accessible for people with disabilities.
- 5.5 MedCity will consider opportunities to promote female entrepreneurship at MedCity-facilitated/hosted events to address the current under-representation of women in the STEM sector. It will also consider ways to improve the representation of women and black, Asian and minority ethnic people at senior levels in life sciences organisations. The Mayor has made commitments to make improvements in these areas as part of his equality, diversity and inclusion strategy.

6 Risks arising / mitigation

Risk Description	Owner	Probability (Low, Medium, High)	Impact (Low, Medium, High)	Mitigation
Inward investment targets not met	Laura Gilbert	M	M	MedCity & L&P to work ever more closely on inward investment
Loss of staff due to uncertainty of funding & departure of CEO	Laura Gilbert	M	H	GLA officers working closely with MedCity to ensure smooth CEO handover, and supporting MedCity to engage with potential funders
Other LEPs do not provide funding	Laura Gilbert	M	M	MedCity senior staff & GLA officers to engage with LEPs

7 Financial Comments of the Executive Director Resources

- 7.1 The proposed LEAP investment of £100,000 will be earmarked from within LEAP Core Funding and phased equally in 2019-20 and 2020-21 (£50,000 each year). This is in addition to the main grant for these years, which is tapering off, thus ensuring some financial support for a key MedCity activity.
- 7.2 It should be noted, the draw-down of LEAP funding was originally dependant on securing match funding from the other LEPs. At this stage this has not been secured and a decision will need to be made whether to waive this condition of funding.

8 Next steps

- 8.1 The next steps following consideration by the Investment Committee are summarised below:

Activity	Timeline
Any subsequent approvals e.g. MD or DD	June 2019
Procurement of contract	June 2019
Delivery Start Date	July 2019
Delivery End Date	March 2021

Appendices:

- **Appendix A** – Business Case for LEAP funding
- **Appendix B** – Proposed outputs
- **Appendix C** – Potential MedCity funding from surrounding LEPs

Background Documents:

The following documents are available upon request:

- MedCity Annual Report
- MedCity Business Plan 2019/20
- Analysis and commentary on MedCity 2017/18 inward investment KPI

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LEAP Investment Committee

Date of meeting: **21 May 2019**

Title of report: **Good Growth Fund Update**

To be presented by: **Louise Duggan, North West Area Manager**

Cleared by: **Patrick Dubeck, Head of Regeneration**

Classification: **Public**

1 Executive Summary

- 1.1 This paper updates the Committee on progress to date with the Good Growth Fund, including its development funding. It also seeks endorsement of the proposed Good Growth Fund Round 3 Communications Plan.

2 Recommendations

- 2.1 That progress to date on the Good Growth Fund be noted.
- 2.2 That the proposed Good Growth Fund Round 3 Communications Plan be endorsed.

3 Introduction and Background

Main Fund Update

- 3.1 The Good Growth Fund is an overarching regeneration programme delivered through LEAP. It will provide over £70 million in funding, expert regeneration advice, design support and knowledge sharing opportunities to a broad range of public, private and third-sector organisations to support their projects to deliver against three key policy areas: empowering London's people; strengthening London's places; and growing London's prosperity.
- 3.2 All Round 1 projects are in grant and delivery is underway. Officers are currently progressing the contracting for Round 2 projects. Five of 35 are in now in contract and a further six are with applicants for signing. The aim is for all projects to be in grant by the end of Quarter 1 (30 June 2019).
- 3.3 When all contracts are signed we will have have committed approximately £50,416,706 across Rounds 1 and 2. This excludes the £2.5 million Crowdfund London allocation, but nevertheless is well ahead of the target of £40 million agreed with Government for the end of 2018/19.

- 3.4 £8,982,294 capital funding is currently available to award through Round 3. As outlined in DD2303, a further £8 million will be made available from the Growing Places Fund, meaning a total of £16,982,294 capital funding will be available to allocate in Round 3. Underspend on other LEAP funded programmes will (subject to appropriate approvals) be incorporated into the Round 3 pot, meaning this figure is likely to increase.
- 3.5 The Programme Office, area teams, and communications officers are undertaking detailed planning and review of processes and procedures, including analysis of Round 1 and 2 by the GLA intelligence team and detailed communications planning (see below). This will help inform decision making in Round 3.

Development Funding Update

- 3.6 A total of £3,658,000 GGF revenue funding was approved in DD2181 to assist with the delivery of a balanced programme of investment that maps across GGF and London’s communities’ priorities and to build a pipeline of good projects. This funding can support projects with design and development costs ahead of Good Growth capital funding being applied for.
- 3.7 Development Funding (DF) has been approved at Stages 1 and 2 of both Rounds of the GGF. Following Round 1, approval was also put in place to bring forward proposals for approval between rounds.
- 3.8 45 DF projects, with a combined total value of £2,622,500, have been approved so far. Of this total, four projects have not proceeded by mutual agreement following discussions with the applicants due to changes in circumstances, such as sites becoming unavailable and organisational change. The value of these approvals is £280,000. One project led by Phoenix Cooperative Housing Association, with a value of £25,000, has been approved between rounds (this is covered under the LEAP Funding Decisions agenda item).
- 3.9 The remaining DF programme level budget allocation is £1,315,500.

	No. of projects	Value
Programme level budget allocation		£3,658,000
Round 1 awards ¹ (DD2181; DD2222)	26	- £1,610,000
Round 2 awards (DD2278; DD2302)	18	- £987,500
Between Round awards (ADD2343)	1	- £25,000
Projects that have not proceeded	- 4	+ £280,000
TOTAL APPROVALS	41	£2,342,500
Remaining programme level budget allocation		£1,315,500

- 3.10 The number of development projects that are in grant is 26. The remaining 15 are moving into grant.

¹ Note 27 awards made in Round 1, but 2 projects merged during the scoping process.

3.11 The table below sets out the GGF Round 3 bidding intention of Round 1 DF projects.

Bidding intention / result (Round 1 Projects)	No. of Projects
Recommended for approval Round 2	3
Recommended as reserve Round 2	1
Bid forecast for Round 3	15
Expected to bid to future round	2
Do not intend to bid	1
Project not proceeding	4

3.12 The process of scoping and agreeing the 19 Round 2 DF projects is well underway and, although it is difficult to predict how many projects will be ready to bid for Round 3 capital funding, the current best estimate is that around nine R2 DF projects will submit a bid to the GGF Round 3.

3.13 In combination we therefore expect around 24 DF projects to make a full bid in Round 3. 15 Round 1 projects are forecast to make full applications for capital funding in Round 3.

4 Issues for consideration

Strategic engagement plan and key activities

4.1 Available at Appendix A, this plan outlines the engagement activities which will be delivered through identified communication tools and channels across GGF Round 3. It outlines key messages and identifies opportunities to engage with audience.

Engaging with appropriate audiences

4.2 The GLA’s Opinion, Research and Statistics team is engaging with previous applicant and non-applicant sample groups to gather feedback on the programme process. This will feed into Round 3 of the fund in order to refine and improve the programme – from the application process through to project delivery. A report will be disseminated and published on the GLA’s GGF webpage upon completion.

4.3 We will ensure that we engage with potential applicants such as community and grassroots organisations and micro-businesses from areas of multiple deprivation and in areas we haven’t funded before at a local level by delivering area-based workshops and online surgeries. By offering face-to-face opportunities and activity through a digital platform the fund will remain accessible and open to a wide range of applicants.

4.4 A map is being built which will highlight investment across the previous two funding rounds. This map will feature layers which will allow GLA Regeneration officers to understand where investment should be focussed including areas of multiple deprivation.

Understanding community engagement and benefit

4.5 LEAP Members have expressed a desire to more simply demonstrate community engagement and benefit that underpin and drive applications through the production and submission of a short film by applicants.

- 4.6 It is proposed that this can be achieved in Stage 1, by asking applicants to submit a strategy on how they will engage with their local community. Once they have progressed to Stage 2, applicants will have the option to submit a short two-minute film to complement their main application. However, this will need to be agreed, tried and tested by the team delivering the GLA's new fund management system.
- 4.7 Through the development and delivery of the Open Project System (OPS) – the GLA's new grant and project management system – applicants will be able to use a new and user-friendly online system to submit their Stage 1 and Stage 2 bids. This fulfils the objective of GGF Round 3 by allowing for a more open and accessible application process.

5 Equality comments

- 5.1 Through the Good Growth Fund programme and the selection of project proposals and development of these, the GLA will require applicants to evaluate the potential impacts regarding protected characteristic groups. Any project must minimise disadvantages to all protected characteristic groups within society.
- 5.2 Specifically, at Stage 2 applicants are asked to outline the impact their projects will have on the proposed beneficiaries, and how, if applicable, they propose to minimise disadvantages suffered by people due to their protected characteristics and take steps to meet the needs of people from protected group where these are different from the needs of other people. These responses will be captured in individual grant agreements as part of an agreed Equalities, Diversity and Inclusion approach for each individual project.
- 5.3 As a condition of funding agreements, projects awarded funding will be required to meet the Public Sector Equality Duty and demonstrate this through regular reporting of progress.

6 Risks arising / mitigation

- 6.1 GGF programme processes have been fine-tuned to optimise scrutiny and timeliness and take six months from launch to award of funding. In 2019/20 the pre-election period means all decisions must be approved by 23 March 2020. Subject to endorsement of the headline programme, we will work with colleagues to ensure LEAP endorsement and Mayoral sign off can be secured in this timeframe.

7 Financial Comments of the Executive Director Resources

- 7.1 Revenue funding of £3.658 million was allocated to support applicants in the development of project proposals for the GGF in DD2181. Subsequently, approvals for the use of this funding have been made in various Director Decisions (DDs) and Assistant Director Decisions (ADDs), as shown in the table above. As a result of these decisions and four development projects awarded funding not proceeding, a total of £1.315 million of the original £3.658 million remains available to spend. This report provides an update on progress

and does not request approval for further expenditure at this stage. Additional expenditure will be subject to the usual LEAP and GLA approval processes.

8 Next steps

8.1 The next steps following consideration by the Committee are summarised below:

Activity	Timeline
Project delivery (from)	April 2019
Launch third bidding round	Sept 2019
Interim programme evaluation	2019/20
Programme closure	Mar 2022
Final programme evaluation	Sept 2022

Appendices:

Appendix A: Proposed GGF Round 3 Communications Plans

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Appendix A

Communication Plan – Good Growth Fund, Round 3

This plan sets out a proposed approach by which to engage, communicate and market planned activities of Round 3 of the Good Growth Fund.

Vision

The Mayor of London aim for the capital to be a city that is socially and economically inclusive and environmentally sustainable – a city that brings the best out of our existing places, draws on the skills and participation of Londoners and provides lasting benefits for everyone. At the heart of Good Growth is making sure that Londoners of all backgrounds have a say in shaping the future of their city.

Aim

The Good Growth Fund (GGF) aims to fund and deliver innovative, best practice regeneration projects. By supporting and providing expert regeneration advice to the capital's diverse and accessible local economies – from our high streets and town centres to industrial area, workspaces and culture on offer – it realises their full potential and makes London a place of opportunity for all.

Communication objectives

Demonstrate the Mayor of London and LEAP's strategic investment in London which:

- Enables Londoners to actively participate in their local community and have a say in how their city is shaped;
- Delivers co-ordinated place-based strategies that welcome growth in a way that works with the physical character of London's many places;
- Supports London's diverse and accessible local economies.

Engage with innovative and multifaceted projects in places with high levels of deprivation, places with high growth potential and places facing the challenges of suburban intensification.

Background

Communication and promotion of the GGF are conducted through Mayoral, GLA and LEAP channels. Alignment is required with:

- Strategic direction of the Mayor of London and LEAP;
- The strategic themes of the GGF (people, place, prosperity);
- Research and insights presented through the evaluation of GGF Round 2 and identified underrepresentation;
- Strategic direction and research insights from the High Street Network;

- Insights from Crowdfund London in engaging with community groups.

Other factors to consider when communicating:

- The messaging, direction and timing of the planned engagement milestones remain inclusive;
- Any existing investments that have been made by the Mayor of London;
- Ensure that community and grassroot organisations don't feel like they need to compete with boroughs for funding and that appropriate GLA Officer support is readily available.

Target audience

The following audiences in London who want to drive regeneration in their local area have been identified to apply to the fund:

- Strategic regeneration: Local Authorities; BIDs;
- Site based regeneration: workspace providers; community groups; social enterprises; small and medium-sized enterprises; charities; public.

Communication tools

Owned GLA, Mayor of London and LEAP channels are provided below by which we communicate with our target audience.

- Social Media: Twitter – @LDN_gov; @MayorofLondon; @SadiqKhan; @LondonLEP ; @LDNGrowthHub ; @LDN_economy; Facebook
- Website(s): London.gov
- Newsletter(s): Regeneration; LEAP; Business email
- Print: Programme prospectus

We will work with GLA press team to broaden awareness of GGF R3 by coordinating on high profile launches/ ribbon cuttings:

- High profile: Mayoral announcement
- LEAP Members visit
- Notification to Government

Key messaging

- The Mayor is committed to supporting 'good growth' – growth which is socially and economically inclusive and environmentally sustainable.
- City Hall with support through the London Economic Action Partnership (LEAP), wants to invest in a range of place-based, community, cultural and green infrastructure projects.
- Investment should bring the best out of our existing places and spaces and ensure that Londoners of all backgrounds have access to the same opportunities.
- The Good Growth Fund – City Hall's biggest regeneration fund – gives local communities the chance to play a key role in making London a better place for all.

- The fund provides expert regeneration advice, design support and knowledge sharing opportunities whilst investing in innovative best practice regeneration projects that allow:
 - Londoners to actively participate in their local community and have a say in how their city is shaped;
 - Delivery of co-ordinated place-based strategies that welcome growth in a way that works with the physical character of London's many places;
 - Diverse and accessible local economies – from our high streets and town centres to industrial areas – to realise their full potential and making London a place of opportunity for all.

Evaluation

To assess the effectiveness and impact of this plan, the following measurements will be collected:

- Attendance at the engagement events
- Engagement and satisfaction with content during the engagement events
- Number of community and grassroots organisations reached through the engagement programme and applied to the fund
- Number of projects located in places with high levels of deprivation and which have not previously received funding from the GLA
- Social media channel reach and sentiment analysis

Strategic engagement plan and key activities

This table highlights some of the opportunities to engage with audience identified.

Action	Nature of event	Communication tool(s)	Description	Audience	Due date
Review of the Good Growth Fund process	Announcement	<p>Newsletter lists: Regeneration / Crowdfund London / LEAP /</p> <p>Social media – owned channels: @LondonLEP / @LDNGrowthHub / @LDN_economy</p>	Publish the report produced by the GLA's Opinion, Research and Statistics team which will engage with previous applicant and non-applicant sample groups to gather feedback on the programme process in order to refine and improve from the application process.	All	Jul-19
Programme delivery: Website(s)	Promotion	Websites: GLA: Good Growth Fund/ Funding opportunities & signposting opportunities / LEAP	Develop and launch new GGF content and structure across webpages, including: new GGF homepage case studies and best practice mapping investment	All	Aug-19
Programme delivery: Round 3 announcement	Promotion	<p>Websites: GLA: Good Growth Fund/ Funding opportunities & signposting opportunities / LEAP</p> <p>Newsletter lists: Regeneration / Crowdfund London / LEAP /</p>	Announce Round 3 timescales and engagement plan	All	June - August 2019
Programme delivery: Social media	Promotion	Social media owned channels: @LondonLEP /	Produce a calendar of content for owned channels and social pack media tiles, hashtags and suggested tweets/	All	August – September 2019

Action	Nature of event	Communication tool(s)	Description	Audience	Due date
plan and pack		@LDNGrowthHub / @LDN_economy / @LDN_gov / @MayorofLondon / @SadiqKhan /	Instagram/ Facebook posts for partners to share on their channels. Partners may include: Venues hosting engagement events Previously funded projects Stakeholders and LEAP members		
Email distribution	Promotion	Direct email to partners and stakeholders	Can go to organisations and stakeholders with extensive reach – e.g. London Councils	Strategic leads	Sep-19
Formal launch	Ribbon cuttings: High profile: Mayoral announcement and Press opportunity	All comms tools	Invite the Mayor to launch Round 3 by visiting a previously funded project.	Strategic leads/ Local Authorities/ BIDs/	Sep-19
Publish prospectus	Print and Announcement	Websites: GLA: Good Growth Fund / Funding opportunities & signposting opportunities / LEAP	Publish the Round 3 prospectus with minor amendments to focus and	All	Sep-19
Good Growth Fund film	Promotion	Website: GLA: Good Growth Fund Social media – owned channels: @LondonLEP / @LDNGrowthHub / @LDN_economy /	Look at producing a film highlights projects which have been funded and delivered through the fund.	All	Sept-19

Action	Nature of event	Communication tool(s)	Description	Audience	Due date
		@LDN_gov / @MayorofLondon / @SadiqKhan /			
Engagement and outreach plan	Meeting	<p>Newsletter lists: Regeneration / Crowdfund London / LEAP /</p> <p>Websites: GLA: Good Growth Fund, Funding opportunities & signposting opportunities / LEAP</p> <p>Social media – owned channels: @LondonLEP / @LDNGrowthHub / @LDN_economy / @LDN_gov / @MayorofLondon / @SadiqKhan /</p>	Area-based area workshops will take place to support prospective applicants alongside a number of online surgeries for potential applicants to ask specific questions to GLA Officers.	All	<p>w/c 2 and 9 September 2019 – area-based workshop</p> <p>w/c 16 and 23 September 2019 – online surgeries</p>
Stage 1 announcement	Announcement	<p>Newsletter lists: Regeneration</p> <p>Direct emails to applicants progressing to stage 2</p>	Announcement about how many stage 1 applications received through Round 3 of Good Growth Fund	All	w/c 16 December 2019
Stage 2 announcement	Announcement and Press opportunity	All comms tools	Press release and wider comms	All	Mar-20

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LEAP Investment Committee

Date of meeting: **24 May 2019**

Title of report: **LEAP Funding Decisions**

To be presented by: **Amy Gelsthorpe-Hill, Board Secretary**

Cleared by: **Debbie Jackson, Assistant Director – Regeneration and Economic Development and Senior Responsible Owner for LEAP**

Classification: **Public**

1 Executive Summary

1.1 This report outlines LEAP funding decisions made since the last meeting.

2 Recommendations

2.1 That the following decision be noted:

- a) **Bellingham Context Study**: Expenditure of £25,000 endorsed by the LEAP Programme Board at its meeting on 4 April 2019 and approved by ADD2343 on 23 April 2019.

3 Introduction and Background

- 3.1 Decisions to allocate LEAP funds to specific projects are made in line with the LEAP Assurance Framework and the GLA's Scheme of Delegation. This means that, following LEAP consideration, a final decision form is signed by the Mayor or GLA officers as delegated.
- 3.2 Under LEAP's Constitution, the LEAP Board has delegated certain project-level funding decisions to its Investment Committee and its officer-level Programme Board.
- 3.3 Funding responsibilities for the Investment Committee include:
- Project expenditure over £500,000 and up to £5m;
 - Increase in project expenditure of 5% or more and/or a revised budget over £500,000 and up to £5m;
 - Value for money decrease through reduction in number of primary outputs/outcomes of 10% or more.
- 3.4 Funding responsibilities for the officer-level Programme Board include:

- Project expenditure up to £500,000;
- Increases in project expenditure of less than 5% (only where increased the expenditure can be funded within the overall programme and remains a revised budget less than £500,000); and
- Value for money decrease through reduction in number of primary outputs/outcomes of less than 10%.

4 Issues for consideration

4.1 Bellingham Context Study

- a) This decision (ADD2343), signed on 23 April 2019, approved expenditure of up to £25,000 to appoint consultants to undertake the Bellingham Context Study.
- b) The LEAP Programme Board endorsed the expenditure at its meeting on 4 April 2019.
- c) The final decision form can be viewed [here](#).

5 Equality comments

- 5.1 Equality comments are provided on each published decision form.

6 Risks arising / mitigation

- 6.1 Project risks are provided on each published decision form.

7 Financial Comments of the Executive Director Resources

- 7.1 The funding allocations set out in this report have been approved under the GLA's decision making process in line with the scheme of delegation in place.

8 Next steps

- 8.1 Outlined elsewhere in this report.

Appendices:

None.

Background Documents:

All final decision forms referred to above are published on the [GLA website](#).