

London Economic Action Partnership Annual Report 2020–21



Supporting a strong, prosperous
and inclusive city



SUPPORTED BY
MAYOR OF LONDON



HM Government

The London Economic Action Partnership (LEAP) is one of 38 local enterprise partnerships in England. We are responsible for the whole Greater London area.

LEAP is funded by HM Government and the European Commission. We operate through the Greater London Authority (our accountable body).

This annual report outlines our key work programmes, achievements and challenges for the year 1 April 2020 to 31 March 2021. It has been produced in line with the requirements of the National Local Growth Assurance Framework.

London Economic Action Partnership

Annual Report 2020–21

Supporting a strong, prosperous and inclusive city

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Mayor's Foreword

This year has been incredibly difficult for Londoners and our city's businesses. Our economy and communities have been hit hard by the COVID-19 pandemic, with the worst effects felt disproportionately by the poorest and most vulnerable groups. The impact of this crisis will undoubtedly be felt for decades to come. But I remain optimistic that our economy will bounce back quickly and we will see strong growth over the year ahead.

Our response to the pandemic has seen City Hall take unprecedented action, working in partnership with industry, trade bodies and other organisations to support businesses across our capital. LEAP has played a pivotal role in responding to the economic impacts, from aiding our recovery programme to investing in London's businesses and skills providers. It is helping to ensure that London's recovery happens swiftly, safely, and in a way that is equitable and fair to all our communities.

LEAP has delivered numerous interventions to help small and medium-sized enterprises (SMEs) to recover and grow through the pandemic. Through the new London Business Hub, we mobilised volunteers, supported thousands of businesses, and developed leadership programmes to help businesses get back on track.



Collaboration and innovation are at the heart of LEAP's efforts to support London's recovery.

Our new online platform has been critical for sharing essential information with businesses. And we are exploring how flexible workspace on London's high streets could support local communities.

As London continues to reopen, my administration is focused on doing everything we can to get our city back up on its feet as fast as possible and to build an economy that's even stronger and more dynamic after the pandemic than it was before. This means helping to kick-start London's economy and getting it firing on all cylinders again. It means encouraging the crowds back to our high streets and to central London. It means making jobs, jobs, jobs a top priority. And it means using the position of Mayor to bang the drum for London – both at home and around the world – to attract the jobs, tourism, business and investment we need now more than ever.

It also means backing our businesses, both large and small, helping them to thrive again, not just survive. Back in 2016, I promised that I'd be the most pro-business Mayor London has ever had, and I'm determined to continue living up to that promise.

Collaboration and innovation are at the heart of LEAP's efforts to support London's recovery. Last year we launched a £1m challenge fund to incentivise businesses to help address a host of social and environmental challenges. In March, we invited local partnerships to bring forward and co-design innovative high street recovery strategies. And LEAP has also seized the opportunity to build on London's world-leading position in health diagnostics. We offered collaboration and grant funding for London-based SMEs, for example, that could help prevent future health crises.

But we cannot take London's position as the engine of the UK's economy for granted. We need confirmation that the delegated streams of domestic and European funding, which LEAP has managed so successfully for London, will be replaced. London is ready and willing to play its part in ensuring a strong, fair and sustainable national recovery from this terrible pandemic and I look forward to continuing to work with LEAP to help secure London's position as the greatest city on earth, to grow our economy back better and greener, and to maximise its contribution to our country's overall prosperity.

Sadiq Khan
Mayor of London

Introduction



London's economy accounts for a quarter of the UK's total economic output. Before the COVID-19 pandemic it contributed a net £38.7bn to HM Treasury. But London's economy has been badly hit by the pandemic and central London has been unrecognisable this last year. That's why LEAP has invested £1m to support the Mayor's £6m programme to attract people back into the centre of our city. And central London is the 'shop window' to the UK for tourists from all over the world, so its revival is critical not just for the capital but for the country as a whole.

We have also been heavily engaged in all aspects of London's recovery programme. LEAP has committed £7.5m across a range of recovery activities and £1m for a COVID-19 recovery business support programme. We also secured £2.4m of HM Government funding to support SMEs to survive and recover.

London's creative economy has been disproportionately hit by the pandemic. Many of our creative businesses and freelancers have faced a disastrous year. That's why LEAP has committed £225,000 to help put creative freelancers at the heart of shaping proposals to improve their working conditions and safeguard their futures as London recovers.

In spring 2020 we diverted funding planned for a third round of the Skills for Londoners Capital Fund to support skills providers through the pandemic. We awarded £10.1m for skills providers to invest in the estate and equipment required for online and COVID-secure learning environments. We committed £12.7m to ensure that 18 existing skills capital projects could be delivered despite the impacts of the pandemic.

We have continued to deliver a significant programme of 'business as usual' activity. In line with government expectations, we committed our full Local Growth Fund allocation by the end of 2020. Local enterprise partnerships across the country are working to support a national review of their remit to ensure they can help deliver the government's Plan for Growth. As a member of the LEP Network's Management Board, I am leading work to ensure geographies reflect functional economic areas.

£7.5m

LEAP has committed £7.5m across a range of recovery activities and £1m for a COVID-19 recovery business support programme.

▼ Good Growth Fund
Mission Kitchen

On top of the ongoing challenges related to COVID-19 and Brexit, London and the South East face another major obstacle over the coming year. Our economy is already reeling, and we are concerned that the capital receives its fair share of funding for economic growth. I will continue to make the case for investment in London and the South East. It is crucial that we maintain London's position as a global city and protect investment for some of the country's most deprived communities, so we can ensure London's economy continues to support growth across the UK.

Angus Knowles-Cutler
Co-Deputy Chair, LEAP



About LEAP

Chaired by the Mayor of London, LEAP works to deliver good growth for London, in support of a strong, prosperous and inclusive city. Since the outbreak of the COVID-19 pandemic, we have pivoted our efforts to support London’s businesses and skills providers to survive and, ultimately, recover.

We invest in the capital’s places and spaces, businesses and skills development to ensure they deliver opportunities and benefits for everyone living in, working in or visiting London. Our aim is to recognise and celebrate the things that make London’s businesses and communities unique, and to support them to survive, grow and thrive for many years to come.

We have a strategic oversight role for the Royal Docks Enterprise Zone. Enterprise Zones are designated areas within a local enterprise partnership’s boundary, designed to promote economic growth and support communities in that specific region. Over the 25-year lifetime of the Royal Docks Enterprise Zone, hundreds of millions of pounds will be generated in business rates from the area. We are investing this income in inclusive regeneration and local economic growth. It is a fantastic opportunity to create significant commercial space, homes and jobs – as demonstrated by the decision this year to relocate London’s City Hall to the Docks.

Our board brings together entrepreneurs, business leaders, public sector leaders and the Mayor of London. By working with each other and our broader networks across London, we aim to identify and invest in strategic actions that lead to fair and inclusive economic growth and job creation.

Our work
We oversee and manage a range of funding streams. We have committed over £300m in growth funding.



Local Economies

- Good Growth Fund
- Royal Docks Enterprise Zone
- Crowdfund London
- London Regeneration Fund
- Growing Places Fund



Skills and Employment

- Skills for Londoners Capital Fund
- Mayor’s Construction Academy
- Mayor’s Digital Talent Programme
- London Enterprise Advisers Network



Small Business

- London Growth Hub
- Support to London’s Recovery Programme
- London Co-investment Fund
- London Open Workspaces

“We invest in the capital’s places and spaces, businesses and skills development to ensure they deliver opportunities and benefits for everyone living in, working in or visiting London.”



We target investments on projects with the greatest potential to secure inclusive jobs and growth opportunities.

Equality, diversity and inclusion

London's diversity is its biggest asset. The Mayor of London has a vision to challenge economic and social injustice and make London a fairer and more equal city which is open and accessible to all, where all can live and prosper free from prejudice. The Mayor strives to reflect the capital's diversity in all LEAP Board appointments and investments.

LEAP is deeply committed to equality, diversity and inclusion. This is reflected in our membership, stakeholder engagement, programmes and investments. We pay due regard to the Mayor's Inclusive London strategy and all meeting reports include equality considerations. Three LEAP members co-owned the Diversity Champion role this year to reflect this commitment.

We target investments on projects with the greatest potential to secure inclusive jobs and growth opportunities. Applicants must demonstrate how they will give due regard to the requirements of the Public Sector Equality Duty Act and integrate equality, fairness and inclusion considerations into all areas of delivery. This is reinforced by action plans and requirements set out in the funding agreement, including closely monitored targets.

More broadly, LEAP members thoroughly consider the geographical spread of projects and the proportion of funding being allocated to areas with the highest levels of deprivation.

For more information on LEAP's commitment to diversity, please see our Diversity Statement published on lep.london.



We are committed to the Mayor's vision to reshape London as a city that remains open and attractive for Londoners, visitors and investors.

COVID-19 pandemic

The COVID-19 pandemic developed quickly in early 2020. HM Government introduced significant restrictions to tackle the virus in March 2020. Many businesses were forced to close for months and some have only been able to reopen in July 2021. Even now, newly rising case numbers continue to present challenges for many firms.

The economic impact of the pandemic and the steps taken to tackle it will be far-reaching and long-lasting – and LEAP remains determined to do all it can to support London's economic recovery.

We have worked closely with our delivery partners and the capital's small businesses to provide support throughout this immensely challenging time. We have pivoted our focus to survival and recovery, as well as growth, and made significant changes to our programmes to accommodate this.

In September 2020 we convened a London Business Roundtable with the Minister for London and the Deputy Mayor for Business, to provide an opportunity for London's businesses to influence policy making at both City Hall and central government.

We have rebranded the London Growth Hub as the London Business Hub to reflect the change in scope. The launch of our new website and several new programmes aimed at supporting businesses through the pandemic have enabled us to provide one-to-one advice and/or financial support to thousands of businesses this year.

We are committed to the Mayor's vision to reshape London as a city that remains open and attractive for Londoners, visitors and investors; and that addresses deep-seated inequalities to create new opportunities for people and businesses to thrive, while moving towards a low-carbon, sustainable future.

To support this vision, the Mayor and Cllr Georgia Gould, Chair of London Councils, continue to lead the London Recovery Board to focus on longer-term economic and social recovery. LEAP and London's business community are represented on the Recovery Board.

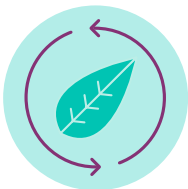
Our Strategy and Priorities

Delivering progress against London’s economic development strategy

Prior to the COVID-19 pandemic, our priorities were set out in the Mayor of London’s Economic Development Strategy, published in November 2018.

While we continue to support these objectives, LEAP has now shifted its focus to support an equitable economic recovery in London. The London recovery programme uses a missions-based approach that focuses on addressing social, economic and health inequalities and delivering a cleaner, greener London. It ensures that Londoners are at the heart of recovery.

9 Recovery Missions



A Green New Deal



A Robust Safety Net



High Streets for All



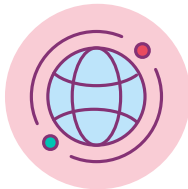
A New Deal For Young People



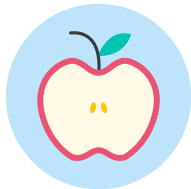
Good Work For All



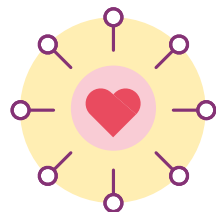
Mental Health and Wellbeing



Digital Access For All



Healthy Food, Healthy Weight



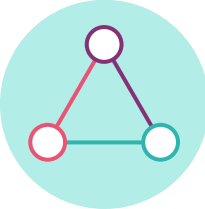
Building Strong Communities

Enterprise and entrepreneurship

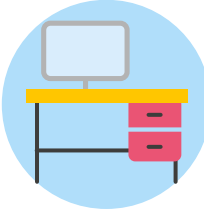
Our core delivery priorities continue to focus on showcasing, promoting and supporting enterprise and entrepreneurship in London. Our work ranges from supporting entrepreneurs to start and sustain businesses, to working with high growth SMEs looking for equity investment.



01
People
We want to inspire Londoners to become entrepreneurs and help them overcome any barriers they might face in setting up their own business.



02
Connectivity
We want to connect the capital’s entrepreneurs, social enterprises, microbusinesses and SMEs with the support they need to start, sustain and grow.



03
Space
We want to make sure London’s businesses can grow and can access workspaces at each stage of their business journey.

Communications and engagement

We have continued to connect with businesses and communities across London through a wide-ranging virtual programme of communication activities and engagement events.

Our Achievements in 2020–21

In 2020–21, LEAP funding has:



2,050

helped to create 2,050 jobs and apprenticeships;



4,971

supported 4,971 learners;



1,872

provided business support to 1,872 entrepreneurs and SMEs.

To date, LEAP funding has:

7,507

helped to create 7,507 jobs and 2,919 apprenticeships;

47,324

supported 47,324 learners;

6,833

provided business support to 6,833 entrepreneurs and SMEs.

Over the lifetime of funding that LEAP is due to receive, we aim to:

44,000

help to create 44,000 jobs and apprenticeships;

111,000

support over 111,000 learners;

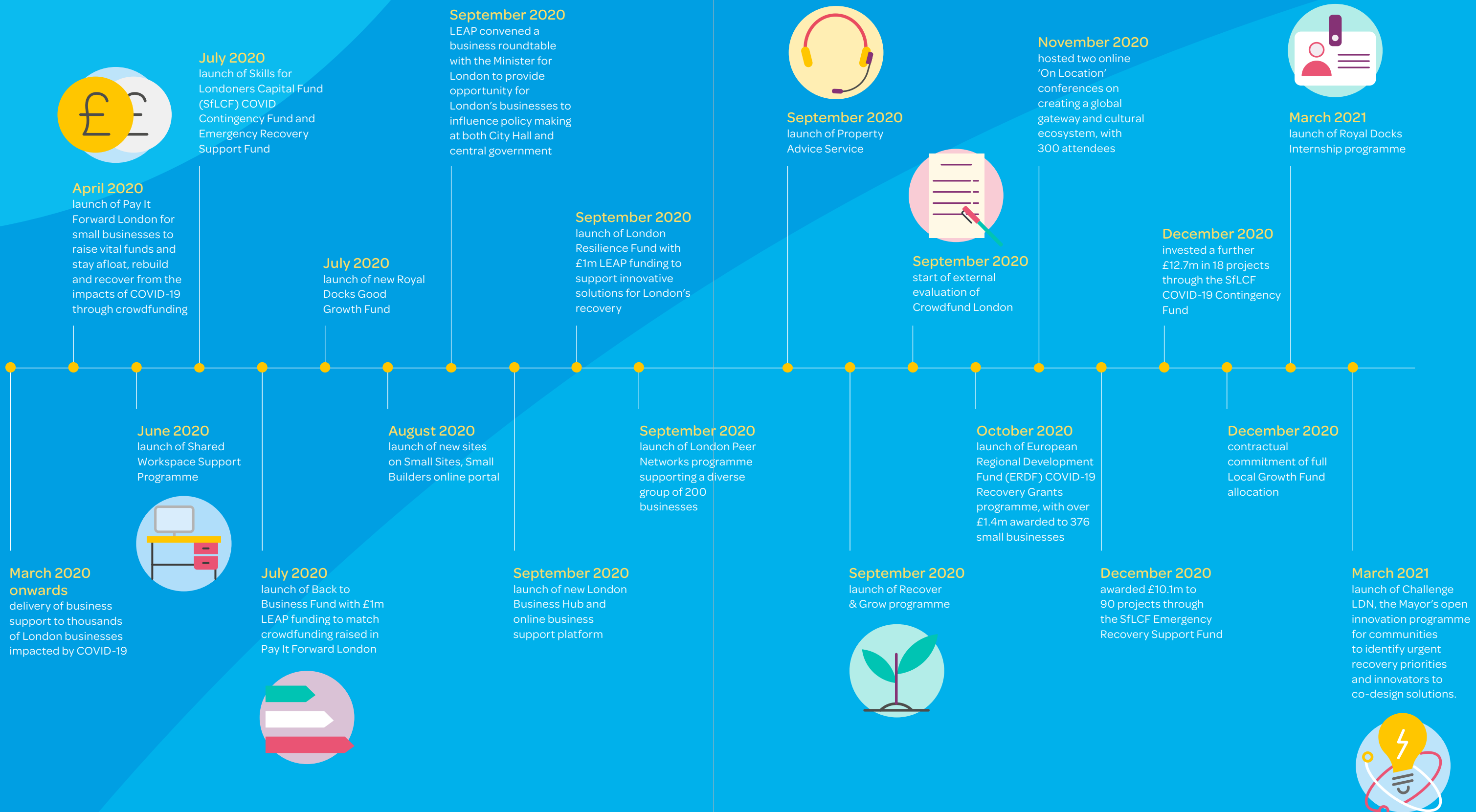
8,500

provide business support to over 8,500 entrepreneurs and SMEs.

► Royal Docks, Community engagement



Timeline of Achievements



Our Programmes

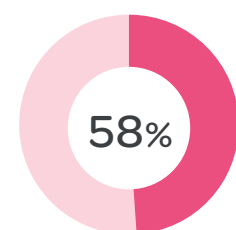
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▲ The Crystal, Royal Docks

Good Growth Fund

Total LEAP investment:

£74.2m



of funding was awarded to projects led by charities, social enterprises, community groups and housing associations.

Empowering people, making better places and growing prosperity.

Our regeneration programme supports a broad range of place based, community, cultural and green infrastructure projects. It provides capital funding, expert regeneration advice, design support and knowledge-sharing opportunities to the public, private and third sectors.

Final funding awards were made in March 2020 and delivery is underway on projects across the capital.

Since launching in 2017, the programme has:

- awarded **£74.2m** to 80 capital projects, leveraging a further **£234m** in match funding from partners
- awarded **£3m** of development funding for a further 58 projects
- committed **58 per cent** of funding to projects led by charities, social enterprises, community groups and housing associations
- targeted **45 per cent** of funding in the capital's most income-deprived neighbourhoods, where **3.5m** Londoners live
- broadened the range of project partners receiving support: **58 per cent** of funding was awarded to projects led by charities, social enterprises, community groups and housing associations.

The impact of COVID-19 has tested the organisational resilience of project partners and caused some unavoidable delays to delivery plans. In line with the Mayor's commitment to being a flexible funder,¹ we have worked closely with project partners to understand the challenges they are facing and to offer flexibility and support to enable project delivery. We have also worked to ensure that delivery and programme spend have continued wherever possible.

1. More detail is available at the following link:
londonfunders.org.uk/about/covid-19-0/our-blog/we-stand-sector-funder-response-covid-19

▼ Good Growth Fund project, Mission Kitchen

Despite delays related to COVID-19, 12 Good Growth Fund projects have completed to date, including 10 in 2020-21. Demand is proving high for some projects, particularly those focused on shared ideas and workspace, and shifts brought about by COVID-19 have strengthened these business models. We anticipate that a further 14 projects will complete in the first six months of 2021-22.

Evaluation of the programme is under way through drawing on insights from applicants and officers. Interim findings suggest that several features of the Good Growth Fund are facilitating innovation, and supporting delivery of high-quality interventions, by:

- building partner capacity through development funding and expert advice to generate proposals that are deliverable and impactful
- encouraging collaborative approaches to area-based regeneration through partnerships which bring together different perspectives and capabilities, particularly across public and third sectors
- connecting with and complementing other activity within the same area, which in some instances has a catalytic effect in supporting and encouraging other investment.



Nourish Food and Community Hub, London Borough of Hammersmith & Fulham

Total LEAP
investment:

£1,100,000



This project is creating a community food hub and affordable workspace in the Edward Woods Estate and improving the green infrastructure across two estates.

Due to open in autumn 2021, the Nourish Hub will be operated by UK Harvest, a food rescue charity that also provides education and opportunities around food. The Hub will collect rescued food from partner organisations and use it to cook up to 200 healthy meals each day for local people. The service will operate on a pay-as-you-feel basis and people can also take part in preparing the meals.

Parallel activities will aim to tackle food poverty and combat social isolation. Participants will be taught about healthy eating, meal planning and budgeting; and training, skills and employment opportunities will also be on offer. These education programmes will provide concrete pathways to employment, working with the private sector and Groundwork London to secure future jobs.

The green infrastructure programme aims to improve the public realm across the Edward Woods and White City estates by transforming vast concrete areas into rain gardens, green spaces and spaces to grow food that will support the Nourish Hub.

Groundwork London will offer advice to local residents so they feel empowered to tackle fuel poverty and learn how to be more energy efficient in their homes. Residents will be involved in food growing activities and given tools to maintain sustainable drainage systems.



CAL 198, London Borough of Lambeth

Total LEAP
investment:

£475,000



This project aims to secure a sustainable future for an established arts charity that was set up after the Brixton race riots in the 1980s. The charity supports young Black Londoners who are interested in a career in the arts.

The London Borough of Lambeth gifted the freehold of the land to the charity. Our capital investment has expanded the exhibition and training space, and provided a revenue-generating workspace on the upper floors.

The COVID-secure construction works on this project are now complete, having progressed through most of the past year, and the building is due to open in autumn 2021. Demand for these high street facilities is already high, and it appears that the shift to homeworking has strengthened the business model. The charity can now expand its programme knowing that it can look forward to financial autonomy, ending the dependence on hand-to-mouth grants.



Mission Kitchen, London Borough of Wandsworth

Total LEAP
investment:

£3,197,505



Due to open in autumn 2021, Mission Kitchen will offer professional training and affordable kitchen space to food start-ups and SMEs. It will address the significant skills shortages that have arisen in the food sector, and the highest start-up failure rates of any industry in the UK.

This is the anchor project in the new London Food Quarter which is being established as part of the New Covent Garden Market redevelopment in Nine Elms. It is the first element of the area's transformation into a hub for food enterprise, and a public destination that celebrates London's food culture.

Over 1,490m² will be transformed into new commercial space to create affordable workspace for SMEs. The development will take advantage of the industry's strategic potential to support employment growth and create opportunities for women, Black, Asian and minority ethnic (BAME) and disabled entrepreneurs, and those furthest from the labour market.



Good Growth Fund Air Quality Projects

Total LEAP
investment:

£2.2m

LEAP awarded a share of Round 3 funding to 11 projects designed to deliver improvements to air quality.

Seven provide additional air quality benefits to regeneration schemes, with measures aimed at reducing harmful emissions and exposure to pollution. Measures include electric vehicle charging infrastructure, electric recycling infrastructure, storage for market traders, improved walking and cycling facilities, clean air routes, and school streets.

The following four projects are focused primarily on air quality:

▼ Air Quality – The Grid
Project, Film London

The Grid Project, cross-London

A mains electrical connection for filming unit bases and events in up to three London parks, reducing the use of highly polluting diesel generators. Installation work at the first site, Victoria Park, took place in summer 2021.



Camden Electric Moorings, London Borough of Camden

A pilot scheme delivering electric-charging facilities for stationary canal boats in Kings Cross. This will cut emissions from diesel engines and wood burning, which can create high levels of pollution exposure for those living on or near canals. Following engagement with canal users, charge points will be installed and operational by autumn 2021.

Fleet Electrification Infrastructure Development, London Borough of Islington

A major power infrastructure scheme at Islington's Waste and Recycling Centre. The project is supporting the conversion of over 170 refuse vehicles from diesel to electric, resulting in major reductions in harmful pollutants. An initial bank of eight smart chargers has been installed to service the electrified fleet.

South Central Hackney Air Quality / Active Travel, London Borough of Hackney

A package of measures aimed at reducing traffic by up to 40 per cent and improving active travel infrastructure around Hackney's Broadway Market. The project supports the Streetspace for London plan and green recovery from the pandemic.



40%

reducing traffic by up to 40 per cent and improving active travel infrastructure around Hackney's Broadway Market.

On equality, diversity and inclusion

We work with delivery partners to develop objectives with a focus on achieving social value, such as:

- reducing emissions and exposure to them to limit the impact of poor air quality on minority communities
- implementing project steering groups to ensure collective stakeholder oversight and accountability over project outcomes.

We also propose objectives for organisations to work on, such as:

- ensuring equality, diversity and inclusion through recruitment and procurement policy and practices
- improving the working environment for front line staff
- increasing organisational awareness of the health inequalities caused by air quality.

Skills for Londoners Capital Fund

Total LEAP investment:

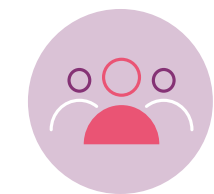
£214m

(including £8m for the Mayor’s Construction Academy)

Transforming the estate and equipment of London’s skills providers.

Projects awarded funding through the Skills for Londoners Capital Fund (SfLCF) help to deliver the social, economic and environmental ambitions of London’s skills providers while supporting provision and access to the skills that Londoners need.

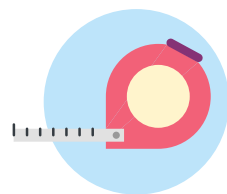
Headline outputs 2020–21:



4,459 new learners assisted



368 apprenticeship starts



6,158m² of new or improved training and learning space

Headline outputs to date:

39,264 new learners assisted (114 per cent of 27,106 performance target)

4,000 apprenticeship starts (40 per cent of 10,049 performance target)

57,383m² new or improved training and learning space (51 per cent of 111,692m² performance target)

This was an exceptionally challenging year for skills providers, with the COVID-19 pandemic posing unprecedented challenges for learning provision and finances, including income, cash reserves, match-funding and construction costs. In response to this crisis, LEAP changed its plans for a third round of the Skills for Londoners Fund and created two separate funds to respond to the sector’s needs.

COVID-19 Contingency Fund



£12.7m

LEAP awarded a total of £12.7m to 18 projects in late 2020.

We actively engaged with delivery partners to understand how the pandemic was impacting their overall finances and ability to deliver their capital project.

It was clear that business models had been fundamentally impacted, with internal and external factors causing shortfalls in funding capital schemes. We launched the COVID-19 Contingency Fund in response to these issues and to ensure that existing LEAP-funded projects that demonstrated budget shortfalls as a direct impact of the pandemic remained achievable.

In July 2020 we informed all delivery partners in receipt of SfLCF and Further Education Capital funding for live projects of the possibility to apply for contingency funding. Applications for contingency funding would be considered for projects at risk of not being able to proceed, with delays of more than six months; or projects at risk of failure to deliver the outputs contracted as a direct result of the pandemic. Following a detailed application and appraisal process, LEAP awarded a total of £12.7m to 18 projects in late 2020.



Emergency Recovery Support Fund

Skills providers were required to make significant investments to enable online learning provision and create COVID-secure physical learning environments.

These investments were critical for the continued provision of learning to Londoners. In summer 2020 there was no funding available from central government or other sources to support the sector with these costs and skills providers reached out for financial support.

We engaged with providers, including institutes of adult learning, further education and sixth-form colleges and private training providers, to understand their needs. In July 2020 we launched the Emergency Recovery Support Fund to fund investments such as sanitiser stations; provision for one-way systems; signage; screens; and adaptations to reception areas, changing rooms and toilet facilities.

We designed the fund to enable London skills providers to bid for grants of between £25,000 and £200,000, depending on their size, offer, facilities, and the extent to which they had been able to supply learners with necessary equipment for online learning, such as laptops.

LEAP originally endorsed up to £6m for the fund, but increased this after we received exceptional demand. By December 2020, 90 projects at skills providers across London were committed to contract, with a total value of £10.1m. We delivered this funding round exceptionally quickly to enable Londoners to return to their learning.

On equality, diversity and inclusion

Applications to this programme are required must reflect the needs of all learners and help to reduce disability, gender and race employment gaps. They must also meet the Public Sector Equality Duty. Applications for capital funding need to support the latest inclusive design standards.

This year, applicants to the Emergency Recovery Support Fund had to demonstrate how they would utilise capital funding to ensure that learners who were most digitally disadvantaged were prioritised for the new IT equipment. This included learners with special educational needs and disabilities (SEND) and learners from BAME backgrounds.



£10.1m

By December 2020, 90 projects at skills providers across London were committed to contract, with a total value of £10.1m.

Resourcing Institute of Technology Industrial Digitalisation, London Borough of Barking and Dagenham

Total LEAP investment:

£1,152,106



Located within the Centre for Advanced Technology, the Institute of Technology (IoT) focuses on development and innovation for industrial digitisation. It will provide companies with modern equipment and amenities to develop their products and commercial ventures. It will seek to exploit growth opportunities from local and regional sectors in construction and infrastructure; advanced engineering and robotics; and creative and digital technologies.

It is essential that the IoT is equipped with the appropriate leading-edge equipment and resources to realise its ambitions to support students to achieve sustainable employment and provide a relevant offer for industry. The IoT will draw on the distinct features of university and 'high-tech' businesses. The aim was to create a different look and feel from the typical further education offer.

The IoT provides learners with clear progression routes and pathways up to level 5, including the new T levels, apprenticeships, HNC/Ds and non-prescribed qualifications. It focuses on developing digital and technological skills across many occupational sectors, including construction and infrastructure, engineering, digital, IT and big data. The IoT will support delivery of a large range of existing, new and emerging apprenticeship standards.

A new collaboration with the Manufacturing Training Centre will support the development of critical roles to future-proof the building and infrastructure industry, including those in automation, building information modelling and digital design. Pilot programmes will develop new digital modular construction standards and upskill existing delivery teams in digital technologies.

The project has assisted **380** new learners, created **111** apprenticeship starts and engaged **12** employers.

Mayor’s Construction Academy

Total LEAP investment:

£8m

A £11.7m programme designed to help more Londoners train in the skills they need to access construction sector vacancies on the capital’s housing construction sites.

There are four strands of London-focused activity to the programme:

- **quality mark** identifying and recognising high-quality construction skills training provision
- **hubs** providing revenue funding to strengthen relationships and improve coordination between construction skills training providers and construction sector employers
- **capital grants** supporting the delivery of high-quality construction provision with equipment and facilities
- **wraparound promotional activity** focusing on the construction industry.

In 2020–21, we awarded the annual **Quality Mark** accreditation to 25 providers who deliver construction training in the capital. The Quality Mark Provider Network meets regularly to share best practice and discuss shared challenges. In response to an ask from the network, this year we developed and launched a [Construction Course Directory](#)² on the GLA website. The directory helps training providers to promote their construction courses to Londoners. It has been widely marketed through job centres and the National Careers Service to support Londoners to explore opportunities by geography or specialism.

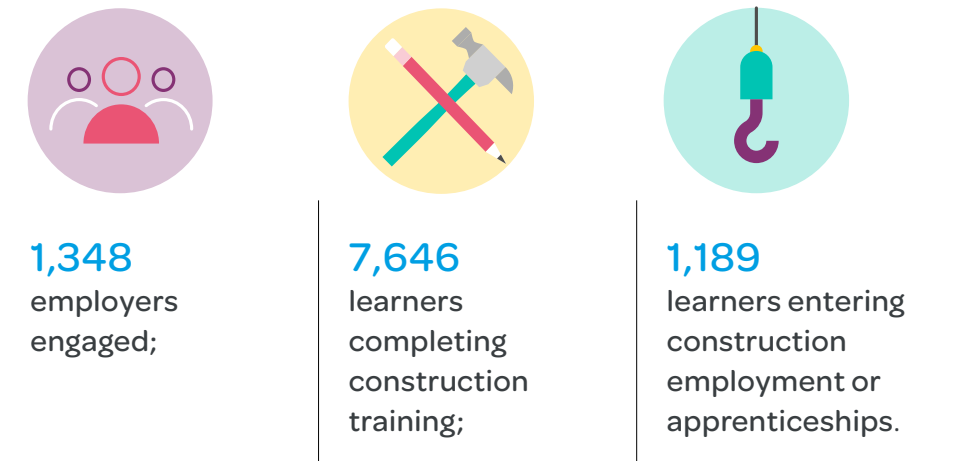
The **Hubs** are designed to improve partnership working between training providers and employers. This will support the development of industry relevant construction provision, address skills shortages at a local level, and encourage participation by underrepresented groups.

2. london.gov.uk/publications/mayors-construction-academy-construction-course-directory

The Hubs had a challenging year due to COVID-19. Lots of planned activity had to be cancelled when the country was in lockdown and construction sites needed to close. The Hubs pivoted their delivery to support the London Business Hub through the first few months of the pandemic, focusing on signposting construction companies to business and government support.

As the economy reopened, it became clear that the number of construction learners entering employment or apprenticeships had been negatively impacted by the pandemic. The second round of Hub funding went live in July 2020 and delivery started slowly. But performance began to improve in early 2021 and we hope this will continue through 2021–22.

The Hubs achieved the following indirect outputs and outcomes in 2020–21:



The programme’s capital funding was designed for Quality Marked providers to apply for funding to develop state-of-the-art construction training facilities. Six projects are now in grant agreements, including one jointly funded by the SfLCF. While delivery has been hindered by COVID-19, revised delivery plans are underway to ensure our objectives will be achieved.

#ConstructLondon, MCA West London Hub

Total LEAP investment:

£200,444



In July 2020, our West London Hub partnered with the National Careers Service (London) to create a virtual construction careers fair in response to COVID-19. The event was supported by West London College, HM Government's Department for Work and Pensions and Construction Youth Trust.

#ConstructLondon provided a platform for over 100 employers, skills providers, Jobcentres, local authorities, trade associations and charities to promote their construction job, apprenticeship and training opportunities to thousands of Londoners. The event was widely promoted to unemployed Londoners, including those directly displaced from other employment sectors due to the pandemic.

The event was so successful that we held further virtual events in November 2020 and July 2021. In response to demand for careers support in the current economic climate, the third event was held over two days. It featured a programme of seminars to promote the sector's varied roles, apprenticeships, training courses, pre-employment programmes and women-focused initiatives.

"I have got a job in a construction company through Women into Construction. I got the chance to know them because of the #ConstructLondon event that was held last year. In addition, currently I am studying Construction Management Level 4 that I found through the courses sent by the National Careers Service."

Beneficiary, #ConstructLondon 2020

Women in Construction webinars, MCA London South Bank University (LSBU) Hub

Total LEAP investment:

£249,750



In early 2021 our LSBU Hub held four Women in Construction webinars to promote career opportunities in the sector. The webinars were attended by women who were looking to launch their careers or explore a change of sector following displacement due to the pandemic.

Women from Breyer, Wates, Vistry and Network Rail shared their journeys into the construction sector, explaining what they love about construction and challenging myths about the industry. Attendees learned about how transferrable skills, such as teamwork, problem-solving and organisational skills, would enable them to build an exciting new career in construction and the built environment.

The events were attended by over 100 women and, to date, two women have secured employment. One learner has utilised her transferable skills to become a Skills Coach at London South Bank University, supporting construction and built environment apprentices. A second learner attended a Quantum Vantage programme following the webinar and is now working as a site manager at ARJ Construction.

"These webinars are a great way to drive engagement and provide advice to those considering a career in construction."

Karen Heigham, Wates Group and webinar panellist

"(I attended the) LSBU awareness event, it was a very informative session ... Caroline was very supportive, encouraging, approachable, built my confidence... Throughout my whole application process ... to obtaining the job, Caroline supported me ... I cannot thank LSBU [enough] and especially Caroline for all the support, guidance and continuous support."

Sarah-Jane, webinar

Crowdfund London

Total LEAP investment:

£3m



Crowdfund London is now recognised internationally as an exemplar in public sector innovation; it is the second largest and longest running programme of its kind in the world.

Giving all Londoners the chance to drive transformation in local communities, from the grassroots up.

This programme empowered Londoners to create imaginative, community-led regeneration projects for their local area, from street art and community gardens to community kitchens and shared workshops. LEAP supported the best crowdfunding campaigns with pledges of up to £50,000, presented by the Mayor of London. Ideas were presented and developed in public, focusing on citizen-led ideas that build local resilience.

Crowdfund London is now recognised internationally as an exemplar in public sector innovation; it is the second largest and longest running programme of its kind in the world. LEAP has funded £1.85m of the overall £2.41m that has been pledged to 130 successful campaigns across London. The programme ensures that communities share in the benefits of growth, supports local economies and social infrastructure, and promotes active citizenship.

LEAP's funding has leveraged £2.16m of match-funding from nearly 15,000 backers across the capital. The backers represent a blend of residents, businesses, charities and local authorities.

"We had no backup, no volunteers, or years' worth of accounts, but we had enormous enthusiasm. Crowdfund London enabled us to get on the ladder."

Ursula Stone, The Flower Bank

Over the last year we have worked closely with innovation charity Nesta to evaluate the impact of the programme over the last five years and lead on new research on crowdfunded finance. This has led to greater sustainability and accountability of community-led projects. The full research report and accompanying video are available [here](https://www.london.gov.uk/what-we-do/regeneration/funding-opportunities/make-london/impact-community-crowdfunding)³.

3. [london.gov.uk/what-we-do/regeneration/funding-opportunities/make-london/impact-community-crowdfunding](https://www.london.gov.uk/what-we-do/regeneration/funding-opportunities/make-london/impact-community-crowdfunding)

Key achievements from the programme include:

- **30 vacant buildings** have been bought back into use
- **500,000 people** have visited or otherwise benefited from projects
- **120 members** of paid staff have been hired or retained
- **7,000 volunteers** have participated in the projects.

The programme evaluation reported significant positive outcomes for local communities. These outcomes include 77 per cent of projects increasing the sense of self-determination in their local community; 72 per cent increasing community cohesion, and 67 per cent increasing the sense of civic pride.

Looking forward

Following the research on new forms of crowdfunded finance, the Mayor of London successfully launched the Boosting Community Business London programme in January 2021. Developed in partnership with Power to Change and Co-ops UK, the programme will provide legal, governance and business planning skills for up to 25 local organisations and community businesses seeking to raise community shares – a form of equity investment. All support drawn down through the programme will be complete by December 2021.

Crowdfund London has also been adapted to align with the London recovery missions of High Streets for All and Building Strong Communities. The new Make London programme launched in December 2020 with £500,000 from the 2021 Recovery Fund. It utilises the Spacehive platform to support locally led projects aiding recovery from the pandemic. In March 2021 the Mayor announced pledges totalling £465,000 to 39 projects across London.

"Our Crowdfund London experience increased our confidence and created a larger platform for our voice and message to be heard and respected."

Leyla Laksari, Living Under One Sun

Build Up Hackney, London Borough of Hackney

Total LEAP investment:

£30,000



Build Up and Hackney Quest set up Build Up Hackney with the aim of empowering young people to lead change in their local community by designing and building a public space. They applied to Crowdfund London and received a pledge of £30,000 from LEAP and the Mayor. This pledge helped to attract a crowdfund of £49,512 from 241 backers.

Following the success of their crowdfunding campaign, a team of 26 young people designed and built a community space on Flanders Way, Hackney. They designed the space through a series of workshops with designers and architects and presented their ideas to Hackney Council. Young people and volunteers from the local community then spent two months over the summer building it.

Located in a previously neglected thoroughfare, the public space is now regularly used by the community and features a circular seating area with integrated swings, new lighting, brightly coloured bins, and an exciting playful border with integrated cast iron artwork. The project won the Hackney Design Award for Inclusive Design 2020. It was also commended and shortlisted for several other prestigious awards.

“The project has made me think that I can do more for my community. Build more spaces. After school people can go [to the Flanders Way space], hang out with their friends. And in the future, I’ll be like: ‘Oh, I made a big change there, and I can make more changes in the future.’ I can do more for myself.”

Aiden, local young person

“(People) have said they spend more time speaking to other people now, they’re more proud of the area and feel excited that change could be positive, not just negative.”

Huan Rimington, Build Up



Mayor's Digital Talent Programme

Total LEAP investment:

£5m

Delivering digital skills training to young Londoners, educators and SMEs to fill a shortage in London's labour market.

We fund this £7m programme in partnership with the European Social Fund (ESF). It seeks to fill London's digital skills shortage with local talent. It will increase the number of young women and young people from BAME and disadvantaged backgrounds in the digital and technology sectors.

The restrictions brought in to tackle COVID-19 had a big impact on providers and learners and they had to shift their face-to-face activities to online platforms. The programme has performed very well despite these challenges, with several projects completing and targets achieved across the programme.

Launched and delivered entirely under lockdown restrictions, the newly created Digital Work Placement strand aimed to unlock access to work placement opportunities in both the digital sector and non-tech sectors where there is a need for digital skills. A case study on the project delivered by A New Direction is included below.

Projects completed this year delivered an impressive set of digital and employability skills training, across a range of digital specialisms, that has helped young people to be more confident about their future careers. The programme has also helped educators to improve their knowledge and skills on the use of digital tools to help primary and secondary students, especially during the challenges of remote learning.

Key achievements in 2020–21 included:

- 192 start-ups and SMEs engaged to access higher-level skills that will support business growth (lifetime actual: 218; lifetime target: 400)
- 252 schools and further education teachers trained with industry-relevant digital skills learning and qualifications (lifetime actual: 879; lifetime target: 600)



In summer 2021 the Digital Talent programme was nominated for the Inclusive Awards, which honour organisations that lead in equality, inclusion and fairness in all aspects of diversity.

- 372 learners supported to gain new skills and work experience through work placements (lifetime actual: 520; lifetime target: 500 learners)
- 533 young Londoners accessing new, industry-approved learning opportunities, including digital, employability and entrepreneurial skills (lifetime actual: 1,249; lifetime target: 800).

In summer 2021 the Digital Talent programme was nominated for the Inclusive Awards, which honour organisations that lead in equality, inclusion and fairness in all aspects of diversity.

"The way the course was adapted because of the pandemic was brilliant... I even learnt how to edit [a whole film] OVER ZOOM, something I had NEVER done before... It's made me more confident to make more films in the future now that I have the tools and skills to do so."

Participant, A New Direction digital work placement

"An amazing experience to find a creative community and to up-skill. Anyone would benefit so much from this course, the content is amazing and impactful as well as really educational, and the access to jobs and support is amazing as well."

Participant, A New Direction digital work placement

"This course was perfectly designed to grow a young person's creative confidence whilst giving them a realistic overview of the range of creative industries available to them."

Participant, A New Direction digital work placement

Creativity Works, London-wide

Total LEAP investment:

£367,969



A New Direction is a not-for-profit organisation working to enhance the capacity and agency of children and young people in London to own their creativity and achieve their creative potential. In partnership with Your Startup Your Story, it designed the Creativity Works project to support more young people into work placements as part of the Digital Work Placement strand.

The project delivered an intense six-week online training programme to support young Londoners with their careers in the digital, tech and wider creative sectors. Participants were provided with laptops and WiFi connections where needed. The project collaborated with industry partners who brought their knowledge and expertise, as well as roles they were looking to recruit to.

The training covered content production, photography, software development, entrepreneurialism, creative content, digital product design, podcasting, and employability skills such as interview preparation and CV writing. Participants continue to be supported with mentoring, connections to live job roles and a supportive creative community.

Part of the funding was used to develop and deliver an online learning management platform to connect young talents with potential employers. The platform provides learning content, a jobs board, and a community space where young people can network and collaborate. Since the platform’s launch in December 2020, it has reached 220 users and advertised 190 job opportunities from companies such as Google, Matches Fashion and Netflix. The platform is exclusive to A New Direction alumni and employers, but it will soon be developed to support more young Londoners.

The project also awarded eight new start-ups with diverse founders £5,000 of capital funding each.

Creativity Works delivered the following achievements in its five-month lifetime:

- trained 158 young Londoners currently under-represented in London’s creative and tech industries (lifetime actual: 158; lifetime target:160).
- reached diverse participants, with 67 per cent identifying as female, 82 per cent as BAME, 18 per cent as having a disability, 27 per cent as LGBTQ+, and 34 per cent as living in council or social housing.
- led to employment or further training for 60 per cent of participants in the first phase of the programme.



Digital Grid Partnership, London-wide

Total LEAP investment:

£500,000



“My prospects as a tech professional improved exponentially during my time with (Dream Reality Interactive) and continue to do so now as a full-time employee.”

Prentice Whitlow, now a winner of the influential BIMA 100, recognising the UK’s most influential people in digital and tech

The Digital Grid Partnership is a consortium of London-based colleges and universities led by Newham College.

Co-funded by the ESF, the project aims to engage 400 SMEs to identify digital training requirements so they can stay competitive and resilient against the rapid changes in an evolving digital sector. The project will also create 125 work placements for students in partnership with the SMEs.

The project has delivered activities to support business engagement with the skills system; enable the design of skills provision that will help learners to gain industry-relevant experience; and improve partnerships between skills providers and businesses. The consortium has also provided essential support for SMEs to overcome the difficulties posed by the pandemic since its launch in early 2020. The project has been extended to September 2021 due to the impacts of the pandemic.

The Digital Grid Partnership delivered the following achievements in 2020–21:



reviewed qualifications by 43 SMEs (lifetime actual: 48; lifetime target: 50)

capacity-building workshops to 152 SMEs (lifetime actual: 169; lifetime target: 200)



co-designed workshops with 29 SMEs (lifetime actual: 29; lifetime target: 75)

work experience for 102 university students (lifetime actual: 102; lifetime target: 125)



work placement opportunities by 76 SMEs (lifetime actual: 55; lifetime target: 75)

Mayor’s Air Quality Fund

Total LEAP investment:

£2m

Working with small businesses to improve the capital’s environment.

A low-emission neighbourhood is a comprehensive package of measures delivered in an area of high pollution and high human exposure. It can include infrastructure to support walking and cycling, greening, infrastructure for ultra-low emission vehicles, and projects with schools and businesses. It can also include innovative measures such as making prime loading bays accessible to only ultra-low emission vehicles.

The first round of Business Low-Emission Neighbourhoods (BLENs) was very successful. It engaged with over 600 businesses and 30,000 Londoners and supported a shift towards sustainable transport.

LEAP provided a further £1m in funding to enable a second round. This funding was shared across the following six BLENs:

- **London Road BLEN, London Borough of Croydon.**
This project focuses on reducing air pollution emissions and exposure along the London Road corridor through Croydon. Measures include a clean air campaign, a zero-emission delivery service, smarter kerbside management and greening. Initiatives already implemented include traffic reduction measures and a temporary cycle lane (in preparation for a permanent lane) to support social distancing.
- **North End Road BLEN, London Borough of Hammersmith & Fulham.**
North End Road Market is one of the oldest in London, and this BLEN is part of a vision to create a thriving, sustainable and welcoming high street. Measures include charge points for market traders, green gateways, significant public realm improvements, and support for zero-emission deliveries. An electric Zipvan for local business use and a zero-emission waste recycling scheme have already been delivered.

- **Ley Street BLEN, London Borough of Redbridge.**
This project is focused around the Redbridge Council Depot, with an ultra-rapid charging hub as the centrepiece. A suite of improvements is planned for the area, including improved pedestrian facilities, greening, and a last mile delivery hub. Nine electric vehicle charge points are already servicing 10 newly procured electric council vans.
- **Leytonstone BLEN, London Borough of Waltham Forest.**
This project aims to improve air quality across Leytonstone. Measures include a cycle track extension, the creation of green links, a study on kerbside activity and ultra-low emission vehicles, and cycle parking solutions. A series of micro-parklets is in progress on Church Lane.
- **Tower Hamlets Markets BLEN, London Borough of Tower Hamlets.**
This BLEN aims to improve air quality at several markets, including those in Whitechapel, Chrisp Street and Brick Lane. Measures include an e-cargo bike scheme and consolidation hub, which will contribute to a 300 per cent reduction in pollutant emissions from deliveries. There will also be electric vehicle charge points and smarter travel grants for businesses and market traders.
- **Thessaly Road BLEN, London Borough of Wandsworth.**
Aiming to create a clean air route along the road, this BLEN features a segregated cycle path with public realm improvements. Work to the public realm includes cycle storage, planted benches and green walls, alongside more holistic measures such as a schools zero-emission zone and a cargo bike scheme. Delivery of the cycle path and integrated cargo bike scheme is well under way.

Royal Docks Enterprise Zone

Total LEAP investment:

£216.2m

(including expenditure incurred prior to the delivery plan)

Restoring a thriving local economy and vibrant community asset in East London’s unique waterfront.

We are responsible for strategic oversight of the Royal Docks, London’s only Enterprise Zone. This is a unique opportunity to restore a sense of place and purpose to the area surrounding London City Airport. The Royal Docks is undergoing a profound and exciting transformation. Today the area is re-emerging as a nationally significant business and visitor destination, and a vital part of the capital’s civic and cultural heart.

We are working with the Mayor of London and the Mayor of Newham to shape the future of the area. Our delivery plan sets out our plans for investment of an estimated £212.5m from retained business rates into local economic growth. We are three years into our programme to unlock the full potential of the area, ensuring it grows in a sustainable and inclusive way, keeping communities at its heart. We plan to make the local economy work for everyone; to achieve an environment that is inclusive, responsible and resilient. Encouraging enterprise, creating employment and nurturing culture are three key elements of our work.

We have evolved our delivery programme significantly since the launch of our delivery plan in 2018. We do this to ensure it remains responsive and agile to the external political context, which includes Brexit, COVID-19 and increasing health and racial inequalities. Specifically, in response to the COVID-19 pandemic, we have incorporated the recovery missions from the London recovery programme and Newham’s recovery pillars from ‘Towards a Better Newham’ as key strategic drivers that inform our economy programme.

Over its 25-year lifetime we forecast that the programme will create:



35,000 jobs and 4,000 homes within the Enterprise Zone



60,000 jobs and 25,500 homes in the wider area.

We have reflected on our performance to date through a formative review of our delivery plan at the two-year point to analyse progress on delivery and impacts.

On equality, diversity and inclusion

We are committed to ensuring equality, diversity and inclusion lives through every strand of the Enterprise Zone. We are acutely aware of the role that we must play in actively addressing systemic imbalances by delivering an Enterprise Zone that is at the forefront of best practice and meaningful change.

As part of our review of the Enterprise Zone delivery plan, we are commissioning an equality impact assessment (EqIA) to ensure that equal opportunities are systematically considered in the area's development. This will provide an evidence-based tool to consider the likely impact of our delivery programme on different groups and ensure that equal opportunities are integral to the design of our projects.

The EqIA will ensure that we adhere to the public sector equality duty and that people with protected characteristics are not at a disadvantage or likely to be impacted in a disproportionately greater way than others. We plan to undertake periodic EqIAs throughout the lifespan of the delivery programme.

This year we created the **Royal Docks Economic Purpose: Success Framework** in working draft to provide a clear point of reference for our programme and partners. The document will guide our delivery activity and define what 'success' looks like over the short, medium and long term.

We launched a **Community Wealth Building Business Pledge** in partnership with the London Borough of Newham. This provides a framework to help local organisations embed community wealth building principles into business practices.

"It's amazing what happens when you get a bunch of young people together – how many brilliant ideas young people have for the area – not just for themselves but for the whole community. It was a great experience to be a part of."

Mohamed Abushi, participant at youth participation event

In the public realm, we established a steering group for community stakeholders and residents to influence decision-making and published **Royal Docks Design Guides** to support implementation of the Public Realm Framework, and to develop a coherent design and character for the area to improve wayfinding, lighting and landscape. We also reached an agreement with UK Power Networks to deliver power reinforcement works for the area's medium-term requirements.

"It was inspiring to hear... that the Royal Docks Team are putting so much faith into the local community to be a part of the regeneration."

Natalie Dinsmore, Community Food Enterprise

We launched two new programmes this year:

- we allocated £13m to the **Royal Docks Good Growth Fund** to fund initiatives to support the transformation of the economic landscape and the ambitions of both the Mayor of London and the Mayor of Newham
- the flagship **Royal Docks Internship Programme** will support young local residents into quality high-skilled jobs in the Royal Docks

Our flagship cultural programme **Join the Docks** delivered an exciting celebration of culture, history and arts in the Royal Docks, pivoting to virtual events through the pandemic. The programme reached over 800,000 people with the support of a digital marketing campaign.

▼ Royal Docks

“A basketball court becomes a stage to deliver short plays of protest over racial injustice, completing a fine festival embedded in its London community... a rousing, impactful production.”

[The Guardian](#) on 846 Live, a performance we co-produced with Theatre Royal Stratford East as part of Greenwich + Docklands International Festival

In November 2020 the Mayor of London confirmed that the GLA’s headquarters would move from London Bridge to the Crystal in the Royal Docks. The relocation will highlight the significance, scale and ingenuity of our delivery programme. The Royal Docks should be recognised as an inclusive, fair and responsible place to live, work and visit. It is also a pillar for the London recovery missions and Newham recovery pillars.



The Factory Project, London Borough of Newham

Total LEAP investment:

£2.8m



We awarded the first Royal Docks Good Growth Fund grant to transform former Tate & Lyle Sugars warehouses into a creative business, community hub and workspace.

Set to open in 2022, The Factory Project aims to safeguard and grow the flourishing artistic and cultural community in the Royal Docks. Delivered by Projekt, the scheme meets the objectives set by our Community Wealth Building agenda by generating quality jobs, creating much-needed community space, and establishing a home for some of London’s finest talent.

As well as a significant amount of affordable workspace – including free spaces for local charities – the refurbishment will create or safeguard 195 jobs. There are also plans for rehearsal studios, an outdoor community area, a purpose-built film and TV studio, and a 5,000 sq ft community and events space.

“The Factory will help regenerate the Royal Docks while still creating much-needed space for local charities and communities to use for years to come... we’re very excited that The Factory provides us with an opportunity to safeguard, develop and encourage the growth of local businesses.”

[Nick Hartwright](#), CEO of Projekt

Previous Funds

LEAP continues to oversee funds invested prior to its establishment as part of the London Regeneration Fund (£16.1m) and the Growing Places Fund (£112m).

Many of these projects are continuing delivery this year through match-funding contributions, to maximise their overall impact and deliver additional benefits for Londoners.

London Business Hub

Total LEAP
investment:

£4m

Helping London's small businesses to start, sustain and grow.

The London Business Hub is our free-to-access business support programme. In September 2020 we rebranded the programme from the London Growth Hub, and launched a new online platform at businesshub.london to provide a more user-centric experience.

The new platform has been very well received by businesses and stakeholders. There has been a large increase in visitors and a 1,211 per cent increase in the number of businesses registered. We were very pleased that the platform received the Web Excellence Award for Government Websites in 2021.

Since the outbreak of the COVID-19 pandemic, we have pivoted our business support offer to one that is delivered online and via the telephone. Our dedicated COVID-19 helpline has supported over 2,000 London businesses. We have delivered a programme of online activities to support businesses through COVID-19 restrictions, prepare for reopening and increase resilience.

We have received a high volume of enquiries from businesses in need of support from central and local government. To meet the high demand, we secured the assistance of nine additional officers from across the GLA Group, so that 14 advisers were on hand to provide support and signposting for the first five months of the pandemic. We also worked with London Councils to develop a postcode finder so that businesses could identify their local authority.

We launched the ERDF COVID-19 Recovery Grants programme in October 2020. Through this we awarded 367 small grants, with a total value of £1,463,658, to help SMEs access specialist support and minor equipment to address their immediate needs.

We engaged with stakeholders in the workspace sector to develop a strategy to support micro and small businesses through the pandemic. One initiative was the creation of blueprints on how vacant shops could be reutilised in the short term to support businesses and increase the provision of affordable workspace.



3,000

Over the course of 2020–21, the London Business Hub supported over 2,000 businesses through the COVID-19 helpline and over 3,000 businesses with medium to high intensity support.

On equality, diversity and inclusion

The London Business Hub knows that there is a hidden need for business support for micro and small businesses across the capital, particularly for groups of entrepreneurs which are underrepresented in business. Our aim is to increase access to business support for women, disabled and BAME entrepreneurs and ensure that every London business can access the same resources, particularly finance.

This year we have delivered an access to finance programme targeted at businesses led by women and BAME entrepreneurs. We have also taken steps to ensure that the promotion and marketing of our programmes is inclusive. In addition to this, the Workspace Advisory Group aims to ensure that London's flexible workspaces are affordable and accessible for diverse micro and small businesses.

• Property Advice Service

This bespoke support offer is designed to help small businesses who are seeking to sign their first lease or renew an existing one, or who need to negotiate with their landlord. The eight webinars delivered since September 2020 have been attended by a total of 185 attendees, and we have delivered 19 one-to-one support sessions.

• London Peer Networks

To support businesses through COVID-19 and Brexit, we delivered an ambitious five-month programme that supported 240 businesses to work collaboratively through common issues. We worked with a variety of partners – including faith-based organisations, business improvement districts, sub-regional partnerships and local authorities – to ensure that the programme reached a range of businesses. Of the 240 businesses assisted, 33 per cent of businesses were led by women and 34 per cent were led by people from BAME backgrounds.

- **Post EU-transition business support**

We developed this programme to help London-based SMEs to navigate challenges encountered following the EU transition period. Our advisers provided up to three hours of support to 328 businesses. The support included completing diagnostic assessments, action plans and referring businesses to a specialist panel. The pre-procured specialists advised on new requirements for trade, travel, work permits, data and intellectual property.

Our series of EU transition podcasts and social media campaigns engaged with over 340,000 people and received more than three million views.

- **Recover & Grow**

As part of our recovery activity, we are collaborating with Bayes Business School to deliver a high-intensity business support programme for high-growth companies with a minimum of 10 employees. Businesses will benefit from 18 hours of management and leadership training provided by the business experts and academics who deliver the renowned Executive Master of Business Administration degree.

- **South East LEP Cluster**

LEAP is the lead coordinator of the South East England growth hub cluster, covering London, Hertfordshire, Essex, Kent and East Sussex. This year we procured and delivered an outreach campaign to better understand the needs of SMEs in these areas. We also referred SMEs to the post EU-transition business support available in each area.

We made 8,287 calls in London and spoke to 1,377 company decision-makers. We received 646 surveys back and generated 393 referrals and signposting outcomes. This outreach was helpful to raise awareness of the London Business Hub offer and identify a need for further support for SMEs in working through post EU-transition.

Pay It Forward London

Total LEAP investment:

£75,000



£2.5m

This programme has enabled over 500 small businesses to raise over £2.5m

Support for London's small businesses to raise vital funds, stay afloat, rebuild and recover from the impacts of COVID-19 through crowdfunding.

We launched Pay It Forward London in April 2020 as a direct response to the COVID-19 crisis and its impact on small businesses. The programme enables businesses to pre-sell products, goods and services to secure vital custom. It also gives Londoners the opportunity to support their favourite local businesses to survive through the pandemic.

The platform is delivered in partnership with Crowdfunder, which waived its usual fees and transaction costs to enable the platform to be 100 per cent fee-free for businesses.

This programme has enabled over 500 small businesses to raise over £2.5m, with more than 30,000 Londoners contributing to keep their favourite local businesses afloat.

"I'm so delighted I can hardly believe it. Thanks so much for everything! You've made my year."

Bill Shutters Bus Tour

On equality, diversity and inclusion

We sought to ensure that the opportunity to access funding, technology and support reached small businesses across the city – including the wealth of businesses led by diverse entrepreneurs. We did this by actively reaching out to businesses through peer-to-peer networks, local authorities and delivery partners.

Back to Business Fund

Total LEAP
investment:

£1m

Match funding available for small businesses taking in Pay It Forward London.

From July 2020, small businesses fundraising through the Pay It Forward London crowdfunding platform could also access up to £5,000 in match-funding through the Back to Business Fund. We matched every pound raised by a business up to a maximum of £5,000 – or 50 per cent of their campaign target – to help them to expand their operation online, invest in their future, and adapt to safe, socially distant trading.

Our investment has helped over 200 local businesses to raise £2.3m, with the crowd pledging £2.60 for every £1 pledged by LEAP.

“I am over the moon, so happy. It couldn’t be better timing. The Mayor’s funds will assist me to finalise my production and materialise my pop-up project in John Lewis. Huge thank you once again for all your incredible support and advice during the process.”

Daniela de Montby handbags

“This is the most amazing news for us. It’s an absolute lifeline. We are pushing full throttle ahead with aiming beyond our target. Our huge thanks to the office.”

Interrobang a digital game to keep us in the game

Hackney Empire, London Borough of Hackney

Total LEAP
investment:

£5,000



London’s Hackney Empire is a cultural home for people of all ages, backgrounds and abilities, and it is one of the UK’s most beautiful and best-loved theatres. Like so many theatres across the world, lockdown restrictions hit it hard. It embraced the Pay It Forward London programme as a tool to help it through the biggest challenge in its 120-year history.

The campaign quickly received an outpouring of support from the community and raised £116,682, including the £5,000 pledge from the Back to Business Fund. The £5,000 supported the purchase and installation of COVID-secure equipment and infrastructure, including electronic ticket scanners, to ensure that the theatre reopens in a safe, socially distant way.



Challenge LDN

Total LEAP
investment:

£1.5m

Challenge LDN is the Mayor's open innovation programme, which works with communities to identify urgent priorities that London and Londoners are facing. The programme invites innovators and entrepreneurs from all sectors and disciplines to work together to bring forward solutions that can be scaled, with Londoners at the heart of the solution.

The programme builds on the success of the LEAP-funded Mayor's Civic Innovation Challenge, which helped bring to market innovative solutions to issues such as active travel, electric vehicle charging, violent extremism online and congestion.

We have launched 13 open innovation challenges on urgent recovery priorities, including revitalising high streets, air quality, access to fair pay, and support for mental health and bereavement. The outcomes from the programme will be detailed in next year's annual report.

Technology Adoption Service

Total LEAP
investment:

£100,000

The London Business Hub delivers this free, searchable online marketplace to support small businesses to find the right technology solutions for their needs.

Adoption of tried and tested technology solutions – such as web-based accounting, cloud-based computing, e-commerce, and customer relationship management systems – is known to drive significant productivity increases of up to 18.5 per cent. In the context of the pandemic and modern-day spending, it is very important to support businesses to expand their online presence and gain access to the online market.

This programme is delivered in partnership with Greater Manchester Combined Authority to further London's ambition to work with other cities to scale solutions to low productivity and low-tech adoption rates among SMEs in city economies. It will also demonstrate how products developed in the innovation engine of London can improve the productivity and competitiveness of businesses across the UK.

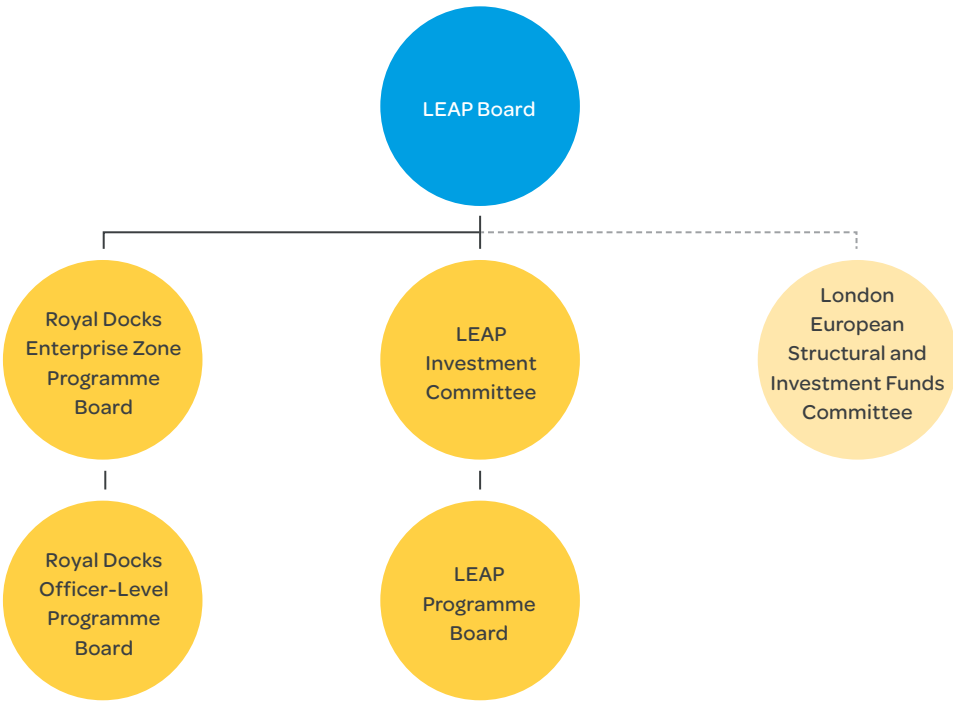


Governance and Accountability

LEAP is a non-incorporated advisory body established by the Mayor of London under sections 30 and 34 of the Greater London Authority Act 1999. LEAP has no separate, independent or corporate legal status and operates through the GLA, which acts as the accountable body for funding provided by government.

LEAP is governed by its Local Assurance Framework and Constitution. The Schedule of Funding Responsibilities sets out functions to be discharged by the Board and its subordinate bodies, all of which are then subject to the GLA’s Decision-Making Framework and approval by the Mayor of London (or officers as delegated).

The Board meets quarterly and has established two standing subordinate bodies to support the delivery of its objectives. LEAP has strategic oversight of London’s European Structural and Investment Funds (ESIF). It receives updates from the London ESIF Committee, a sub-committee of HM Government’s Growth Programme Board for the London ESIF programme.



HM Government has scored LEAP governance consistently highly in our annual performance review.

The LEAP Board actively manages risk using the GLA’s Risk Management Framework, which underpins all LEAP project management and decision making. The Board receives and scrutinises quarterly updates on risk and performance across all its programmes.

We are committed to transparency and publish all our meeting papers and minutes on our website. We only restrict information when it is exempt from disclosure under the Freedom of Information Act.

Value for money

We have arrangements in place to ensure value for money across all our investments. Our business cases and economic assessments are developed in line with in the GLA’s Project Management Toolkit.

We have an extensive assessment process for funding bids. We evaluate applications against criteria including value for money, alignment with policy and, where appropriate, geographic spread. We are also committed to awarding our funding to areas and organisations that need it the most.

Shortlisted investment recommendations are presented for consideration to formal meetings prior to any decision by the Mayor (or GLA officers as delegated). Investment proposals are supported by a business case. This encourages evidence-based decision-making and reflects the principles in HM Government’s Green Book guidance.

It is important that Londoners can access and shape our work. To achieve this, we strive to promote our programmes as widely as possible. We also seek to involve people in the programme design process and run workshops throughout funding rounds. We continually review our approach and welcome feedback on how we can more effectively connect with all Londoners.

Financial Statement for 2020–21

All LEAP income and expenditure is subsumed within the GLA’s Statement of Accounts as LEAP’s accountable body.

Funding

We are wholly funded by HM Government grants and we leverage match-funding from third parties for our projects. We receive capital grant funding from the Local Growth Fund, and the GLA uses the flexibility it has to ensure a proportion of this is available as revenue grant. This enables us to provide the necessary support for the delivery of capital projects. We also receive core funding and Growth Hub revenue grants to finance our day to day activities.

The GLA received the following government grants for LEAP programmes in 2020–21:

Funding Type	Total Received in 2020–21 (£)
Local Growth Fund	£83,630,000
Core Funding	£500,000
London Growth Hub*	£520,000
Additional funding to local enterprise partnerships	£720,000

*now known as London Business Hub

Repayments of grant from Growing Places Fund projects

Capital returns are being generated from projects that were funded by the Growing Places Fund grant. The total returns received to 31 March 2021 are outlined in the following table:

Growing Places Fund repayments	Total capital returns received to 31 March 2021 (£)
Repayments	£19,989,000
Amount committed to projects in 2020–21	£6,500,000
Balance available for projects/ programmes	£13,053,000

Royal Docks Enterprise Zone

We endorse the allocation of funding received through retained business rates growth in the Royal Docks Enterprise Zone. All business rates growth will be retained up to 2038. At 31 March 2021, this totalled approximately £9.4m since 2013, including £2.2m in 2020-21.

In 2018 the Mayor approved a five-year delivery plan to support transport infrastructure, connectivity, economic development, placemaking, estate management and creative projects to transform the Royal Docks and accelerate the delivery of commercial space. The delivery plan endorsed expenditure of up to £212.5m. Expenditure in 2020-21 was £7.9m.

Programme expenditure

At 31 March 2021 LEAP lifetime approved programme funding totalled £675.6m, including the Royal Docks Enterprise Zone. £510.1m of this had been committed to projects. The final £83.6m tranche of the Local Growth Deal received in 2020-21 was conditional on the GLA using its freedoms and flexibilities to ensure the total £324.4m Local Growth Deal grant was fully spent by 31 March 2021. Growth Deal projects will continue to be delivered beyond this date, but the grant was swapped with other GLA capital projects where the expenditure was incurred within this timescale.

Capital and revenue expenditure and financial commitments across all LEAP programmes to 31 March 2021 are outlined in the following table:

Programme Area	Total Funding Agreed (£M)	Total Committed (£M)	Amount Incurred 2020–21 (£M)	Cumulative Cash Spent to 31 March 2021 (£M)
Programme Area				
Further Education Capital Programme	102.6	102.6	8.2	63.0
Skills for Londoners Capital Fund	103.5	103.5	15.0	32.5
Mayor’s Construction Academy	8.0	8.0	0.5	2.5
London Regeneration Fund	16.8	16.8	0.6	16.8
Digital Skills	5.0	5.0	1.6	4.2
Small Sites	11.2	11.2	4.6	6.0
Cleaner Heat Cashback	1.1	1.1	0.0	3.4
Air Quality	2.0	2.0	0.2	1.9
Good Growth Fund	74.2	74.2	13.4	34.8
Total Growth Deal Programmes	324.4	324.4	44.2	165.2
Other Programmes				
Growing Places Fund	107.5	107.5	0.3	96.0
Core Funding	4.7	3.7	0.8	3.1
Growth Hub Funding	4.3	3.4	0.5	4.0
Supplementary Growth Hub funding	0.4	0.4	0.4	0.4
Local Industrial Strategy	0.4	0.4	0.0	0.3
LEAP-funded COVID-19 economic recovery	5.5	5.5	0.2	0.2
Peer Networks programme	0.4	0.4	0.4	0.4
London Resilience Fund	1.0	1.0	0.1	0.1
Total Other Programmes	124.2	122.3	2.7	104.5
Land and Property Royal Docks – Enterprise Zone	216.1	63.0	7.9	22.5
Total Leap Programmes	675.6	510.1	54.8	292.2

LEAP Board Membership

We are very grateful to our all our Members, in particular our Business Members, who volunteer their time in the interests of fair economic growth across London.

At 31 March 2021, the LEAP Board had 19 Members, of which eight were ex-officio appointments and 11 were Business Members appointed through an open recruitment process.

Members are appointed by the Mayor of London in line with the mayoral term. In May 2020 the Mayor decided to extend Member terms by one year when the mayoral election was postponed to May 2021 due to the COVID-19 pandemic.

LEAP business members Natalie Campbell MBE, Dr Celia Caulcott and Alexandra Depledge MBE stepped down in May 2021 having served on the Board since 2016. Natalie, Celia and Alex provided invaluable expertise for the development and delivery of LEAP programmes, and we place on record our formal thanks for their contributions to the Board and the LEAP Investment Committee.

We have paused our recruitment for the four business member vacancies until the outcome of the Government’s LEP Review.

Diversity
London’s diversity is its biggest asset and the Mayor of London strives to reflect this in all LEAP Board appointments.

This year we operated with a 45/55 female/male balance in directly appointed business members, and an overall 42/58 balance. This was slightly less balanced than previous years as we were carrying one business member vacancy , but we will aim to restore this through business member recruitment.



Sadiq Khan
Mayor of London (Chair)



Rajesh Agrawal
Deputy Mayor
for Business
(Co-Deputy Chair)



Cllr Georgia Gould
London Councils
Representative, Executive
Member for Skills and
Employment, London
Councils and Leader of
Camden Council
(Co-Deputy Chair)



**Mayor Rokhsana
Fiaz OBE**
Mayor of Newham



**Cllr Teresa
O'Neill OBE**
London Councils
Representative, Vice-Chair
of London Councils and
Leader of LB Bexley



Jules Pipe CBE
Deputy Mayor for Planning,
Regeneration and Skills



Cllr Danny Thorpe
Leader of the Royal Borough
of Greenwich Council

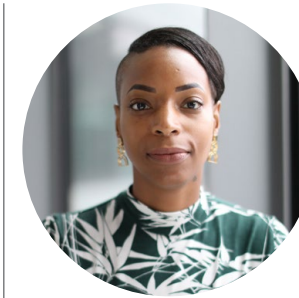
Full Board Membership

At 31 March 2021

Private sector



**Angus Knowles-
Cutler**
London Senior Advisor,
Deloitte (Co-Deputy Chair)



**Natalie Campbell
MBE**
Social Entrepreneur



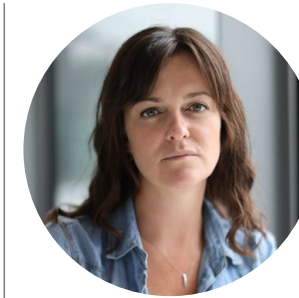
Dr Celia Caulcott
Vice-Provost
(Enterprise), University
College London



**Professor
Greg Clark CBE**
Global Head, Future Cities &
New Industries, HSBC Group



James Cronin
Serial entrepreneur



**Alexandra
Depledge MBE**
Serial Entrepreneur



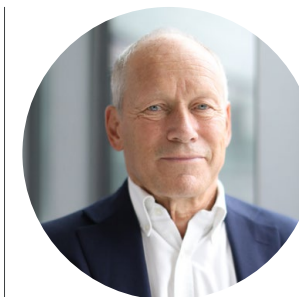
Katharine Glass
Entrepreneur &
communications
specialist



Sam Gurney
Trade Union Representative,
Trades Union Congress
(TUC) Regional Secretary
for London, East and South
East Region



Jamie Mitchell
Business leader with a
portfolio of non-executive
appointments



John Newbiggin OBE
Co-founder and Chair,
Creative England



Nita P. Woods
Entrepreneur &
sustainability consultant



Simon Pitkeathley
CEO of Euston Town
and Camden Business
Improvement Districts

LEAP contact details

If you are a business looking for support, please contact the Business Support Helpline on **0300 456 3565**. The line is open Monday to Friday, from **9:00** to **18:00**.

To get in touch with LEAP Board Members or officers, please contact the LEAP Secretariat at the following details:

T 020 7983 4628

W lep.london

E leap@london.gov.uk

Twitter: @LondonLEP

