

# AGENDA

**Meeting Skills for Londoners Board**

**Date Friday 21 September 2018**

**Time 3.00pm**

**Place Committee Room 1, City Hall,  
the Queen's Walk, London SE1  
2AA**

*Agendas and minutes of the meetings of this Board are published at <https://www.london.gov.uk/node/46805> (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 one of the co-Chairs.*

*An induction session for Members will take place immediately prior to this meeting, from 2-3pm in Committee Room 1, City Hall.*

**Members:**

Jules Pipe, Deputy Mayor for Planning, Regeneration and Skills, GLA (co-Chair)  
Cllr Georgia Gould, Executive Member for Skills and Employment, London Councils (co-Chair)  
Cllr Ravi Govindia, Leader, London Borough of Wandsworth and Member, Central London Forward  
Cllr Darren Rodwell, Leader, London Borough of Barking and Dagenham and Chair, Local London Skills and Employment Board  
Cllr Ruth Dombey, Leader, London Borough of Sutton and Chair, South London Partnership Skills and Employment Board  
Cllr Steve Curran, Leader, London Borough of Hounslow and Chair, West London Alliance Skills and Employment Board

Gerry McDonald, Association of Colleges  
Arinola Edeh, HOLEX  
Nichola Hay, the Association of Employment and Learning Providers  
Kirsty McHugh, Employment Related Services Association  
Sue Terpilowski, Federation of Small Businesses  
Celia Caulcott, London Economic Action Partnership (LEAP) - London's local enterprise partnership

*Representatives to be confirmed from:  
Greater London Volunteering  
London First  
The Mayor's Business Advisory Board  
The Skills for Londoners Business Partnership*

**1 Introduction and apologies**

**2 Declarations of Interest**

Members to declare any disclosable pecuniary interests which they have in any of the items set out on the agenda and, where applicable, consider if they should withdraw from the discussion or the meeting.

**3 Skills for Londoners Board Governance Update**  
(Pages 3 – 20)

**4 Skills for Londoners Framework** (Pages 21 – 24)

**5 UK Shared Prosperity Fund and Industrial Strategy** (Pages 25 – 32)

**6 Adult Education Budget (AEB) implementation update**  
(Pages 33 – 40)

**7 AEB Outcomes for Londoners** (Pages 41 – 46)

**8 100 years of adult learning celebrations and future vision**  
(Pages 47 – 50)

**9 Date of next meeting**

The next meeting of the Skills for Londoners Board is expected to take place in early April 2019 and a date will be confirmed shortly.

A strategy session is also being arranged to take place in January 2019.

**10 Any Other Business the Chair Considers Urgent**

**Contact Officer:** Rachel Greenwood, Senior Project Officer

**Telephone:** 020 7983 4285

**Email:** [Rachel.Greenwood@london.gov.uk](mailto:Rachel.Greenwood@london.gov.uk)

## Skills for Londoners Board

Date of meeting: **21 September 2018**

Title of report: **Skills for Londoners Board Governance Update**

To be presented by: **Rachel Greenwood, Senior Project Officer**

Cleared by: **Lucy Owen, Interim Executive Director – Development, Enterprise and Environment**

Classification **Public**

### 1 Executive Summary

- 1.1 This report provides an overview of the governance arrangements for the Skills for Londoners (SfL) Board, including the constitution and terms of reference and proposed subordinate bodies.

### 2 Recommendation

- 2.1 The Skills for Londoners Board is asked to:
- 2.1.1 Note its constitution and terms of reference as set out at Appendix A to this report;
  - 2.1.2 Agree to formally establish the Mayor's Construction Skills Advisory Group and the SfL Outcomes Commissioning Advisory Group as subordinate bodies of the Skills for Londoners Board, and agree the respective terms of reference as set out at Appendices B and C;
  - 2.1.3 Delegate authority to the co-Chairs of the Skills for Londoners Board to confirm membership and chairing arrangements of the Mayor's Construction Skills Advisory Group and the SfL Outcomes Commissioning Advisory Group; and
  - 2.1.4 Note that an Apprenticeships Advisory Group will be established as a subordinate body of the Skills for Londoners Business Partnership when the Partnership is established later this year.

### 3 Introduction & background

- 3.1 The SfL Board was formally established by the Mayor in July 2018 under [Mayoral Decision \(MD\) 2328](#)<sup>1</sup>. The Board will consider and make recommendations to the Mayor in relation to the [Skills for Londoners Strategy](#), the AEB, and other skills and employment priorities, programmes and projects.

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<sup>1</sup> Available at: <https://www.london.gov.uk/decisions/md2328-governance-arrangements-statutory-functions-relating-aeb>

## **4 Issues for Consideration**

### Constitution and Terms of Reference

- 4.1 The Mayor recognises the need to engage with key stakeholders including London's boroughs, Further Education (FE) Colleges, Independent Training Providers (ITPs) and businesses to ensure strategic priorities in relation to skills and employment are being met and are addressing local need, and this Board has been established to meet this purpose.
- 4.2 Membership of the Board is intended to provide a balance of expertise. The Board will be co-chaired by the Deputy Mayor for Planning, Regeneration and Skills and London Councils' Executive Member for Skills and Employment, with the remaining membership drawn from nominations from London Councils, provider representative bodies and employer/business representatives.
- 4.3 The constitution, attached at Appendix A, sets out further detail on the Board's terms of reference, membership and responsibilities, including its reporting procedures and commitment to openness and transparency.

### Subordinate Bodies

- 4.4 The Board will need to establish subordinate bodies to focus on specific areas and assist in meeting its objectives.
- 4.5 The Mayor's Construction Skills Advisory Group was previously established as a sub-group to the Skills for Londoners taskforce, which disbanded earlier this year. The Advisory Group was set up to steer and support the delivery of the Mayor's manifesto to create a Construction Academy scheme with the housebuilding industry, to close the gap between our ambitious housing targets and the need for more skilled construction workers in London. It is proposed that this Group be re-established as a subordinate body of the SfL Board. The membership of the group is currently under review and proposed terms of reference are included at Appendix B.
- 4.6 It is also proposed that a new SfL Outcomes Commissioning Advisory Group is established to support the detailed development of work to develop an outcomes-based skills system in London. Proposed terms of reference for the Group are attached at Appendix C, and this work will be discussed in further detail at Agenda Item 7.
- 4.7 In addition, the SfL Board are asked to note that an Apprenticeships Advisory Group will be established to advise the Mayor and GLA on the development and delivery of the Mayor's apprenticeships objectives. The Group will be formally established as a subordinate body of the Skills for Londoners Business Partnership<sup>2</sup>, however will feed into the work of the Skills for Londoners Board. The Group's membership will be drawn from employers, apprenticeship providers, government institutions, and independent experts.

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<sup>2</sup> A new occupational skills board advising the Mayor on how to improve and align skills provision to meet skills needs in London

- 4.8 A working group also existed to provide a steer on LEAP's<sup>3</sup> Skills for Londoners capital funding. The future purpose of this group and its membership of this group is under review.
- 4.9 A SfL Board strategy away day is due to be scheduled to take place in early 2019 and will provide an opportunity for members to set the Board's priorities and identify any additional subordinate bodies it would like to establish. The session will also be an opportunity for members to discuss a work programme for the Board, noting that a discussion on AEB allocations will be held at the next meeting, currently being scheduled for April 2019.

## **5 Equality Comments**

- 5.1 In carrying out any functions in respect of his skills and employment programmes, the Mayor will comply with the public sector equality duty under section 149 of the Equality Act 2010.
- 5.2 Section 149(1) of the Equality Act 2010 provides that, in the exercise of their functions, public authorities – of whom the Mayor is one – must have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.3 Relevant protected characteristics are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

## **6 Risks arising / mitigation**

- 6.1 Not applicable.

## **7 Legal comments**

- 7.1 Not applicable.

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

- 8.1 There are no direct financial implications to the GLA arising from the considerations set out in this report.

## **9 Next Steps**

- 9.1 Not applicable.

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<sup>3</sup> London's Local Enterprise Partnership

**Appendices:**

- **Appendix A** – Skills for Londoners Board Constitution
- **Appendix B** – Mayor’s Construction Skills Advisory Group terms of reference
- **Appendix C** – Skills Outcomes Commissioning Advisory Group terms of reference and workplan

## **Skills for Londoners Board Constitution**

### **1 Purpose**

- 1.1 The Skills for Londoners Board ("the Board") is a non-incorporated consultative and advisory body established by the Mayor under sections 30 and 34 of the Greater London Authority Act 1999.
- 1.2 The purpose of the Board is to advise on actions to support the Mayor's Skills for Londoners Strategy and his skills and employment programmes including, but not limited to, the Adult Education Budget (AEB).

### **2 Authority**

- 2.1 The Board is authorised to consider any activity within its terms of reference.
- 2.2 In conducting its business, the Board must consider any resource implications and have regard to existing GLA processes and any guidance or legislation issued by HM Government.

### **3 Terms of Reference**

- 3.1 The Skills for Londoners Board will consider and make recommendations to the Mayor in relation to:
  - a) actions and outcomes to support the Mayor's Skills for Londoners Strategy;
  - b) the strategic priorities, outcomes and funding requirements for the Adult Education Budget (AEB), including:
    - a. alignment to the Mayor's Skills for Londoners Strategy;
    - b. the modelling of funding allocations for the AEB programme;
    - c. the AEB funding allocations to education and training providers;
    - d. any redistribution of allocated funding in the AEB programme; and
    - e. any key AEB programme risks identified.
  - c) any other skills and employment priorities, programmes or projects as required (including their alignment and strategic fit with the AEB) and proposed changes to improve the outcomes of London's skills system.
- 3.2 The Board will consider skills priorities, provided by London's sub-regional skills and employment boards and based on a robust and up-to-date evidence base, when providing its recommendations to the Mayor.

### **4 Membership**

- 4.1 The Board comprises the following Members:
  - Deputy Mayor for Planning, Regeneration and Skills (Co-Chair);
  - London Councils Executive Member for Skills and Employment (Co-Chair);

- 4 members from the London boroughs as nominated by London Councils and representing London’s sub-regional skills and employment boards;
- 5 members from provider representative bodies as nominated by:
  - Association of Colleges
  - HOLEX
  - The Association of Employment and Learning Providers
  - Employment Related Services Association
  - Greater London Volunteering; and
- 5 employer/business representatives as nominated by:
  - London First
  - Federation of Small Businesses
  - London Economic Action Partnership (LEAP) - London’s local enterprise partnership
  - Mayor’s Business Advisory Board
  - Skills for Londoners Business Partnership

4.2 Appointments will be subject to Mayoral confirmation.

4.3 The Constitution is intended to provide a balance of members from London’s boroughs, Further Education Colleges and Independent Training Providers as well as London’s employers and business.

4.4 Whilst Membership is restricted to Board Members, the capacity is retained to invite outside specialist input either on a standing basis or, where appropriate, on a specific topic or initiative.

4.5 With the exception of the Deputy Mayor for Planning, Regeneration and Skills, Members are subject to confirmation and appointment by the Mayor.

## **5 Lead Officer**

5.1 The Lead Officer will be the GLA’s Executive Director of Development, Enterprise & Environment.

## **6 Terms of appointment**

6.1 When undertaking work in connection with the Board, Members are required to agree and comply with the standards and processes relating to conduct as detailed in letters of appointment and any relevant applicable provisions of the GLA Group’s Corporate Governance Framework Agreement (as approved and amended from time to time).

6.2 The terms of appointment will include the length of tenure and provisions in relation to adhering to the seven principles of public life (‘the Nolan principles’) and the potential disclosure and registration of interests where they are affected by the work of the Board.

6.3 Where a nominating body advises the Board Secretary that a nominee is no longer to act as a Board Member, that person’s membership ends with immediate effect.

- 6.4 A Board Member may resign at any time by giving notice to the Board Secretary, in writing, having immediate effect.
- 6.5 The Mayor, following consultation with the Co-Chairs, may terminate a Member's appointment to the Board before the expiry of his/her period of appointment.
- 6.6 Without prejudice to 6.5 above, an appointment may be terminated by the Mayor in consultation with the Co-Chairs if the nominee persistently fails to attend meetings without reasonable justification.

## **7 Meetings and reporting procedures**

- 7.1 Meetings shall usually be held quarterly or at such other intervals as the Board may be required to consider and advise on matters within its terms of reference. Meetings will usually be scheduled to consider pending decisions due for submission to the AEB Mayoral Board or other relevant skills & employment advisory bodies.
- 7.2 Recommendations to the Board shall be by way of a report to the relevant meeting and will normally be issued to Members a minimum of five clear working days before the meeting.
- 7.3 The Board's Secretary, or a person nominated by the Secretary, will attend to provide secretarial and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters.

## **8 Quorum and decision-making**

- 8.1 Meetings of the Board will be quorate when half of its Members are present. A Member who is obliged to withdraw due to a conflict of interest shall not be counted towards the quorum.
- 8.2 It is envisaged that Board decisions shall be made by consensus. In the event of a consensus not being reached, the matter will be presented to the Mayor through the most appropriate channel. For the AEB, this will be the AEB Mayoral Board.

## **9 Subordinate bodies**

- 9.1 The Board may establish or dissolve a subordinate body which assists in meeting its objectives. Any such subordinate body set up by the Board shall include one or more Board Members, as nominated by the Board. Any such group may also co-opt onto it any independent person with the relevant expertise on the issues within the remit of the body.
- 9.2 The Chair of a subordinate body will be agreed by and may be drawn from the Membership of the Board or an independent person co-opted to the subordinate body.
- 9.3 The Co-Chairs of the Board have the right to attend any subordinate body meeting. Other Board Members, who are not Members of the subordinate body, may at the invitation or with the consent of the Chair of the subordinate body, attend a subordinate body meeting.

- 9.4 The remit and terms of reference for any such subordinate body shall be approved by the Board.
- 9.5 Unless otherwise directed by the Board, and set out within the terms of reference of the body concerned, the quorum for a subordinate body shall be any three members of the subordinate body.
- 9.6 All such co-opted persons appointed as members of such subordinate body are expected to comply with the body's terms of reference and any code of conduct for Members of the Board in the same way as if they were Board Members.
- 9.7 The agenda and reports for any subordinate body will be published and circulated five clear working days in advance of the meeting. The minutes of the meeting shall be published and circulated in draft within 10 clear working days of the meeting. Minutes shall be submitted for approval as to their accuracy to the next meeting.

## **10 Openness and transparency**

- 10.1 The Mayor of London is committed to openness and transparency in his administration and will make sure the work of the Skills for Londoners Board is in line with Mayoral policy and stakeholder expectations wherever possible.
- 10.2 Reflecting the democratic mandate of borough Leaders, where those Leaders oppose a final Mayoral decision relating to the AEB, there will be a public record of this, with the Mayor giving the rationale behind his decision. Where one or more borough Leader has opposed the final decision, this will also be on public record.
- 10.3 Agendas and reports for the Board will be published on the GLA's website at least five clear working days before the meeting to which they relate.
- 10.4 All reports will be released with the agenda except in those cases where officers reasonably consider that information may be exempt from disclosure under an applicable exemption under the Freedom of Information Act 2000 (FOIA). These reports will be classed as 'reserved from publication'.
- 10.5 The main exemptions that are likely to make information reserved relate to the following (although others may be applicable under the FOIA):
- commercial sensitivity
  - information provided in confidence
  - personal data
  - legal professional privilege
  - information intended for publication at a future date
- 10.6 Skills for Londoners Board meetings will not be held in public, reflecting the accountability arrangements Parliament has put in place for the GLA, in that the Mayor is answerable to the London Assembly through Mayor's Question Time only after he has taken decisions.
- 10.7 Summary minutes of the meetings of the Board will be posted on the GLA's website within two weeks of the meeting to which they relate, with a final

version published within ten clear working days of approval, which would normally take place at the following meeting.

## **11 Amendments to this Constitution**

- 11.1 The Constitution will be reviewed at the first meeting of the Board, when the AEB enters the delivery phase and annually thereafter.
- 11.2 The Mayor retains the right to amend this Constitution at any time following consultation with the Board or, if urgent, in consultation with the Co-Chairs. Any changes will be reported at the next meeting of the Board.

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## **Terms of Reference: Mayor's Construction Skills Advisory Group (MCSAG)**

### **1 Purpose**

- 1.1 The Mayor's Construction Skills Advisory Group will be a subordinate body of the Skills for Londoners Board and will steer and support the delivery of the Mayor's manifesto to create a Construction Academy scheme with the housebuilding industry, to close the gap between the Mayor's ambitious housing targets and the need for more skilled construction workers in London.

### **2 Authority**

- 2.1 The Group is authorised to consider any activity within its terms of reference.
- 2.2 In conducting its business, the Group must consider any resource implications and have regard to existing GLA processes and any guidance or legislation issued by HM Government.

### **3 Terms of Reference**

- 3.1 The Advisory Group will:
- support and oversee the development of the Mayor's Construction Academy (MCA);
  - review and oversee progress and delivery of the MCA;
  - make strategic and policy recommendations pertaining to MCA to the Skills for Londoners Board and Homes for Londoners Board<sup>1</sup> on an agreed frequency; and
  - take forward recommendations made by the Skills for Londoners Board and Homes for Londoners Board in relation to construction skills.

### **4 Membership**

- 4.1 The Advisory Group comprises members from the Skills for Londoners taskforce Stakeholder Advisory Group and the Mayor's Homes for Londoners Construction Skills sub-group, both of which have now disbanded.
- 4.2 The current Chair of the Construction Skills Advisory Group was previously Chair of the Homes for Londoners Construction Skills Sub-Group.
- 4.3 The current membership of the Board is under review.

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<sup>1</sup> The Mayor's Homes for Londoners Board, brings together expertise from the Greater London Authority (GLA), London Councils, Transport for London, London's largest housing associations and London's property sector. The Board's objective is to achieve a genuine step-change in the approach to, and delivery of, housing in London.

- 4.4 Members of such subordinate body are expected to comply with the body's terms of reference and any code of conduct for Members of the SfL Board in the same way as if they were Board Members.

## **5 Meetings and reporting procedures**

- 5.1 Meetings shall be held at such other intervals as may be required to consider and advise on matters within its terms of reference. The Chair (or co-Chairs) of the Group may decide to cancel meetings or call additional meetings as required.
- 5.2 The SfL Board Secretary, or a person nominated by the Secretary, will attend to provide secretarial and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters.
- 5.3 Recommendations to the Group shall be by way of a report to the relevant meeting.

## **6 Openness and transparency**

- 6.1 The Mayor of London is committed to openness and transparency in his administration and will make sure the work of the Skills for Londoners Board and its subordinate bodies is in line with Mayoral policy and stakeholder expectations wherever possible.
- 6.2 Agendas and reports for the Group will be published on the GLA's website at least five clear working days before the meeting to which they relate.
- 6.3 All reports will be released with the agenda except in those cases where officers reasonably consider that information may be exempt from disclosure under an applicable exemption under the Freedom of Information Act 2000 (FOIA). These reports will be classed as 'reserved from publication'.
- 6.4 The main exemptions that are likely to make information reserved relate to the following (although others may be applicable under the FOIA):
- commercial sensitivity
  - information provided in confidence
  - personal data
  - legal professional privilege
  - information intended for publication at a future date
- 6.5 Advisory Group meetings will not be held in public, reflecting the accountability arrangements Parliament has put in place for the GLA, in that the Mayor is answerable to the London Assembly through Mayor's Question Time only after he has taken decisions.
- 6.6 Summary minutes of the meetings of the Group will be posted on the GLA's website within two weeks of the meeting to which they relate, with a final version published within ten clear working days of approval, which would normally take place at the following meeting.

## **7 Amendments**

- 7.1 These terms of reference may be altered and amended from time to time by decision of the SfL Board.

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## **Terms of Reference for the Skills for Londoners (SfL) Outcomes Commissioning Advisory Group**

### **1 Purpose**

- 1.1 The SfL Outcomes Commissioning Advisory Group will be a subordinate body of the Skills for Londoners Board and will steer and support the development of City Hall's approach to introducing outcome-based commissioning of the Adult Education Budget (AEB).

### **2 Authority**

- 2.1 The Group is authorised to consider any activity within its terms of reference.
- 2.2 In conducting its business, the Group must consider any resource implications and have regard to existing GLA processes and any guidance or legislation issued by HM Government.

### **3 Terms of Reference**

- 3.1 The Advisory Group will:
- Consider and make recommendations to the Mayor, via the Skills for Londoners Board and AEB Mayoral Board, on the development and implementation of an outcomes-based approach to the allocation of future AEB funding;
  - Provide input, ideas and advice on areas for exploration in the development of an approach to outcome-based commissioning;
  - Provide expert advice on considerations for implementation and roll-out of outcome-based commissioning; and
  - Champion the agreed model to the wider education and skills sector in London.

### **4 Membership**

- 4.1 The Group will be chaired by a Business Member of the SfL Board, with the rest of its membership principally being drawn from the wider membership of the Board. Expressions of interest in joining the Advisory Group will be taken following the first meeting of the SfL Board.
- 4.2 Appointments will be subject to confirmation by the co-Chairs of the Skills for Londoners Board.
- 4.3 In consultation with the co-Chairs of the SfL Board, the Chair of the Advisory Group has the power to co-opt people with relevant expertise or experience, including non-Members of the SfL Board.

4.4 Members of such subordinate body are expected to comply with the body's terms of reference and any code of conduct for Members of the SfL Board in the same way as if they were Board Members.

## **5 Meetings and reporting procedures**

5.1 Meetings shall be held at such other intervals as may be required to consider and advise on matters within its terms of reference. The Chair (or co-Chairs) of the Group may decide to cancel meetings or call additional meetings as required.

5.2 The SfL Board Secretary, or a person nominated by the Secretary, will attend to provide secretarial and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters.

5.3 Recommendations to the Group shall be by way of a report to the relevant meeting.

## **6 Openness and transparency**

6.1 The Mayor of London is committed to openness and transparency in his administration and will make sure the work of the Skills for Londoners Board and its subordinate bodies is in line with Mayoral policy and stakeholder expectations wherever possible.

6.2 Agendas and reports for the Group will be published on the GLA's website at least five clear working days before the meeting to which they relate.

6.3 All reports will be released with the agenda except in those cases where officers reasonably consider that information may be exempt from disclosure under an applicable exemption under the Freedom of Information Act 2000 (FOIA). These reports will be classed as 'reserved from publication'.

6.4 The main exemptions that are likely to make information reserved relate to the following (although others may be applicable under the FOIA):

- commercial sensitivity
- information provided in confidence
- personal data
- legal professional privilege
- information intended for publication at a future date

6.5 Advisory Group meetings will not be held in public, reflecting the accountability arrangements Parliament has put in place for the GLA, in that the Mayor is answerable to the London Assembly through Mayor's Question Time only after he has taken decisions.

6.6 Summary minutes of the meetings of the Group will be posted on the GLA's website within two weeks of the meeting to which they relate, with a final version published within ten clear working days of approval, which would normally take place at the following meeting.

## 7 Amendments

7.1 These terms of reference may be altered and amended from time to time by decision of the SfL Board.

### SfL Outcomes Commissioning Advisory Group – Outline Workplan 2018/19

Meeting Date	Main issues for discussion
October/ November 2018	<ul style="list-style-type: none"><li>• Proposed approach to outcomes project</li><li>• Draft specification for consultancy support for Strand 1 (Outcome definitions and measures)</li><li>• Stakeholder engagement plan for project</li></ul>
Spring 2019	<ul style="list-style-type: none"><li>• Discuss options for improving destination data</li></ul>
April / May 2019	<ul style="list-style-type: none"><li>• Discuss findings of consultancy report on potential outcome metrics</li><li>• Discuss plan for small-scale trials of identified metrics</li></ul>
July 2019	<ul style="list-style-type: none"><li>• Update on payment models options appraisal</li><li>• Update on systems development work</li></ul>

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GREATER**LONDON**AUTHORITY**Skills for Londoners Board**

Date of meeting:	<b>21 September 2018</b>
Title of report:	<b>Skills for Londoners Framework consultation</b>
To be presented by:	<b>Michelle Cuomo Boorer, Assistant Director – Skills and Employment</b>
Cleared by:	<b>Lucy Owen, Interim Executive Director – Development, Enterprise and Environment</b>
Classification:	<b>Public</b> (with appendix reserved from publication as it contains information intended for publication at a later date)

**1 Executive Summary**

- 1.1 This report provides an overview of the Skills for Londoners (SfL) Framework consultation, which ran from 17 July to 17 August 2018. Hatch Regeneris, who were appointed to oversee the consultation on behalf of the GLA, will attend the meeting to present an interim analysis report (attached as an appendix) on the consultation responses.
- 1.2 A final consultation report with accompanying commentary will be published alongside the final SfL Framework in October 2018.

**2 Recommendation**

- 2.1 The Board are asked to note the presentation and attached interim analysis report on the consultation responses to the draft SfL Framework.

**3 Introduction and Background**

- 3.1 The SfL Framework sets out the implementation plans for the Adult Education Budget (AEB), as well as the European Social Fund (ESF), and the SfL Capital Fund. For the AEB, the Framework outlines at a high level the GLA's approach to commissioning the AEB in year one, but also shows the direction of travel for future years.
- 3.2 The draft SfL Framework was published for consultation on 17 July 2018. Hatch Regeneris was procured through a competitive tendering process to oversee the consultation which ran until 17 August 2018.
- 3.3 Representatives from Hatch Regeneris have been invited to this meeting to present an interim analysis report of the consultation responses to the draft SfL Framework.

#### 4 Issues for consideration

- 4.1 There were 56 written responses to the consultation. A breakdown of the organisations that responded is set out in the table below.

Type of organisation	Number of written responses
Local Authority	16
Further Education College	8
Other Education/Training Provider	6
Education Provider Representative Body	8
Sub-regional partnership	4
Campaign Organisation	2
Charitable organisation	2
Business	1
Business Representative Body	1
Think tank	1
Other	7

- 4.2 The interim analysis prioritised the questions relating to potential changes to current AEB provision and ESF programme priorities, as well as contract and commissioning arrangements, including the introduction of minimum contract values and a cap on subcontracting management fees.
- 4.3 In the main, the responses to these questions were positive with the majority of respondents in favour of the proposed changes.
- 4.3.1 On current **AEB provision**, there was support for the widening of eligibility to enable more low paid workers to access education and training. However, there was some concern expressed around the lack of additional funding available to deliver this. Respondents also highlighted the need for greater funding flexibility to develop and deliver programmes that better suited learner and sector needs.
- 4.3.2 On **ESF programme priorities**, there was support for the priority groups identified in the programme but some concern that the areas were too broad or lacking clarity.
- 4.3.3 On **contracting and commissioning arrangements**, respondents were broadly in favour of minimum contract values but identified the negative impact it could have on smaller, specialist provision. There was also majority support for a 20 per cent cap on subcontractor management fees, providing higher or varied fees could be negotiated where required. However, there was concern that implementing a cap on subcontractor fees could cause an upward shift in fees.

**5 Equality comments**

5.1 None.

**6 Risks arising / mitigation**

6.1 Not applicable.

**7 Legal Comments**

7.1 Not applicable.

**8 Financial Comments of the Executive Director Resources**

8.1 None directly arising from the considerations set out in this report.

**9 Next steps**

9.1 A final consultation report with accompanying commentary will be published in October 2018 alongside the final SfL Framework.

**Appendices:**

- **Appendix A** – Interim analysis report of consultation responses by Hatch Regeneris

**Background Documents:**

None.

## Agenda Item 4, Appendix A

This paper is reserved from publication as it is considered that it may be exempt from disclosure under the Freedom of Information Act.

Document is Restricted.

**Skills for Londoners Board**

Date of meeting: **21 September 2018**

Title of report: **UK Shared Prosperity Fund and Industrial Strategy**

To be presented by: **Michelle Cuomo Boorer, GLA Assistant Director, Skills and Employment and Dianna Neal, Strategic Lead – Enterprise, Economy and Skills, London Councils**

Cleared by: **Lucy Owen, Interim Executive Director - Development, Enterprise & Environment**

Classification: **Public**

**1 Executive Summary**

1.1 The GLA and London Councils have proposed a list of joint skills and employment requirements and priorities for the local response to the UK Shared Prosperity Fund and London's Local Industrial Strategy.

1.2 This report sets out these requirements and priorities.

**2 Recommendation**

2.1 The Skills for Londoners Board are asked to:

2.1.1 Comment on and approve in-principle the GLA and London Councils' indicative skills and employment priorities for the skills and employment-related strands of the forthcoming UK Shared Prosperity Fund to help inform discussions with Government and feed into the development of London's Local Industrial Strategy;

2.1.2 Agree that the GLA and London Councils will develop the proposals further and undertake additional modelling; and

2.1.3 Note that the proposed priorities will be subject to further consultation e.g. with London boroughs, so may develop and change. Any changes will be put to the Board for its consideration.

**3 Introduction and Background**

3.1 The Government has announced it will work with all Mayoral Combined Authorities (MCAs), local government and Local Enterprise Partnerships to develop Local Industrial Strategies.<sup>1</sup>

3.2 Alongside this, the Government has committed to consulting on its plans for a new UK Shared Prosperity Fund (UKSPF), which will replace European

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<sup>1</sup> [Secretary of State for Housing, Communities and Local Government - Local Growth: Written statement - HCWS927](#)

Structural Investment Funding (ESIF), including the European Social Fund (ESF), following the UK's departure from the European Union.

- 3.3 ESF funding is targeted towards the most disadvantaged groups – predominantly skills and employment programmes for those individuals who face multiple barriers to participating in adult learning, work and enterprise. ESF programmes are hugely valuable to London and London government is committed to protecting the funding that delivers them.
- 3.4 London has been allocated €584 (£422m) million through the 2014-2020 ESF, totalling around £850 million when domestic match funding is considered.
- 3.5 The loss of ESF, at around £70m a year, would be a substantial funding cut for London on top of pre-existing Further Education (FE) funding cuts. The loss of ESF could also put domestic match funding at risk, which would double the financial impact on London. FE funding fell by 40% in England between 2010/11 and 2015/16, and while the new Adult Education Budget (AEB) is now protected in cash terms, it continues to fall in real terms.<sup>2</sup> Further cuts to ESF will have a detrimental impact on London's population and economy, with the most disadvantaged Londoners, who are less likely to engage with mainstream services, likely to be disproportionately affected.
- 3.6 However, the introduction of the UKSPF as a replacement for ESIF could provide an opportunity to protect skills and employment funding in the capital and to target it more closely to meet London's acute skills and employment needs if it is fully devolved to London and set at least at the level of existing ESIF funds.
- 3.7 The GLA and London Councils have been invited to present their key principles for a future funding programme by Cities and Local Growth Unit, a joint unit between the Department of Business, Energy and Industrial Strategy and the Ministry of Housing, Communities and Local Government.
- 3.8 The GLA and London Councils have agreed a list of indicative joint priorities and will work with GLA Intelligence to prepare an evidence base for each requirement. London Councils will undertake further consultation on these priorities with London boroughs and Sub-Regional Partnerships.

#### **4 Issues for consideration**

- 4.1 The GLA and London Councils propose five broad requirements for UKSPF funding:
  - 4.1.1 London's share of the UKSPF should be fully devolved to London Government. There are significant benefits of devolving funding to local areas, and London has the capacity, track record and experience to manage the funds and deliver programmes effectively.
  - 4.1.2 Local allocations of the UKSPF should be based on a fair measure of need, and this should not be regional Gross Value Added (GVA). London has a high GVA, but also entrenched poverty. We believe a fairer way of distributing funding should be found, potentially via the Index of Multiple Deprivation.

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<sup>2</sup> [House of Commons Library \(June 2018\) 'Adult further education funding in England since 2010'](#)

- 4.1.3 London should receive at least as much money as it does currently for ESIF. Domestic match funding for ESIF should also be ringfenced and devolved to London to ensure funding of at least the level of the full value of the programme is made available to London. Any decrease in funding is likely to hit the most disadvantaged, given these groups do not always engage with mainstream support; austerity means there are fewer alternative sources of funding than before.
  - 4.1.4 The UKSPF should run on a much-simplified model compared to ESIF. Whilst ESIF plays a crucial role in the London funding landscape, it is bureaucratic and complicated. A new programme that ensures rigorous management but without the restrictive audit and compliance regime of ESIF will further encourage innovation and deliver better results for Londoners.
  - 4.1.5 The UKSPF should retain a large proportion of its focus on skills and employment. Expected restrictions on immigration and the movement of labour following the UK's departure from the European Union are likely to introduce new skills challenges for London and make many existing skills challenges more acute. Changes to London's labour market increase the need for more innovative and responsive employment support services. Continued funding for skills and employment support will be crucial for a fair, inclusive society and a thriving economy in London.
- 4.2 The GLA and London Councils' initial proposed funding priorities for the skills and employment strands of the UKSPF and Local Industrial Strategy for London are:

*Adult skills and employment programmes*

- 4.3 City Hall currently uses ESF funding to provide employability and skills support to help Londoners, particularly those from disadvantaged backgrounds, to move closer to the labour market, find a job, progress in work, and participate more actively in society. Some UKSPF funding could be used to test out new and innovative approaches, which if successful could be applied to mainstream approaches and funding. Replacement UKSPF funding should be used to further enhance the devolved AEB and support:
  - 4.3.1 Funding for adult employment programmes to support parents and care leavers, people with disabilities, BAME groups, people who are long-term unemployed, and people who face complex barriers to work.
  - 4.3.2 Funding for adult skills programmes to support people lacking basic English, maths and digital skills, people without level 3 or above skills; people who are in low-paid, low-skilled and/or insecure employment to increase earnings and progress; people who are facing redundancy or at risk of redundancy, and older groups seeking to re-skill/upskill to better meet the skills needs of London's economy.
  - 4.3.3 Funding to help adults overcome barriers to participation in education. For example, the cost of childcare – particularly in London – is a significant barrier for those parents who wish to undertake full-time adult education courses, which could improve their employment prospects. At present, apprentices who are parents of 3- and 4-year-olds are eligible

for 30 hours free childcare. However, parents on AEB courses at a similar level to apprenticeships are not eligible. Extending the 30-hours policy to learners on AEB courses would remove barriers to participation, including giving parents a term's grace to settle their child into childcare before their course started.

4.4 The establishment of a Local Industrial Strategy also provides an opportunity to build on the devolution of the Work and Health Programme by implementing London Councils' recommendations for a 'local first' approach to employment, support services and funding. These recommendations include:

4.4.1 Devolving and expanding the replacement for Specialist Employability Support to allow local authorities to adopt a targeted approach and align the scheme with wider authority provision such as social care;

4.4.2 The creation of a new Healthy Working Innovation Fund – focused on preventing unemployment as a result of ill-health;

4.4.3 Re-focusing employment support on the hardest to help and bring services together through co-location at a local level;

4.4.4 Align Jobcentre delivery areas with sub-regional partnership employment and skills delivery areas to support greater integration between services;

4.4.5 Create a shared data infrastructure to underpin coordinated service provisions;

4.4.6 Support in-work progression through an enhanced skills support offer to people in low-paid roles; and

4.4.7 Delegate enforcement of the national minimum and living wages to local authorities to tackle in-work poverty.

#### 4.5 *Digital Skills*

The Mayor's skills strategy sets out the growing need for digital skills in London. The UKSPF and Local Industrial Strategy could provide:

4.5.1 Funding to support the further expansion of the digital talent programme, extending successful initiatives and developing new programmes in high growth areas such as cyber security, cleantech, and Artificial Intelligence (AI).

4.5.2 Support for the Skills and Employment Knowledge Hub, which will improve access to information to support learners, employers and providers in London to make informed decisions about training.

4.5.3 Support for an expansion of the National Retraining Scheme in London – developing pilot programmes for STEM and digital sectors.

#### 4.6 *Youth skills and employment programmes*

City Hall currently uses ESF funding to support young people who are NEET or at risk of NEET, targeting young people that face barriers to accessing and sustaining education, employment or training. Replacement UKSPF funding could support youth-led programmes that support:

- 4.6.1 Young people (from Key Stage 3 / secondary school) at risk of exclusion (social or school) involvement in crime and those young people who are already excluded or involved in crime. Support to include tutoring and payment of mainstream qualifications if needed.
- 4.6.2 Young people (from Key Stage 3 / secondary school) with low attainment and / or progress in education (e.g. white free school meal eligible boys, children looked after, black Caribbean boys, children from Roma, Gypsy and Traveller backgrounds, asylum seekers). Support to include tutoring and payment of mainstream qualifications if needed.
- 4.6.3 Young people (from Key Stage 3 / secondary school) with Special Educational Needs or Disabilities – including mental health and well-being. Support to include tutoring and payment of mainstream qualifications if needed.
- 4.6.4 Programmes to support sector specific skills (particularly for young people that are under-represented in London's key growth sectors).
- 4.6.5 Support professionals working with targeted groups of young people e.g. teachers, youth workers and social workers, foster carers – training and capacity building.

#### *Skills capital funding*

- 4.7 London government will continue to champion high-quality further and adult education in London by supporting its infrastructure through capital funds. High-quality technical and adult education requires industry-standard fit-for-purpose facilities to ensure learning is relevant to current and future employer and economic needs in London.
- 4.8 City Hall and LEAP are committed to supporting investment in infrastructure and facilities in further and adult education through the Skills for Londoners Capital Fund, with greater strategic focus on in-demand skills at regional and sub-regional level. London government call on government to fully devolve capital funding to ensure continued support to London's further education and skills estate.

#### *Apprenticeships*

- 4.9 The Mayor and London Councils want to see apprenticeship funding devolved to London government to spend on the capital's complex skills needs. UKSPF funding could be used to support:
  - 4.9.1 Pre-apprenticeship support for smaller non-levy paying businesses, who face barriers in taking on apprentices and do not have the resources to ensure their apprentices are work-ready.
  - 4.9.2 An expansion of the GLA's forthcoming employer engagement programmes for businesses to maximise use of the apprenticeship levy and create quality new apprenticeship opportunities in the capital.

The Local Industrial Strategy also provides an opportunity for a new partnership between London and central government to increase apprenticeship opportunities in London by:

- 4.9.3 Changing the Education and Skills Funding Agency's (ESFA) funding rules to allow London government to pool and strategically distribute transferred employer levy funds, and increase the proportion of levy funds that levy paying employers are allowed to pass on to other employers.
- 4.9.4 Establishing a new agreement between the National Apprenticeship Service and London government to share levy data and jointly engage levy payers and smaller, non-levy paying businesses in the sectors targeted by the GLA's pilot programmes and priority sectors identified by Sub-Regional Partnerships.

#### *Careers*

- 4.10 The Mayor and London Councils want to see funding and responsibility for adult careers services come to London government. The UKSPF and Local Industrial Strategy provide an opportunity to:
  - 4.10.1 Devolve the London area-based delivery of the National Careers Service (NCS) to London government so that provision can be better aligned to the needs and priorities of London's distinct labour market and population.
  - 4.10.2 Top-up National Careers Service (NCS) provision in the capital.
  - 4.10.3 Make new investment in careers provision (separate to the NCS) for both young people and adults in the capital.
  - 4.10.4 Establish a strategic partnership between London government and the Careers and Enterprise Company (CEC) on careers and employer engagement, including exploring opportunities for co-investment for careers IAG in London, and working towards a more seamless, integrated careers services for young people.

#### *16-19 Skills*

- 4.11 London government wants to have tangible strategic influence over planning for 16-19 provision in the capital, to ensure that, alongside the devolved Adult Education Budget, London is working towards having a more strategic, whole-system approach to post-16 skills.

#### *Level 3, 4 and 5 progression*

- 4.12 The UKSPF and Local Industrial Strategy could provide an opportunity to establish a London pilot to boost and support progression at levels 4, 5 and 6 and promote the take-up of advanced learner loans (ALL).
- 4.13 City Hall plans to develop an evidence base to identify need at levels 4, 5 and 6 and to establish proposals for policy changes to make ALLs useful to Londoners; increase the number of Londoners benefiting from the ALL - and under-represented groups, in particular - and increase ALL-funded training in further and higher education.

## **5 Equality comments**

- 5.1 ESIF, which will be replaced by the UKSPF, contains two component funds: the European Social Fund (ESF) and the European Regional Development Fund (ERDF). ESF is an important tool which supports those most disadvantaged in London, including those with protected characteristics. The current ESF programme targets support for people with disabilities, people from BAME communities and older people, for example. ERDF is responsive to the needs of communities and under-represented groups; it is targeted towards underrepresented communities where relevant. Without a reasonable allocation of successor funding, the GLA will be unable to continue providing this support at the same scale. As such, it is important that all possible actions are taken to ensure the UKSPF and Local Industrial Strategy for London allows this type of support to continue at least at current levels.

## **6 Risks arising / mitigation**

- 6.1 The UKSPF may not be devolved, or may be devolved only in part, or London may receive less funding than it currently receives through ESIF. To mitigate this, the GLA is ensuring as much ESIF is committed as possible ahead of the UK's departure from the EU, and the GLA notes the Government has guaranteed funding for UK organisations in receipt of EU funds where projects are agreed before the day the UK leaves the EU, and in the event of a no deal, funding will be underwritten by Government up to 2020. The GLA and London Councils will work with GLA Intelligence to provide an effective evidence base to support London's requirements for successor funding, and to ensure it is targeted to London's skills needs.

## **7 Legal Comments**

- 7.1 Not applicable.

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

- 8.1 There are currently no direct financial implications to the GLA arising from considering the content of this paper. However, it should be noted that going forward and as detailed within the main body of this report the decrease in ESF funding and real time decrease in the annual AEB will have a significant impact on the delivery of skills provision in London. While the GLA will work within the funding made available, forward planning is difficult given the uncertainty of the level of successor funding that would be devolved to London and ultimately to the GLA.
- 8.2 Further consideration will be given following consultation with Government in the coming months with regards to the route that they will take with the new UKSPF.

## **9 Next steps**

- 9.1 The government has set an aim in its *Strengthened Local Enterprise Partnerships* review (July 2018) for all LEPs, Mayoral and combined

authorities in England to have a local industrial strategy agreed with government by “early 2020”. London is not in the initial list of six areas the government is consulting with, and no indication has yet been given by government on when discussions with London will start. However, the government’s timescale means it is likely local industrial strategies will need to be agreed by the end of 2019. Therefore, the GLA and London Councils should be prepared for consultations to begin soon.

**Appendices:**

- **None**

## Skills for Londoners Board

Date of meeting:	<b>21 September 2018</b>
Title of report:	<b>Adult Education Budget Implementation Update</b>
To be presented by:	<b>Rachel Greenwood, Senior Project Officer</b>
Cleared by:	<b>Lucy Owen, Interim Executive Director – Development, Enterprise and Environment</b>
Classification	<b>Public</b>

### 1 Executive Summary

- 1.1 This report updates the Skills for Londoners (SfL) Board on Adult Education Budget (AEB) programme implementation, including the submission of London's 'self-assessment evidence checklist' to the Secretary of State for Education and the AEB implementation project dashboard, highlighting key issues and risks for the implementation phase.
- 1.2 The 'self-assessment evidence checklist' is the key evidence base the Secretary of State is using to satisfy himself that the Mayor is ready to receive the AEB functions.

### 2 Recommendations

- 2.1 The Skills for Londoners Board is asked to:
- 2.1.1 Note the Adult Education Budget (AEB) programme implementation update, including the submission of London's 'self-assessment evidence checklist' to the Secretary of State for Education; and
- 2.1.2 Note the AEB implementation project dashboard (see Appendix A).

### 3 Introduction & background

- 3.1 As the GLA enters a new phase of programme implementation, particularly in terms of increased transparency and external governance, an implementation update report will be presented to each SfL Board to ensure openness with all our key stakeholders. This report will include the AEB implementation project dashboard highlighting key issues and risks for the implementation phase.

### 4 Issues for Consideration

#### Satisfying HM Government readiness conditions

- 4.1 To demonstrate readiness for the delegation of statutory functions relating to the AEB to the Mayor from the start of the academic year 2019/20, the GLA

was required to submit a 'self-assessment evidence checklist' to the Secretary of State Education indicating the measures put in place to implement and manage the AEB programme effectively.

- 4.2 The completed checklist comprised the following areas:
- Governance;
  - Financial;
  - Procurement;
  - Contracting and funding agreements;
  - Payments;
  - AEB Policy: funding rules and learner eligibility; provider allocations and funding formula and rates;
  - Data Collection and Reporting; and
  - Provider Management.
- 4.3 Evidence was provided against each section to outline the processes, communications and documentation either already in place, or to be put in place, to ensure the programme can be delivered effectively.
- 4.4 Officers worked closely with Department for Education (DfE) officials to understand the requirements and are confident that the appropriate arrangements have been put in place to meet expectations. Once the Secretary of State is satisfied that the requirements have been met, the terms of the delegation of functions and associated Memorandum of Understanding (MoU) will be agreed in early 2019.
- 4.5 The checklist and covering letter from the Mayor was submitted to the Secretary of State on 31 August 2018 and is available on request.
- 4.6 Outstanding documents and actions have been addressed by relevant officers and an update will be provided to the Secretary of State in due course.

#### Governance

- 4.7 The Mayor (under [MD2328](#)) formally established the new internal and external governance arrangements for overseeing the AEB programme, namely this Board, the Skills for Londoners Business Partnership (SfLBP) (formerly referred to as the London Occupational Skills Board) and the AEB Mayoral Board. Recruitment for the SfLBP closed on 17 September 2018 with interviews and appointments due to take place in October 2018 and a first meeting expected in November/December 2018.
- 4.8 An Assurance Framework is being drafted to provide assurance that the GLA has in place the necessary systems and processes to manage delegated functions and funding relating to the AEB effectively. This will be completed by Spring 2019 and will be reviewed annually.

#### Skills for Londoners Framework

- 4.9 A separate report on the Skills for Londoners Framework is included at Agenda Item 4.

### Procurement process

- 4.10 Most of the AEB funding (approximately 90%) will be allocated to Local Authorities and FE colleges through a non-competitive grant award process. The remainder (approximately 10% a year) will be competitively procured. This 90%/10% split is in line with current Education and Skills Funding Agency (ESFA) practice.
- 4.11 Until the final AEB allocation is confirmed by DfE the budget for procured AEB provision cannot be confirmed, although current indications are that it will be in the region of £32.5m per year (or £130 million over four years). The procured AEB provision will be used as match funding for a separate and complementary £71 million European Social fund (ESF) programme.
- 4.12 The GLA will be using an open and competitive procurement process in accordance with the Public Contracts Regulations 2015 and ESF requirements. Development of the procurement documents and process is on track and a Prior Information Notice will be published in the second half of September to give providers advance notice of the opportunity. The anticipated procurement launch date is mid-October 2018.

### Systems Update

- 4.13 Negotiation of a service offer from the ESFA of amendments to national Individualised Learner Records (ILR) data and systems in the first year of programme delivery continues through the DfE / Mayoral Combined Authorities (MCAs) Devolution Data Governance Group<sup>1</sup>. The base offer includes an ESFA commitment to continue to apply national data validation and funding calculations to all provision in 2019/20, including that relating to devolved authorities. This enables the GLA to be confident of being able to draw enough information to make payments to providers from national ILR data in the first year of operation.
- 4.14 The GLA OPS<sup>2</sup> team have secured an agreed workplan that includes developments to support delivery of AEB-related systems from September 2018. The Skills and Employment team has started to plan and prepare for the discovery period by compiling relevant documentation and creating high level maps of existing processes, system functionality and compliance requirements. A series of interactive workshops with providers will commence from October 2018 to ensure they are able to feed into the design process.
- 4.15 The Transport for London (TfL) ProContract system will be used for procurement of contracted AEB provision. Successful providers will go through an onboarding process where they register onto GLA OPS. The GLA OPS system will be used for the ongoing contract management and payment processes. An approach to this is being developed with the GLA team.

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<sup>1</sup> Seven MCAs are also expecting to receive funding and powers relating to the AEB for the 2019/20 academic year.

<sup>2</sup> The GLA Open Project System (OPS) is a new, user friendly online system which organisations can use to submit bids for GLA funding.

### Outcomes and Destinations

- 4.16 The GLA's proposed approach to outcomes and destinations for the programme is in development and further information is available at Agenda Item 7.

### Audit

- 4.17 The GLA's approach to audit, including audit of programme implementation and the strategy for auditing our AEB delivery partners (both grant and procured provision) is being developed in conjunction with the GLA's internal audit function provided by the Mayor's Office for Policing and Crime (MOPAC). This remains a key issue to be resolved and is highlighted as a key risk at Appendix A. Once this is further developed, the approach will be considered by the Skills for Londoners Board and AEB Mayoral Board before final decision by the Mayor.

### Communications

- 4.18 Top communications priorities include:
- creating a web presence on the London.gov domain;
  - developing FAQs for the website; and
  - creating a stakeholder list ready for the GLA's new customer relationship management (CRM) service.
- 4.19 The first priority to update the skills public facing webpages has been completed. [The landing page](#)<sup>3</sup>, including information on the AEB, decision-making and funding opportunities was published in August 2018 and work continues to develop the content further.

### Research and Analysis

- 4.20 A programme of research and analysis to support the implementation of AEB and Skills for Londoners Strategy has been devised. For 2018/19 this will include work to start the development of proposals on creating a more outcomes driven approach to AEB funding and undertaking development and consultation activity to help inform the Skills and Employment Knowledge Hub. All research will be funded by existing core funding committed to support implementation of Skills for Londoners activities. A full research plan is available upon request.

## **5 Equality Comments**

- 5.1 In carrying out any functions in respect of the AEB, the Mayor will comply with the public sector equality duty under section 149 of the Equality Act 2010.

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<sup>3</sup> <https://www.london.gov.uk/what-we-do/business-and-economy/skills-and-training>

- 5.2 Section 149(1) of the Equality Act 2010 provides that, in the exercise of their functions, public authorities – of whom the Mayor is one – must have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.3 Relevant protected characteristics are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

## **6 Risks arising / mitigation**

- 6.1 The key issues and risks are attached at Appendix A.

## **7 Legal comments**

- 7.1 Not applicable.

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

- 8.1 There are no direct financial implications to the GLA arising from the considerations set out in this report.

## **9 Next Steps**

- 9.1 The project dashboard will be updated and reported to each meeting of the AEB Mayoral Board and Skills for Londoners Board.

### **Appendices:**

- **Appendix A** – AEB project implementation dashboard

### **Background documents**

- AEB self-assessment evidence checklist as submitted to the Secretary of State for Education on 31 August 2018

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# Adult Education Budget: Implementation of new functions

Michelle Cuomo Boorer  
Skills and Employment

## Project description & approvals

In March 2018, the Mayor confirmed his intention to accept HM Government's offer to transfer the commissioning, delivery and management of London's annual Adult Education Budget (AEB) from 1 August 2019. This coincides with devolution of the AEB to 7 Mayoral Combined Authorities in England.

The principal purpose of the AEB is to engage adults and provide the skills and learning they need to equip them for work, an apprenticeship or further learning. It also enables more tailored programmes of learning to be made available, which do not need to include a qualification, to help those furthest from learning or the workplace.

The project was formally approved by: **MD** number: **2255** Other decision refs, including approval of variations: **N/A**

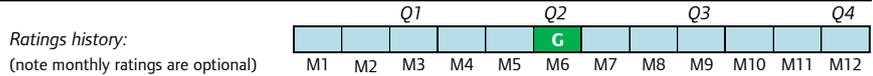
The project runs from: **01/03/2018** and is due to be completed by: **01/08/2019**

Project status: **Delivery** WBS code(s): **GE.0381.011**

- Key deliverables:
- 1 Meeting Government's 'readiness conditions' and receipt of functions through delegation letter/MoU from the Secretary of State for Education
  - 2 Procuring approx. 10% of overall AEB allocation
  - 3 AEB funding allocations to procured and non-procured education and training providers in early 2019
  - 4 Agreeing an audit approach for the programme, including how audit of providers will happen
  - 5

- Key benefits:
- 1 The Mayor will be able to create a skills system that is tailored to addressing London's specific needs
  - 2 Ability to direct funding in line with Mayoral priorities and programmes, including drawing down some of the remaining European Social Fund (ESF)
  - 3 In the longer term, The Mayor will be able to ensure funding is better targeted towards outcomes for Londoners

## PROJECT DELIVERY INFORMATION



Currently **the project is rated: GREEN**

because: The project is on track as far as the GLA can control but is subject to external factors including the timely transfer of functions from the SoS for Education; having to procure in advance of the transfer of functions, provision of allocation data from ESFA and lack of clarity on the audit approach.

- TIMESCALES: is milestone delivery on schedule?* **G**
- ISSUES & RISKS: are they simple and manageable?* **A**
- DELIVERABLES: are outputs/outcomes on track?* **G**
- EXPENDITURE: is spend as budgeted?* **G**

## UPDATE Progress since last update & summary of risks/issues and delivery (make sure it is up-to-date, stand-alone and in plain English). Alt Enter for new line

**Meeting DfE readiness conditions:** The GLA has developed its 'self-assessment evidence checklist' in conjunction with advice from DfE counterparts regarding expectations and it was submitted by the Mayor to the SoS on 31 August 2018. The checklist details the robust governance arrangements put in place to oversee the programme as well as the approach to procurement, contracting and funding agreements, payments, funding rules and learner eligibility; provider allocations and funding formula and rates, data collection and reporting; and provider management. We expect this to satisfy the SoS the Mayor is ready to receive the AEB in London and trigger the issue of the draft delegation letter and Memorandum of Understanding (MoU) ahead of the formal transfer of functions in the new year.

**Scope:** This Dashboard will evolve as the GLA moves through this part of the implementation phase into provider funding allocations and contract/grant awards at which point the GLA can consider relevant targets for delivery.

**Procurement:** We are on track to procure in time for 1 August 2019 'go live' date although there are some obstacles in terms of agreeing all required documents through the required processes.

**AEB allocations and data sharing:** GLA officers have requested ESFA data on current AEB allocations (2018/19) to help planning for the allocation of AEB in 2019/20 and ensuring we meet a commitment to maintain existing arrangements for year 1 and manage provider stability. On 6/8/18, the GLA Head of Paid Service escalated the delays in receiving the requested data to the DfE Permanent Secretary and asked him to escalate the matter as a matter of urgency.

**Audit:** GLA officers have requested that DfE/ESFA confirm their proposed approach to audit. In the absence of a mutually agreeable service offer from ESFA, it is likely that funding for audit of GLA-funded AEB provision will need to be identified from the existing AEB budget

TIMESCALES Milestones and activities from April 2018 to completion. Include more detail for this year.	Key?	By when?	Complete?	Revised date
<b>Transfer of functions:</b> Submission of 'self-assessment evidence checklist' to satisfy the SoS for Education that the Mayor is able to deliver AEB	Yes	31/08/2018	No	dd/mm/yyyy
<b>Transfer of functions:</b> Receipt of draft delegation letter and MoU for finalisation	No	30/09/2018	No	dd/mm/yyyy
<b>Transfer of functions:</b> Receipt of final delegation of functions letter and signing of MoU (timings tbc by DfE)	Yes	28/02/2019	No	dd/mm/yyyy
<b>Procurement:</b> Develop project specifications and procurement documentation (for AEB and AEB-ESF)	Yes	30/09/2018	No	dd/mm/yyyy
<b>Procurement:</b> Prior Information Notice (PIN) published	Yes	30/09/2018	No	dd/mm/yyyy
<b>Procurement:</b> AEB procurement launched	Yes	12/10/2018	No	dd/mm/yyyy
<b>Procurement:</b> Invitation to Tender (ITT) deadline	Yes	31/12/2018	No	dd/mm/yyyy
<b>Procurement:</b> Scoring, moderation, due diligence etc.	Yes	28/02/2019	No	dd/mm/yyyy
<b>Funding allocations:</b> Contract/grant awards for procured providers and grant recipients	Yes	30/04/2019	No	dd/mm/yyyy
<b>Funding allocations:</b> Standstill period for procured provision, contracts/grant awards signed, provider inductions etc.	Yes	31/07/2019	No	dd/mm/yyyy
<b>DELIVERY GOES LIVE</b>	Yes	01/08/2019	No	dd/mm/yyyy
		dd/mm/yyyy	No	dd/mm/yyyy
		dd/mm/yyyy	No	dd/mm/yyyy
		dd/mm/yyyy	No	dd/mm/yyyy
		dd/mm/yyyy	No	dd/mm/yyyy
		dd/mm/yyyy	No	dd/mm/yyyy

ISSUES: top 3 issues the project is currently facing:	In short, what might be the impact on the project?	RAG	What are we doing to resolve this?
Delays in Mayor meeting SoS 'readiness conditions' and/or agreeing terms of the MoU and delegation letter in new year.	Delays beyond early 2019 could affect the ability to formalise contract/grant awards in time for start of 2019/20 academic year	A	Continued open dialogue and sharing of information between GLA officers and DfE/ESFA counterparts.
Lack of data from ESFA resulting in proposed funding allocations being made on assumptions rather than reliable data.	Inability to effectively plan or meet commitment to maintain existing arrangements in 2019/20 and manage provider stability.	A	Escalation of key issues to GLA Head of Paid Service and Permanent Secretary in August 2018.
There is no agreed position on audit with the DfE/ESFA	Delays could affect the ability to finalise the contract performance management approach in time for procurement to commence in October.	A	Issue raised with DfE through regular meetings; now escalated via GLA Assistant Director. Draft audit specification in progress as part of contingency planning.

### Mini Risk Register

What is the risk?	What actions are we taking to mitigate the risk?	Probability: 1 = low, 4 = high	Impact: 1 = low, 4 = high	RAG
Delay in receipt of powers affecting the ability for GLA to formalise contract/grant awards in time for start of 2019/20 academic year	Constant dialogue with DfE has resulted in Secretary of State written commitment to transfer of functions (letter of 16/08/18).	2	3	A
Delays to receiving ESFA data making it difficult to maintain existing arrangements and provider stability in 2019/20.	GLA Head of Paid Service has escalated to the DfE Permanent Secretary via a letter dated 6 August 2018.	2	3	A
There is no agreed position on audit which compromises our performance management approach.	Continued dialogue with DfE/ESFA and draft audit specification in progress as part of contingency planning.	1	4	A

### TARGETS - tbc when implementation phase moves to contract/grant award

## Skills for Londoners Board

Date of meeting:	<b>21 September 2018</b>
Title of report:	<b>Adult Education Budget (AEB): Outcomes for Londoners</b>
To be presented by:	<b>Michelle Cuomo Boorer, Assistant Director, Skills &amp; Employment</b>
Cleared by:	<b>Lucy Owen, Interim Executive Director – Development, Enterprise and Environment</b>
Classification	<b>Public</b>

### 1 Executive Summary

- 1.1 In his [Skills for Londoners Strategy](#)<sup>1</sup>, the Mayor has committed to moving the AEB towards a system that is more focused on outcomes for learners, rather than delivery and achievement of qualifications. In time, the aspiration is to move to a new payment model through which providers are financially incentivised to focus on achievement of these outcomes.
- 1.2 The Skills for Londoners Board will play a key role in advising the Mayor on the approach to be taken. A project advisory group, reporting directly to the Skills for Londoners Board, will be established to support the detailed development of this work. The terms of reference of this group are included at Agenda Item 3.
- 1.3 This report sets out our proposed approach to the development of an outcome-based skills system in London. The proposed work strands outlined below will inform the timescales to full implementation of outcome-based funding.

### 2 Recommendations

- 2.1 The Skills for Londoners Board is asked to:
  - 2.1.1 Discuss and agree the proposed outline approach to developing an outcome-based funding model for the AEB;
  - 2.1.2 Note that an advisory group for the AEB outcomes project will be established as a subordinate body of the Sfl Board (as set out at Agenda Item 3);
  - 2.1.3 Invite expressions of interest from Sfl Board members interested in joining the advisory group; and

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<sup>1</sup> Available at: <https://www.london.gov.uk/what-we-do/business-and-economy/skills-and-training/skills-londoners-strategy-2018>

2.1.4 Endorse the proposal for City Hall to commission a research partner to support development of Strand 1 (see paragraph 3.3).

### **3 Background and Approach**

3.1 In the Skills for Londoners Strategy, the Mayor set out his plan to take a more strategic approach to commissioning the AEB following its devolution to London in 2019/20, ensuring that funding is targeted to better meet need. This included a commitment to move incrementally, and over time, towards outcome-based commissioning. This will ensure that funding is focused on effective skills provision in London that supports adults to gain the relevant skills they need to enter into and progress in employment as well as wider social outcomes.

3.2 In the Skills for Londoners Framework, further detail was set out on the options being considered to take this work forward. To date, we have had positive and constructive engagement from providers and sector stakeholders, including offers of assistance in developing the approach. In general, responses to framework consultation welcomed the Mayor's focus on outcomes – with many providing perspectives on which outcomes were most important. Several offered to contribute to the identification and development of metrics. Respondents were however less enthusiastic about linking outcomes to payments, with many counselling caution in how this work is taken forward, and several emphasising the need to build upon past research.

3.3 It is proposed that the initial work looking at “Outcomes for Londoners” will have three principal strands, though the strands will not run concurrently.

3.3.1 **Strand 1:** Development and agreement of robust outcome (both economic and social) definitions and measures which will be used to determine the success of provision delivered through the AEB.

3.3.2 **Strand 2:** Establish the approach/ data systems required to monitor the achievement of the proposed outcomes, minimising the administrative burden

3.3.3 **Strand 3:** Development and agreement of the payment mechanisms which will be used to financially incentivise providers to focus on achieving outcomes

3.4 The project will be delivered and managed by officers from the GLA's Skills and Employment Unit. Where required, additional expertise will be secured through procuring external research and consultancy support.

3.5 It is expected that consultancy support will initially be required to support the development and testing of a robust set of outcome metrics outlined in strand 1.

### **4 Strand 1: Development and agreement of outcome measures**

4.1 There are many potential outcomes measures which could be used to assess the impact of education and skills training being delivered through the AEB. These include those related to:

- Educational outcomes – such as qualification achievements, progression into further or higher-level education and training;
  - Labour market outcomes – such as transition into work, in-work progression, work-readiness; and
  - Wider social outcomes – such as health, social integration, volunteering, etc.
- 4.2 It will be essential to ensure that the chosen metrics are robust, validated and tested; and not too onerous to collect. As robust measures may not exist yet for all the outcomes (particularly social outcomes), the overall timeframe for outcomes-based commissioning will build in time for trialling and evaluating new metrics.
- 4.3 It is also essential that the proposed metrics selected do not skew provider intakes towards those most likely to achieve successful outcomes, perhaps through the use of distance-travelled measures.

#### ***Labour market metrics***

- 4.4 There is a need to collect better, more robust data on labour market outcomes. AEB providers are currently required to report on destination data through ILR (Individual Learner Record) returns, but do not receive any financial reward for collecting this data. Therefore, presently the quality of the data, and the ability to track sustained outcomes, is more limited. There are also significant shortcomings in this destination data. For example, it is not currently possible to map qualification achievements to subsequent employment in a related occupation or sector.
- 4.5 The Longitudinal Educational Outcomes (LEO) study, which links educational data held by the Department for Education with HMRC/DWP data, is another potential source of insight. However, it also has flaws, in particular the substantial time lag involved before data is available. City Hall does not currently have access to LEO data.
- 4.6 In the Skills for Londoners Framework, we stated our intention to improve the collection and analysis of this data to enable us to make tracking possible in the future. Initial feedback from consultation with providers has focused upon making it simple and coherent, and on the need for sufficient resource and capacity development to collect the data properly.

#### ***Social metrics***

- 4.7 While the principal focus of AEB provision will be on delivering labour market outcomes, City Hall recognises the significance of learning on other social outcomes.
- 4.8 Social outcomes are likely to be of particular relevance to certain groups of people accessing AEB, especially those hardest to reach such as older people, people with SEND. It is expected that provision is likely to be more focused on supporting participants to re-engage with learning, through building confidence and skills, helping to improve health and well-being and changing attitudes and behaviours. Social outcomes are likely to be particularly challenging to measure as robust. In addition, validated and tested measures may not yet exist for the social outcomes we may wish to measure.

### ***Next steps – Strand 1***

- 4.9 City Hall will commission a research partner to support development of this strand. A proposal for the specification for this work will be brought to the first meeting of the advisory group which we propose holding in October/ November 2018.

## **5 Strand 2: Data collection systems development**

- 5.1 We will need to develop the capability of the provider base and our own infrastructure to achieve this shift. Each workstream within strand one will include development of approaches to data collection and data monitoring systems. The GLA will seek to develop solutions that are appropriate to the type of agreed outcome measures and their associated data requirements, and that adhere to the key principle of minimising the burden of collection and submission on providers.
- 5.2 The GLA will work with the provider base to develop data collection capacity and to improve the quality and range of outcome data being collected. Example approaches could include exploring the use of digital technology or mobile applications to enable providers to collect destination data from learners more easily.
- 5.3 To maintain stability and minimise the data collection and submission burden on providers, the GLA is taking a phased approach to the development of data collection infrastructure. Due to the complexity and interlinked nature of current national systems, the GLA is working with other Combined Authorities to negotiate a national data and systems service offer from the Education Skills Funding Agency (ESFA). This service offer will introduce a degree of flexibility into the national ILR return, enabling some changes required for GLA AEB provision to be handled through the national system. As devolution progresses, any new outcome measures that cannot be collected in this way will require the GLA to develop systems that enable providers to submit their data directly to the GLA for analysis.

### ***Next steps – Strand 2***

- 5.4 City Hall will continue to work with the ESFA to agree a service offer on national ILR data and systems for future years.

## **6 Strand 3: Development and agreement of payment models**

- 6.1 There is a strong case for attaching payments to the achievement of designated outcomes. City Hall found that when payment by results contracts replaced payment based on delivery for European Social Fund contracts, the project performance and outcomes increased significantly.<sup>2</sup> More recent research conducted by the Learning and Work Institute found that the more a contract pays on a certain outcome, the more of that outcome is achieved.<sup>3</sup> When done well, the benefits of outcome-based funding can be substantial.

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<sup>2</sup> Evans, S. & Krasnowski, K. (2011) Great Expectations: How London delivered in hard times

<sup>3</sup> CESI (2015) London ESF 2007-13: Programme Report

- 6.2 The Mayor recognises the considerable challenges involved in implementing outcome- based funding, and lessons will therefore be learned from evaluations of previous programmes in the UK and around the world, as well as our own pilots.
- 6.3 Any potential payment model will need to be trialled ahead of roll-out to ensure that it does not contain perverse incentives (e.g. encouraging providers to ‘cherry pick’ learners who they think are likely to achieve outcomes, and to neglect the most disadvantaged who may struggle to achieve them.) It will also be necessary to ensure that the model does not unintentionally skew the provision offered in London towards types of provision for which the payment model is relatively more generous. It will also be necessary to ensure that the model does not disadvantage small and third sector providers.
- 6.4 In developing and implementing an outcome-based funding system, we will look to smooth the transition for providers, and avoid causing unnecessary damage to the provider base. Changes will only be introduced when there is confidence that there is sufficient data to allow robust payment models to be developed.

### ***Next steps – Strand 3***

- 6.5 City Hall will develop an options appraisal, setting out the options available to City Hall in shifting payment models. This will draw upon the design and implementation lessons learned from UK and international usage of outcome-based commissioning models.

## **7 Equality comments**

- 7.1 We know from analysis of the Labour Market Information that employment outcomes are unevenly distributed across London, with some groups (including mothers and carers, disabled people and some BAME groups) remaining under-represented in the workforce. Improving the quality of employment destination data will enable us to track this more effectively.
- 7.2 The potential development of social outcomes will reinforce existing and planned work across the GLA on tackling inequalities especially on social integration, cultural opportunities and health.

## **8 Risks arising / mitigation**

- 8.1 There is a risk that the payment approach developed will have unintended consequences, which could damage provision. This could include unintentionally incentivising providers to provide a certain type of training, or incentivising providers to ‘cherry pick’ learners who they think are likely to achieve outcomes, and neglecting the most disadvantaged who may struggle to achieve them. This will be mitigated through pursuing a realistic implementation timescale, which allows time for testing and trialling of the proposed approach. Any payment models would likely be implemented over time, with the proportion of a provider’s contract being paid on outcomes increasing slowly to avoid financial shocks and damage to the provider base.

## **9 Legal Comments**

9.1 Not applicable.

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

10.1 There are no direct financial implications to the GLA arising from considering the contents of this report. It should be noted, however, that any costs that do arise as a direct consequence of considering this paper such as the procurement of external research and consultancy support as detailed above (once fully scoped out) will be contained within the revenue budget resources available to the Skills & Employment Unit and will be subject to the Authority's decision-making process.

10.2 Consideration should also be given to ensuring that any payment / funding models recommended and developed comply with the Authorities financial regulations and that the associated financial transactions are easily translated on the GLA's Finance system – SAP.

## **11 Next Steps**

11.1 Outlined elsewhere within this report.

### **Appendices:**

None.

**Skills for Londoners Board**

Date of meeting:	<b>21 September 2018</b>
Title of report:	<b>100 years of adult learning celebrations and future vision</b>
To be presented by:	<b>Forogh Rahami, Senior Manager - Strategy, Policy and Relationships</b>
Cleared by:	<b>Lucy Owen, Interim Executive Director - Development, Enterprise &amp; Environment</b>
Classification:	<b>Public</b>

**1 Executive Summary**

- 1.1 September 2019 marks the first centenary of adult learning at the City Literary Institute (City Lit) in London's Covent Garden. The college is seeking Mayoral support to mark the celebrations and proposes that City Hall could use this as a platform to promote delivery of skills-related manifesto commitments, including the Skills for Londoners Strategy and commencement of delivery of the devolved Adult Education Budget (AEB). It would also present an opportunity to mark what has been achieved in adult learning more broadly over the last century and to set out the Skills for Londoners Board's vision for skills in the next century.

**2 Recommendations**

- 2.1 The Skills for Londoners Board is asked to:
- 2.1.1 Approve the proposal to develop plans for an event to coincide with the City Literary Institute's centenary and to use the occasion to mark the commencement of delivery of the devolved Adult Education Budget in London and to set out London's vision for future skills;
  - 2.1.2 Approve the proposal to develop a vision for future adult education; and
  - 2.1.3 Approve the proposal to hold an annual skills summit focused on promoting the work of the Board as well as skills and employment issues critical to London.

**3 Introduction and Background**

- 3.1 September 2019 marks the first centenary of adult learning at the City Lit in London's Covent Garden. The college is seeking Mayoral support to mark the celebrations and proposes that City Hall could use these as a platform to promote delivery of skills-related manifesto commitments, including the Skills for Londoners Strategy. It would also present an opportunity to mark what has

been achieved in adult learning more broadly over the last century, as well as the commencement of delivery of the devolved AEB and to set out the Skills for Londoners Board's vision for skills in the next century.

3.2 The highlight of the proposed programme of activities is:

The opening of City Lit's brand new central London gallery - open to Londoners seven days a week - in September 2019. This facility is being supported by funding from *Skills for Londoners Capital Investment Programme*, and the principal and chair of governors is keen for City Hall to be involved in the opening ceremony.

3.3 Alternatively, City Hall could host a centenary event to showcase and highlight achievement of key actions from the Skills for Londoners Strategy:

- launching of the London AEB;
- programme of capital investments;
- Mayor's Construction Academy;
- Digital Talent;
- vision for future years;
- pathways to learning for young Londoners aged 16-18;
- progression to higher level learning / employment;
- strengthened role of collaboration between skills stakeholders; and
- the Skills and Employment Knowledge Hub.

#### **4 Issues for consideration**

4.1 Next year's centenary event presents the opportunity for the new Skills for Londoners Board to promote its vision for adult education in the next century and to use it as an anchor to promote the proposed plan to host annual skills summits.

4.2 It is proposed that these summits will take place each year to strengthen and develop the relationship between the GLA as commissioner, the Skills for Londoners Board and the skills and education sector. It will promote the Mayor of London and Board's commitment to openness and transparency providing an engaging environment to discuss work underway and to debate and discuss critical skills and employment policy issues. This includes the increasing challenges and opportunities posed by automation and economic change, and recognises the role that adult learning, reskilling and upskilling will increasingly play in meeting London's economic needs.

4.3 It also presents a great opportunity to support and convene collaboration within the sector and support the Mayor's priority for creating a more strategic city-wide approach to skills and his ambition for making London's skills system the envy of the world.

## 5 Equality comments

- 5.1 This proposal adheres to the public sector equality duty, which would be monitored on an ongoing basis as planning / scoping for any programme of events were to commence.

## 6 Risks arising / mitigation

- 6.1 No immediate risks identified at this stage, however a full register of risk and mitigating factors would be maintained as planning / scoping for any programme of events were to commence.

## 7 Legal Comments

- 7.1 Not applicable.

## 8 Financial Comments of the Executive Director Resources

- 8.1 The project budget required to support delivery of this proposal (as detailed within the main body of this report) are yet to be fully scoped out. Once this has been established, the expenditure plans will be subject to the Authority's decision-making process. It should be noted that while there is no specific budget provision for this initiative within the GLA budget, it is expected that officers will seek to contain any associated project costs within the existing revenue budgets available to the Development, Enterprise & Environment Directorate. If not possible, a growth bid will have to be submitted for consideration as part of the 2019-20 budget process currently underway.

## 9 Next steps

- 9.1 Next steps following consideration by the Board are as follows:

<b>Activity</b>	<b>Timeline</b>
Any subsequent approvals e.g. MD or DD	November 2018
Scoping exercise with City Lit / wider stakeholders	November 2018
Project Plan initiated	December 2018
Delivery start	January 2019
Delivery End Date	December 2019 for the first event and then ongoing on annual basis
Project Closure / evaluation	Ongoing

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