

A Review of the London and Partners Process of Selection of Trade Mission Delegates and decisions about Sponsorship

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APPENDIX

1

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD2028

Title: Review of London & Partners

Executive Summary:

The Mayor has asked that a review of the GLA's funding of London & Partners (L&P) be undertaken to ensure the best possible promotion for London

L&P have now been in operation for over five years since April 2011. The creation of L&P reflected the previous Mayor's expressed wish to bring together the previously separate promotional activities undertaken by Think London (inward investment), Visit London (tourism) and Study London (education).

The Mayor will need to make decisions on L&P's future funding. The current funding agreement runs until the end of the 2016/17 financial year. In addition, the referendum vote to leave the European Union on 23 June has greatly changed the context for promoting London as the best city in the world in which to invest, work, study and visit. It is vital that London's promotional agency, supported by the Mayor, be fit for purpose in a post-Brexit London, and in the transitional period.

It is therefore timely to conduct a review of how GLA funding can best contribute to the best possible promotion of London. This includes, but is not limited to: reviewing how L&P operates; the impact and efficiency of L&P's programmes, business models and current GLA funding to date; the change of context and remit of L&P since 2011; overview of international promotion across the GLA family and other promotional bodies in London to maximise synergy and avoid duplication; comparative research on how other cities are undertaking international promotion activities and finally the evaluation methodology used to measure outcomes.

We recommend an internal review is set up by 1 September 2016, to report back by 21 October 2016.

Decision:

That the Mayor approves:

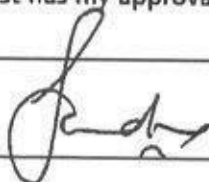
- a) An internal review into the impact and efficiency of GLA funding of L&P programmes, to ensure the best possible promotion of London supported by GLA staff resources.
- b) A contingency of £25,000, that the Executive Director of Development, Enterprise and Environment, may if necessary draw on to procure specialist consultancy support for the review.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision, and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:

13/7/16

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and Background

L&P was launched by the previous Mayor on 1 April 2011. It was established following advice from the Promote London Council that London required a single coherent voice to promote London internationally. It was also recognised that the Games in 2012 presented a once-in-a-lifetime show-casing opportunity which needed to be optimised. Previous to this, the London Development Agency was grant funding four separate organisations to promote London to international audiences targeting potential tourists, investors, students and film-makers. In 2009/10 the LDA funding to these four organisations totalled £24m. Given public finance constraints it was acknowledged that a leaner and more efficient approach would be required.

L&P is funded by a combination of sources including a grant from the Mayor of London, fees from their commercial partners, benefits in kind and income from their commercial activities. The context within which they operate has changed substantially since 2011. This has included the shift towards a 50:50 split (20:80 in 2011) of commercial income and public GLA funding; the impact of the Olympics, major events and inward investment; the funding/role of other agencies involved in international promotion, such as MedCity and Film London; as well as L&P expanding its activities into the export market through launching the Mayor's International Business Programme.

The current GLA Grant Agreement with L&P provides funding for the period up to 31 March 2017 (£10,979,000). L&P's grant funding is included in the 2017/18 GLA budget for planning purposes at the same level as in previous years.

It is therefore timely to now conduct a review of GLA's funding of L&P as the Mayor needs to make a strategic decision on L&P's future funding.

2. Objectives and expected outcomes

The objectives and expected outcomes (as well as the specific areas that will be examined and steering group membership) of the review are covered in the Terms of Reference at Appendix A.

The review will culminate in a report and recommendations to be presented to the Mayor by 21 October 2016.

The review will be led and coordinated by the review steering group with support from the secretariat. This may be supplemented by external specialists input if required.

3. Equality comments

There is not expected to be any negative impact in terms of equality as part of the review; the review will be mindful of all the requirements set out in the Equality Act 2010.

4. Other considerations

Links to Mayoral priorities

The proposals are fully in line with the first objective of the Mayor's Economic Development Strategy to promote London as the world capital of business, the world's top international visitor destination and the world's leading centre of learning and creativity.

Key risks and issues

1. Should this decision not be approved:
 - o the Mayor will be less informed when making decision on L&P's future funding.
 - o the promotion of London may not be as optimised and efficient should the review not take place.
2. There are tight timescales involved as L&P are currently planning for their Two-Year Strategic Plan and we need to make sure that the review is aligned with their Strategy so that it can take into consideration the review's recommendations.
3. L&P will be appointing a new Chief Executive. The review's timelines should be aligned with the recruitment of L&P's new chief executive to ensure the review's recommendations are taken into consideration in the job description and recruitment process.

5. Financial comments

- 5.1 Any costs arising from the review will be met from EBPU's budget subject to authorisation from the Executive Director of Development, Enterprise and Environment.

6. Legal comments

- 6.1 Under section 30 of the Greater London Authority Act 1999 (the 'Act') the GLA, acting by the Mayor and after appropriate consultation, is entitled to do anything that will further the promotion, within Greater London, of economic development and wealth creation, social development and the improvement of the environment.
- 6.2 Furthermore, section 34 of the Act allows the GLA, to do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of any functions of the GLA. In this case, the GLA wishes to conduct an internal review of London & Partners with a view to establishing how the GLA's funding can best contribute to the promotion of London. Accordingly, the review and attendant expenditure may be viewed as being calculated to facilitate and is conducive and incidental to economic development and wealth creation within Greater London.
- 6.3 In decision 2, the officers request the approval of a budget of £25,000 for the retention, if necessary, of consultants to support the said internal review. The officers are reminded to ensure that all expenditure of the £25,000 be compliant with the requirements of the GLA's Contracts and Funding Code.

7. Planned delivery approach and next steps

| Activity | Timeline |
|---|-----------------|
| Commence Review | September 2016 |
| Establish review work streams and detailed timescales | September 2016 |
| Report and recommendations to be presented to the Mayor | 21 October 2016 |

Appendices and supporting papers:

None

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred?

No

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form

No

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Hanna Ostling has drafted this report in accordance with GLA procedures and confirms the following have been consulted on the final decision.

✓

Assistant Director/Head of Service:

Mark Kleinman has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Sponsoring Director:

Fiona Fletcher-Smith has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

David Bellamy has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

[Handwritten Signature]
TOM MIDDLETON ON BEHALF OF MARTIN CLARKE

Date

08.09.16

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature

[Handwritten Signature]

Date

11/9/2016

APPENDIX A

TERMS OF REFERENCE FOR THE LONDON & PARTNERS REVIEW

A review into the impact and efficiency of GLA funding of London & Partners, to ensure the best possible promotion for London.

1. Review Steering group and secretariat:

1.1 An internal GLA steering group will lead the review and ensure actions are implemented.

- Membership:
 - Rajesh Agrawal, Deputy Mayor for Business (Review Chair)
 - Leah Kreitzman, Mayoral Director, External and International Affairs
 - Fiona Fletcher-Smith, Executive Director, DEE
 - Mark Kleinman, Assistant Director, EBPU
- Secretariat:
 - Hanna Ostling, International Promotion, EBPU, with support from EBPU officers
- Other teams of the GLA will be consulted as and when required.

1.1 Informal advice will also be sought from outside experts and an external advisor is currently being contacted.

1.2 L&P will be consulted throughout the review and given ample opportunity to provide evidence and research through presenting at selected meetings of the steering group.

2. To examine:

London's Promotional Landscape

2.1 A scan/overview of the organisations involved in promoting London internationally. This could include:

- Public sector bodies (London) i.e. L&P, Med City, Film London, London Chamber, City of London, Universities
- Public Sector Bodies (national) i.e. UKTI, British Council, British Fashion Council, GREAT campaign, British Academy
- Private Sector bodies
- What is the remit of these organisations/where is it 'London's responsibility? How do these organisations integrate/work together?

2.2 Overview of international promotion across the GLA family:

- Scope for maximising synergy and avoiding duplication between L&P and the GLA
- Balance between L&P Board priorities and Mayoral priorities (i.e. how to ensure L&P are best equipped to deliver on the Mayor's priorities for London).

Comparing International Promotional activities

2.3 Comparative research on how other cities are undertaking their international promotional activities. Including:

- NYC, Hong Kong (in particular "Invest Hong Kong") and Singapore with regard to inward investment Paris and other cities with regard to tourism.
- How do other agencies measure their performance?

Measuring Efficiency

2.4 Are we using the correct evaluation methodologies to measure performance/outcomes?

- What has been achieved? ROI for GLA investment
- How is this measured, how robust are the measures?

Changing Context

2.5 How the context and remit of L&P has changed since 2011

- Brexit
- Setting up of MedCity
- Increased funding to Film London following new UK support to other screen sectors, including Games, TV and animation
- Increased commercial funding of L&P
- Launch of Dot London
- Huge tourism success of London post Olympics
- Impact of changes in Mayoral priorities on what is required from L&P

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD2059

Title: London & Partners Review Recommendations

Executive Summary:

In August 2016, the Mayor requested an internal review of the funding, governance and effectiveness of London & Partners (L&P) to ensure GLA funding results in the best possible promotion of London. The review was established in the changing context of the new Mayor's priorities, the result of the EU referendum and increasing competition with other cities. The internal review steering group, chaired by the Deputy Mayor for Business, came up with 14 final recommendations which the group believes will best meet these objectives.

Decision:

That the Mayor approves the final London & Partners review recommendations, as set out in Appendix A, so that officers begin the implementation process.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision, and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:

6/12/16

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

L&P has been in operation since April 2011 when the functions of Visit London, Think London and Study London were consolidated to form a new single organisation. The rationale for the merger was that a single, coherent voice would promote London more effectively and efficiently.

L&P is funded by a combination of sources – most significantly a grant from the Mayor of London (almost half of its annual budget), other public sector funding, fees from their commercial partners, in-kind support from the private sector and income from their commercial activities.

The context within which L&P operates has changed substantially since 2011. This has included the shift towards a 50:50 split (20:80 in 2011) of non-GLA income versus GLA funding; along with new Mayor's priorities, the result of the EU referendum as well as increasing competition with other cities. L&P has a fundamental role to play to ensure London maintains its competitive position. As such, in August, the Mayor requested an internal review of L&P's funding, governance and effectiveness to ensure GLA funding results in the best possible promotion of London. This was approved through the Mayoral Decision: MD2028.

The Deputy Mayor for Business established an internal GLA review steering group to identify how L&P can best support the Mayor's priorities and to enable L&P to focus on its strengths and core mission - which is to promote London as the best city in the world in which to invest, work, study and visit, through amplifying the Mayor's key messages, priorities and campaigns, to an international audience.

The review steering group considered the following areas:

- Configuration and effectiveness of current arrangements
- London's wider promotional landscape
- Funding, governance and transparency
- Measuring success

The steering group proposed 14 recommendations, which it believes will best meet the review objectives.

2. Objectives and expected outcomes

Subject to the review recommendations being signed off, the secretariat will draw up an implementation plan to ensure how L&P can best support the Mayor's priorities, by focusing on their areas of strength, which is to promote London as the best city in the world in which to invest, work, study and visit.

3. Equality comments

The implementation of the review recommendations will take into account all of the requirements set out in the Equality Act 2010 including the public sector equality duty.

4. Other considerations

Links to Mayoral priorities

The proposals are fully in line with the Mayor's document "A City for all Londoners", which recognises the importance of promoting London internationally, to maintain London's global competitiveness, which helps to drive the city's economy.

Key risks and issues

1. Should this decision not be approved:

- o GLA will not be able to implement the recommendations which, as agreed by the review panel, are important to ensure L&P best supports the Mayor's priorities.
- o The promotion of London may not be optimised should the recommendations not be implemented.

5. **Financial comments**

There were no costs arising to the GLA from this review.

Implementing the findings of the review could lead to some cost savings. The implications of those cost savings for L&P and the GLA will be looked at if and when they arise.

6. **Legal comments**

There is no formal recognition of board observers in L&P's articles so there is no automatic right for them to attend meetings and receive papers but there is nothing which precludes their appointment. Care is needed to ensure that the observers do not become de facto directors and thereby take on obligations of which they may be unaware, for example, fiduciary duties. Consideration should be given to whether the Mayor's right to appoint observers is entrenched in L&P's articles and what formal rights observers should have, for example, receipt of board papers.

7. **Planned delivery approach and next steps**

| Activity | Timeline |
|---|-------------------|
| Communicate the review recommendations with London & Partners | Start of December |
| EBPU to finalise a recommendations' implementation plan with L&P | Mid December |
| Recommendations to be included in the grant funding agreement for 17/18 | January |
| Recommendations implemented | End of March 2017 |

Appendices and supporting papers:

Annex 1 –L&P Review recommendations

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? Yes

If YES, for what reason: To allow L&P to share the recommendations with their staff before they are published. L&P have requested one week after the Mayor's approval and therefore this decision form could be published before 16 December 2016.

Until what date: 16 December 2016

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Hanna Ostling has drafted this report in accordance with GLA procedures and confirms the following:

✓

Sponsoring Director:

Fiona Fletcher-Smith has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

Rajesh Agrawal has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Corporate Investment Board

This decision was agreed by the Corporate Investment Board on the 5 December 2016.

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

M. D. Ollé

Date

5.12.16

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature

D. Bellamy

Date

5/12/2016

REVIEW OF GLA FUNDING AND GOVERNANCE OF LONDON & PARTNERS

Economic and Business Policy Unit
Greater London Authority
December 2016

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2. Background
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1. INTRODUCTION

1.1 Introduction

In August 2016 the Mayor requested an internal review of London & Partners' (L&P) funding, governance and effectiveness - to ensure that GLA funding contributes to the best possible promotion of London. This is the first such review since L&P was set up in 2011 by the previous Mayor. This paper sets out the background to L&P, the rationale for the review and how it was carried out, and, finally, the recommendations put forward by the review panel.

2. BACKGROUND

2.1 Role of London & Partners

L&P is the official promotion agency for London. It was established in April 2011 by the previous Mayor to attract FDI, visitors and students, merging three formerly separate agencies: Think London, Study London and Visit London.

2.2 Structure and configuration

The objective was to make London's international promotion more efficient and effective and, through establishing L&P as a public-private partnership and an independent not-for-profit company, to afford it an appropriate level of operational freedom with an entrepreneurial, private-sector ethos.

The governance arrangements, as currently configured, seek to achieve these goals. The Mayor is the founding member of the company, but L&P is governed by the L&P Board ('the Board'). The Board comprises twelve directors. The Mayor appoints the chair and one other non-executive director to the Board, and approves the appointment (by the Board) of two executive directors – the chief executive and the executive with responsibility for the financial affairs of the company (see **Annex 1** for further details of Board membership).

2.3 Funding and monitoring

L&P is funded by a combination of sources including a grant from the GLA, fees from their commercial partners, benefits in kind and income from their commercial activities. GLA is its majority funder.

The financial context within which L&P operates has changed substantially since 2011, notably because the split between GLA and non-GLA income is now closer to 50:50 (compared to 80:20 in 2011).

The current GLA Grant Agreement with L&P provides funding for the period up to 31 March 2017 (£10,979,000).

- GLA funding previous years was as follows:
 - 2011/12 - £15,825,000
 - 2012/13 - £13,166,000
 - 2013/14 - £12,865,000
 - 2014/15 - £12,048,000
 - 2015/16 - £12,206,000

Including the current year (2016/17), the Mayor has contributed over £75m from core GLA funds to the promotion of London.

L&P receives its grant subject to the annual business plan being signed off both by the Mayor and the Board. Its performance against KPIs is monitored by the GLA on a quarterly basis, and its work is scrutinised by its Board in quarterly Board meetings.

L&P funds those activities where there is a clear economic case for public intervention and which create the highest net benefits. Wherever possible, this is measured in terms of additional Gross Value Added (GVA) to the London economy. Economic impact evaluation methodologies have been developed by GLA Economics in order to assess the GVA generated by L&P's activities. L&P also has an in-house economist.

3. THE PURPOSE OF THE REVIEW AND HOW IT WAS CARRIED OUT

3.1 Purpose of the review

L&P is now in its sixth year of operation. It is therefore timely to review the previous Mayor's decision to merge three previously separate bodies and establish L&P. Furthermore, the context for promoting London has changed significantly since L&P was established, in particular because of the result of the EU referendum and increasing competition with other cities. Finally, the Mayor has set out his priorities for London, following his election in May 2016. The Mayor therefore requested an internal review of L&P's funding, governance and effectiveness to ensure GLA funding results in the best possible promotion of London.

3.2 Objective of the review

The objective of the review is to identify how L&P can best support the Mayor's priorities and most effectively promote London.

3.3 How the review was carried out

An internal review panel was set up, chaired by the Deputy Mayor for Business, Rajesh Agrawal. It comprised the following individuals:

- Rajesh Agrawal, Deputy Mayor for Business and Digital (Chair)
- Leah Kreitzman, Mayoral Director, External and International Affairs
- Fiona Fletcher-Smith, Executive Director, Development, Enterprise and Environment
- Mark Kleinman, Assistant Director, Economic and Business Policy (EBPU)
- Hanna Ostling, Principal Policy Officer, International Promotion, EBPU (Secretariat)

The review consisted of six sessions, which considered the topics set out below:

- Configuration and effectiveness of current arrangements
- London's wider promotional landscape
- Funding, governance and transparency
- Measuring success

Independent expert advice was sought from Greg Clark, former member of the Promote London Council and current member of the TfL Board.

Evidence was also contributed from L&P, relevant external bodies and internal GLA teams (see **Annex 2**).

All those to whom the panel spoke and who submitted evidence recognised the key importance of L&P in promoting London. It was noted that, although the organisation works well in general both with City Hall and with key partners, there is scope for it to:

- be more flexible and responsive to the Mayor's priorities
- focus more on its areas of strength
- operate with more clarity about its core functions
- reduce duplication in some cases
- work better in partnership with other organisations in some cases
- Function as a B-To-B brand, rather than B-To-C

The panel wishes to thank Greg Clark and the individuals and organisations to whom it spoke and who submitted evidence.

4. Findings and key recommendations

GOVERNANCE AND L&P'S RELATIONSHIP WITH THE GLA

Recommendation 1: Retain the overall structure, status and funding of L&P

Overall, the review panel finds that the current model with L&P as an independent not-for-profit company with private sector leadership and a remit covering FDI, tourism and students is the most appropriate one, and has contributed to a more effective international promotion of London since 2011. L&P staff at all levels have a good reputation as experts in their field. It has been confirmed that the Mayor will sustain the GLA's grant to L&P at its current level (subject to confirmation via the GLA budget-setting process).

The further recommendations below should be seen as ways of continuing this progress and ensuring L&P is fit for purpose in new and more challenging external circumstances – and to take forward the Mayor's priorities.

Recommendation 2: Agree a clear mission statement

In order to ensure that L&P is directing its resources effectively, it is important to clearly define its remit. The panel proposes the following mission statement:

"London & Partners is the Mayor of London's official promotion agency. Its purpose is to support the Mayor's priorities by promoting London internationally, as the best city in the world in which to invest, work, study and visit. It does this by devising creative ways to promote London and to amplify the Mayor's messages, priorities and campaigns to international audiences. Its mission is to tell London's story brilliantly to an international audience."

London & Partners remit includes the following areas:

1. *Promoting London to international visitors (leisure and business) by:*
 - a. Running L&P's flagship website visitlondon.com
 - b. Delivering high-profile marketing campaigns internationally
 - c. Showcasing its business events offer and running London's convention bureau
 - d. Working with international media to generate positive coverage about London as a competitive, vibrant, welcoming and forward-looking world capital
2. *Promoting London to international prospective students by:*
 - a. Running L&P's studylondon.ac.uk website
 - b. Delivering marketing campaigns to prospective students internationally
 - c. Working with international media to generate positive coverage about London as a competitive, vibrant, welcoming and forward-looking world capital
3. *Promoting London to international companies and investors by:*
 - a. Providing advice and support to international companies considering where to locate and expand their business, securing their investment in London and helping them get established in the city
 - b. Providing advice and guidance to international companies based in London to ensure that jobs are retained
 - c. Delivering marketing campaigns to prospective inward investors internationally
 - d. Aggregating London-wide regeneration and development projects and promoting them to potential overseas investors.

- e. Working with international media to generate positive coverage about London as a competitive, vibrant, welcoming and forward-looking world capital
- 4. Helping London based companies to export internationally, by delivering the Mayor's International Business Programme 'Go To Grow'.
- 5. Leading activities to secure major corporate events in London, and supporting the Mayor's Office to secure major sporting and cultural events.
- 6. Supporting the Mayor's office overseas trips with business engagement

Recommendation 3 – Ensure a balanced L&P Board

The L&P Board plays a vital role in both the governance and setting the strategic direction for the organisation. In the more uncertain economic times ahead, the Board will need a balance comprising members with deep sectoral expertise and knowledge, together with members with broader and more general experience of London's economy. We therefore recommend that an appropriate balance of skills and expertise is struck when recruiting future Board members.

Recommendation 4: Increase the number of GLA observers on the Board

While the Board will remain the governing body of L&P, in line with the mission statement, it is vital that L&P's work aligns fully with Mayoral priorities and supports the wider work of the GLA family in encouraging investment to London. In order to achieve that, the panel recommends that the Mayor be able to appoint an appropriate number of official observers. Observers play a different and complementary role to full board members – namely to add value to Board discussions through their own expertise and knowledge of the Mayor's priorities (and how L&P's work can contribute to them). Decision making will remain with Board Directors.

The review panel recommends that in addition to the Mayoral Director for External and International Affairs, the Deputy Mayor for Culture and the Mayor's Adviser on Business and Digital Policy are also appointed observers. The panel recommends that GLA officers receive Board papers and key documents as a matter of course in order to be able to brief Mayoral representatives – and are able to attend Board meetings as relevant, in the interests of transparency.

The panel considers the current configuration of the L&P Board – in which the Mayor appoints the Chair and one other Board Member – to be appropriate.

Recommendation 5: Introduce more flexible business planning

It is important that L&P is able to plan its work and that it can resource it appropriately. However, it is also essential that L&P can respond quickly and flexibly to priorities which arise in-year, which are an inevitable feature of the context in which it and the GLA operate.

To enable L&P to adapt to flexible requests from the GLA, the panel recommends that a contingency budget of 3 per cent of its annual GLA grant is held back for this specific purpose (at present that would equal around £300,000 per year). The GLA will expect L&P to include a line in its business plan providing for this, and L&P will be measured against its ability to respond effectively to new and urgent requests (see recommendation 14). The amount will not be linked to the costs of specific tasks or activities, but rather, disbursed quarterly on the basis of a satisfactory response to the need for flexibility.

Recommendation 6: Improve quarterly monitoring meetings

The GLA is L&P's majority funder. On that basis, it is essential to maximise the flow of information between the two organisations. This will enhance the GLA's ability to review, feedback on and support L&P's activities (as well as measuring its economic impact - see recommendation 13 on KPIs).

The panel recommends that quarterly 'performance and delivery' meetings are refocused to provide a forward (as well as backward) look, and to which all GLA staff with an interest in L&P's work can contribute. GLA officers will have the opportunity to ask questions and raise concerns with regards to L&P's forthcoming activities for the following three months – and to share information about their own work programmes/the Mayor's priorities for the coming months. The panel also recommends that senior L&P staff meet regularly with relevant GLA staff to discuss work programmes. This will help to ensure that L&P and the GLA are working as one, do not duplicate efforts and that objectives and outcomes are agreed by both organisations. These meetings will also act as a forum which confirms payment of the contingency budget.

The GLA will include a KPI on 'GLA satisfaction/Mayoral priorities implementation' (see recommendation 14 on KPIs).

Recommendation 7: Transparency

The Mayor wants the GLA Group and grant-funded organisations to be as transparent as possible. Transparency relating to the use of public money is also, rightly, a concern of the London Assembly. With regard to L&P it is important to balance the need for transparency with the need for it to operate as a commercial arms-length organisation. The panel is aware that the London Assembly raised these issues with the previous mayor in 2014 and feels that the actions taken by L&P since in response to the Assembly's requests strike the right balance.

Recommendation 8: Mayoral branding

In line with its mission statement to promote London on behalf of the Mayor, the Mayor of London brand should be used along with Visit London for tourism activities, Study London for student activities and London & Partners for business activities (for b-to-b communications).

The GLA will draw up brand guidelines and a process agreement with L&P to ensure that it can use the Mayoral brand and other related brands (e.g. #LondonIsOpen) where appropriate and with agreement from the Mayor's office.

FUNDING, EFFICIENCIES AND STREAMLINING**Recommendation 9: GLA and non-GLA funding**

The panel found that the current balance of GLA to other funding is satisfactory. The panel does not recommend that L&P be specifically tasked to increase its non-GLA income beyond the current level.

Recommendation 10: Assets

To assist L&P to deliver the Mayor's priorities, the GLA will increase L&P's free usage of the London Living Room and/or Chamber from two to four times per year.

Recommendation 11: Seek efficiency savings

We recognise that significant efficiency savings have been generated over the past five years by L&P. However, to sharpen L&P's focus on its core aims of promoting London and allow more of

the GLA grant to be used directly to promote London, the panel recommends that the new CEO work with the GLA to explore how further efficiency savings might be made.

Recommendation 12: Avoiding duplication

In order to maximise synergy and ensure that L&P is not duplicating work already being conducted by the GLA, GLA policy leads for each area should have regular meetings with relevant leads at L&P. These might form part of the broader monitoring meetings (see recommendation 6).

MEASURING SUCCESS

Recommendation 13: Streamlining KPIs and improving methodology

The GLA currently measure L&P on KPI's including: total GVA attributed from delivering economic benefit across all sectors; total number of jobs created and supported across all sectors; and total non-GLA grant income generated. While measurement of FDI is satisfactory, the panel recommends that GLA Economics works with L&P to improve methodologies for measuring leisure tourism, business tourism, higher education and media coverage. The panel recommends that measuring the number of jobs "supported" should cease. The panel also recommends that L&P cease to measure AVE, and L&P and the GLA should together explore how media impact can best be measured. Updated KPIs will be introduced as part of the next business planning process from spring 2017.

Recommendation 14: Measuring GLA satisfaction

The panel recommends that L&P be officially measured on the GLA's satisfaction/Mayoral priorities with its quarterly performance, as a KPI. This is by definition a subjective measure but it is used for other L&P customers.

ANNEX 1 – London & Partners Board information

| Name | | Company | Date Appointed | Last reappointment | Date for Renewal |
|---------------|----------|------------------------|----------------|--------------------|------------------|
| Jean-Louis | Bravard | Burnt Oak Partners | 31/01/2011 | 17/11/2016 | 17/11/2017 |
| Kevin Leslie | Murphy | ExCel | 31/01/2011 | 17/11/2016 | 17/11/2017 |
| Robert | Lechler | King's Health Trust | 13/02/2014 | | 13/02/2017 |
| Mark John | Boleat | City of London | 19/10/2012 | 14/07/2016 | 30/04/2017 |
| Sandie | Dawe | N/A | 18/09/2014 | | 18/09/2017 |
| Alan John | Bishop | Southbank Centre | 05/10/2011 | 5/10/2014 | 05/10/2017 |
| Hilary Susan | Riva | N/A | 14/11/2011 | 14/11/2014 | 14/11/2017 |
| Anne | Morrison | BAFTA | 01/06/2015 | | 01/06/2018 |
| Andrew John | Cooke | London & Partners | 18/05/2011 | | N/A |
| Rajesh | Agrawal | GLA | 04/07/2016 | | N/A |
| CEO | | To be appointed | | | |
| Vacant | | | | | |

ANNEX 2 - Organisations consulted

MedCity

Launched in April 2014 to promote and grow the world-leading life sciences cluster of England's greater south east, it is promoting life sciences investment, entrepreneurship and industry in the region. The GLA are funding MedCity £1,125m over three years. This year is the third year.

Film London

Film London is the capital's screen industries agency. Film London works to sustain, promote and develop London as a global content production hub, support the development of the city's new and emerging filmmaking talent and invest in a diverse and rich film culture. The GLA are the main funders - this year GLA are providing £1,550,000 to deliver Film London's core activities. Through the LEP, GLA are providing funding of £1,2m over three years to grow investment in the video games sector and relaunch the London Games Festival.

London Chamber of Commerce (LCCI)

LCCI is the capital's largest independent networking and business support organisation. It is one of the five members of L&P. LCCI has an arrangement in place with L&P that companies introduced by them who set up in London are given a year's free membership of the Chamber, and a discount on their subsequent (paid) membership. LCCI's international business team is also a delivery partners in the Mayor's International Business Programme providing a mission-organising service at no charge and allocating staff at up to senior levels to contribute to match funding arrangements.

London First

London First is a non-profit organisation with the mission to make London the best city in the world to do a business. They aim to influence national and local government policies and investment decisions to support London's global competitiveness.

London Councils

London Councils represents London's 32 borough councils and the City of London. It is a cross-party organisation that works on behalf of all of its member authorities to make the case for powers, freedoms and resources to best serve the needs of London's residents and businesses. London Councils does not have a direct role in promoting London. Their role is more closely linked to supporting our borough members in their work around business support, inward investment and tourism. Much of this work is done in partnership with London & Partners.

GLA internal teams:

- Sports
- Culture
- External Affairs
- HR
- Governance
- Finance
- Intelligence
- EBPU

APPENDIX

2

Organisation Chart

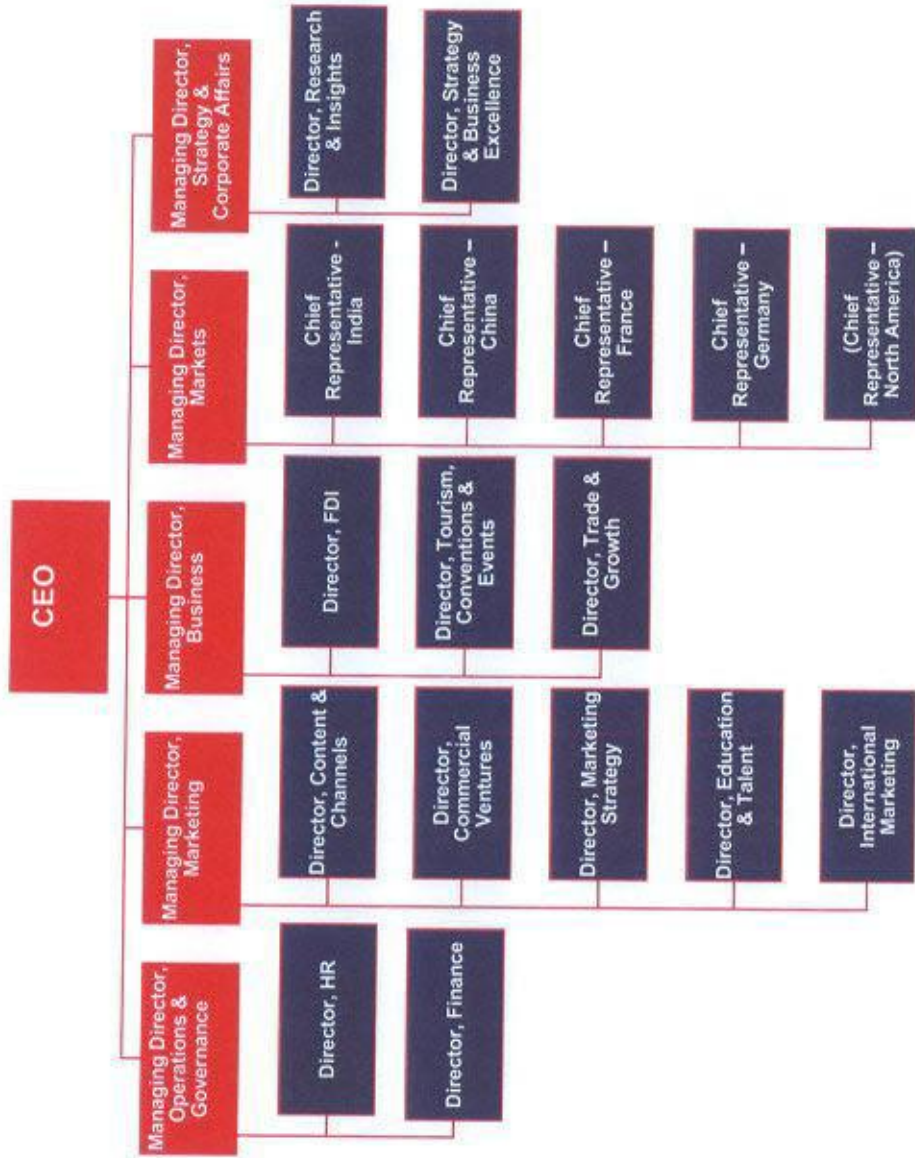
Job Titles Only

October 2019

LONDON
& PARTNERS

Management Committee

Senior Leadership Team



APPENDIX

3

Regeneration and Economic Development team's roles and responsibilities in relation to the L&P arrangement.

Introduction

In July 2018 the GLA carried out an internal review of London & Partners (L&P). One of the recommendations was to more clearly define and document the accountabilities, roles and responsibilities of the Regeneration and Economic Development (RED) team in relation to the management of the L&P arrangement.

This paper sets out the role and responsibilities of the RED team in relation to the L&P arrangement.

Background

L&P is the Mayor of London's official promotional agency. L&P support the Mayor's priorities by promoting London internationally as a leading world city in which to invest, work, study and visit. Funding was awarded to L&P by GLA for £39.9m and had been allocated for the three-year strategy 2018-2021. The RED team is responsible for managing the contractual arrangement with L&P.

The arrangements in place with L&P are designed to support Mayoral strategies, vision and priorities resulting in the achievement of agreed outcomes. A signed grant agreement between the Mayor of London and L&P Ltd was implemented in April 2018. The agreement includes clearly defined Terms and Conditions, which include information relating to:

- Grantee's Representations and Undertakings,
- Procurement,
- Management and Evaluation,
- Reporting,
- Records and Reconciliation,
- Publicity,
- Communications and Transparency,
- Freedom of Information,
- Payment of Grant, withholding, reduction and recovery of grant,
- Assignment and sub-contracting,
- Intellectual property rights,
- Termination and consequences of termination, insolvency and insurance.

Funding and resources are approved and monitored by the GLA. Quarterly reports support claims submitted, and regular meetings are held to review KPIs, accounts information and progress against the business plan and KPIs.

Roles and Responsibilities

Within the RED team, the operational lead is the Principal Policy Officer (PPO) – International Promotion, whose role is to manage the GLA's contractual relationship with L&P. The strategic lead is the Head of Economic Development (HoED) who attends the Board as an unofficial observer and has lead responsibility for budget, performance management and governance

arrangements in relation to L&P, and the delivery of other international promotion initiatives as required. Between the PPO and HoED, their responsibilities include:

- Managing the GLA's day-to-day relationship with L&P. Working with senior staff and the Mayoral team within the GLA, provide the agency with strategic direction and leadership on Mayoral priorities and objectives for international promotion.
- Managing the GLA's multi-million-pound grant to L&P, ensuring cost effective resource allocation and providing support and challenge to performance management and value for money.
- Assisting and supporting the Deputy-Mayor and his/her nominated observers to the L&P Board, providing and coordinating written and oral briefings, high-level advice and reports on various aspects of international promotion, as required.
- Working with other officers of the GLA, establish and maintain high quality day to day relationships with senior level stakeholders in London business, the tourism industry, higher education, government and the GLA.
- Responsible, on behalf of the GLA, for the development of L&P's strategy and annual business plans; engaging teams from across the GLA to ensure that the plan reflects international promotion policy and the Mayor/GLA's desired outcomes.
- Working closely with GLA Economics, L&P, and relevant external stakeholders, develop and implement a comprehensive methodology to calculate the economic impact of promotional activities.
- Lead contract negotiations with L&P, and other delivery partners as required, working closely with the GLA Legal team to ensure that legal agreements reflect desired outcomes.
- Responsible for corporate reporting of financial and performance information, risks and issues.

APPENDIX

4

LONDON & PARTNERS' REPORT TO THE GLA

Q2 2019-2020

LONDON
& PARTNERS

Trade & Growth: Mayor's International Business Programme

TARGETS

Total number of active companies on the programme: 795 / 900

KPIs

C1: 464 / 900

C8: 1536.5 / 1200

ACTIVITIES

- Launch of cohort 14 – all day event that saw 75 high growth companies join the programme
- Sales & Shares Options masterclass
- Meet the Corporate Sessions with Heathrow and Banco Pan
- Government Funding workshop
- Getting Export Ready workshop
- Office Hours sessions on subjects including 'how to set up in California' and 'are you AI ready' in addition to sessions with mentors on marketing and raising finance
- Half day trade mission bootcamp event that saw over 40 companies attend on the day to find out how to get the most out of the opportunity

ACTIVITIES

- Detroit & Chicago Urban Mission that saw 12 companies from smart mobility and prop tech take part in a 4-day trip across both cities
- Learning the Silicon Valley Playbook masterclass that saw 25 companies take part.
- Meet the City events with Los Angeles and Oregon
- How to access the Canadian Market with the trade commissioner of Canada
- Creative Summer Soiree with 40 companies
- Coming to America Dinners on US expansion and fundraising

APPENDIX

5

GO TO GROW REGISTRATION FORM

Please complete, date, sign and return this form to the MIBP team.

Company Detail

| | | | |
|---|-----------|-----------------------|--|
| Contact Name: | | Company Name: | |
| Company Address (of registered office): | | Companies number: | |
| Postcode: | | | |
| City: | | London Borough: | |
| Date of Incorporation: DD/MM/YY: | | Business Trading Age: | |
| Company Description: | | | |
| Telephone: | Email: | Website: | |
| | | Twitter Handle: | |
| Secondary contact: | Position: | Email: | |
| HR contact: | | Email: | |

Is your business majority owned by:

| | |
|---|--|
| <p>A. White</p> <p><input type="checkbox"/> British <input type="checkbox"/> Irish <input type="checkbox"/> Other</p> <p>B. Mixed</p> | <p>D. Asian or Asian British</p> <p><input type="checkbox"/> Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Bangladeshi</p> <p><input type="checkbox"/> Other</p> |
|---|--|

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| | |
|--|--|
| <input type="checkbox"/> White and Black Caribbean <input type="checkbox"/> White and Black African <input type="checkbox"/> White and Asian <input type="checkbox"/> Other <input type="checkbox"/> <input type="checkbox"/> | E. Black or Black British <input type="checkbox"/> Caribbean <input type="checkbox"/> African <input type="checkbox"/> Other |
| C. Chinese or Other Ethnic Group <input type="checkbox"/> Chinese <input type="checkbox"/> Other Ethnic Group | F. Prefer not to say <input type="checkbox"/> |
| Is your business majority owned by: | Male <input type="checkbox"/> Female <input type="checkbox"/> No Majority <input type="checkbox"/> |
| Was your business (co)founded by a female? | Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to say <input type="checkbox"/> |
| Is your business majority owned by people with a disability?* | Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to say <input type="checkbox"/> |
| *Under the 1995 Disability Discrimination Act, this could be a physical or mental impairment which has a substantial and long-term adverse effect on the ability to carry out day to day activities (e.g. dyslexia, hearing / visual impairments, mental health issues, epilepsy, and cancer). | |
| Is your business majority owned by age group: | 16 – 24 <input type="checkbox"/> 25 – 29 <input type="checkbox"/> 30 – 34 <input type="checkbox"/> 35 – 39 <input type="checkbox"/> 40 – 44 <input type="checkbox"/> 45 – 49 <input type="checkbox"/> 50 – 54 <input type="checkbox"/> 55 – 59 <input type="checkbox"/> 60 – 64 <input type="checkbox"/> 65 + <input type="checkbox"/> Prefer not to say <input type="checkbox"/> No Majority <input type="checkbox"/> |

| Is your business an autonomous Small and Medium-sized Enterprise (SME)? | Tick ✓ Yes | Tick ✓ No |
|---|--------------------------|--------------------------|
| • Your business is defined as an autonomous small and medium-sized enterprise if it meets all the criteria below; (please tick all boxes to qualify) | <input type="checkbox"/> | <input type="checkbox"/> |
| • The business has less than 250 employees; | <input type="checkbox"/> | <input type="checkbox"/> |
| • The business has either an annual turnover not exceeding €50m or an annual balance sheet total not exceeding €43m. | <input type="checkbox"/> | <input type="checkbox"/> |
| • The business is autonomous | <input type="checkbox"/> | <input type="checkbox"/> |
| *An enterprise is autonomous if: | | |
| • It is totally independent, i.e. it has no participation in other enterprises; and no enterprise has a participation in it; or it has a holding of less than 25 % of the capital or voting rights (whichever is higher) in one or more other enterprises; and/or any external parties have a stake of no more than 25 % of the capital or voting rights (whichever is higher) in the enterprise. | | |
| • An enterprise may still be considered autonomous, and thus as not having any partner enterprises, even if the 25 % threshold is reached or exceeded by any of the following | | |

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| | | |
|---|--|---------------------------------------|
| <i>types of investors: public investment corporations, venture capital companies and business angels.</i> | | |
| Is your business in financial difficulty? Please confirm that your business does not fall under the circumstances listed in the 'due diligence' section of this form, found on page 4. | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Are you happy to be contacted for evaluation and audit purposes? Please note that your information will be used as part of the project evaluation and for audit purposes. Information will be passed to external third party organisations nominated by ourselves. (please tick if you are happy for us to share your information with third party organisations) | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Is your business involved with the effective protection, improvement or monitoring of the natural environment and its resources? | Yes <input type="checkbox"/> | No <input type="checkbox"/> |

Business figures:

| | Sales (£) | Number of full time employees |
|-------------|-----------|-------------------------------|
| 2 years ago | | |
| Last year | | |
| This year | | |

Investment Received:

Please list any investment you have received:

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Statement of Previous Aid Received Under the De Minimis Exemption

I acknowledge receipt of notification from the Department of Communities and Local Government that it intends to grant De Minimis Aid.

I confirm that the financial year of runs from to.....

I further confirm that has received the following De Minimis aid during this financial year and the previous two fiscal years.

| Organisation providing the assistance/aid | Value of assistance | Date of assistance | Nature of assistance |
|---|---------------------|--------------------|----------------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

I warrant that I am authorised to sign on behalf of and I confirm that I understand the requirements of De Minimis (Commission Regulation (EU) No. 1407/2013). I acknowledge that if fails to meet the eligibility requirements, may become liable to repay the full value of the assistance provided.

- The information set out above is accurate for the purposes of the De Minimis exemption.

Client Declaration

- I confirm that I am authorised to sign this form on behalf of the business.
- I confirm that I have read and understood the data protection section and consent to my data being used as described.
- I understand the need to retain state aid information in relation to this support.
- I agree to provide updated information in the future to enable the full impact of support to be evaluated. This may include financial information or information about employees such as jobs that have been created or safeguarded as a result of the support provided.
- I confirm that I have supplied true and accurate information regarding my company and its business.

Signed

Date

Name

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Due Dilligence

“Undertaking in difficulty” means an undertaking in respect of which at least one of the following circumstances occurs:

(a) In the case of a limited liability company (other than an SME that has been in existence for less than three years or, for the purposes of eligibility for risk finance aid, an SME within 7 years from its first commercial sale that qualifies for risk finance investments following due diligence by the selected financial intermediary), where more than half of its subscribed share capital has disappeared as a result of accumulated losses. This is the case when deduction of accumulated losses from reserves (and all other elements generally considered as part of the own funds of the company) leads to a negative cumulative amount that exceeds half of the subscribed share capital. For the purposes of this provision, 'limited liability company' refers in particular to the types of company mentioned in Annex I of Directive 2013/34/EU (1) and 'share capital' includes, where relevant, any share premium.

(b) In the case of a company where at least some members have unlimited liability for the debt of the company (other than an SME that has been in existence for less than three years or, for the purposes of eligibility for risk finance aid, an SME within 7 years from its first commercial sale that qualifies for risk finance investments following due diligence by the selected financial intermediary), where more than half of its capital as shown in the company accounts has disappeared as a result of accumulated losses. For the purposes of this provision, 'a company where at least some members have unlimited liability for the debt of the company' refers in particular to the types of company mentioned in Annex II of Directive 2013/34/EU.

(c) Where the undertaking is subject to collective insolvency proceedings or fulfils the criteria under its domestic law for being placed in collective insolvency proceedings at the request of its creditors.

(d) Where the undertaking has received rescue aid and has not yet reimbursed the loan or terminated the guarantee, or has received restructuring aid and is still subject to a restructuring plan.

(e) In the case of an undertaking that is not an SME, where, for the past two years: (1) the undertaking's book debt to equity ratio has been greater than 7,5 and (2) the undertaking's EBITDA interest coverage ratio has been below 1,0.

Terms & Conditions

If circumstances change and your company's services or products are no longer suitable for export, or no longer meet the Mayor's International Business Programme and ERDF eligibility criteria we reserve the right to withdraw support.

You have the right to request and be provided with a copy of the information we hold about you, and to have any inaccuracies amended. There may be a charge for this service. The information provided will be treated in the strictest confidence.

Data Protection

LONDON & PARTNERS DATA PROTECTION STATEMENT

All information gathered by London & Partners in the delivery of its services is processed in accordance with the Data Protection Act 2018 and GDPR. The Business Growth Programme is part-funded by the European Regional Development Fund and therefore required to comply with ERDF reporting and evaluation requirements. As a result of this, London & Partners will use the data contained in this form in

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their legitimate interest and in order to comply with the legal obligations set out in the grant agreement. Data may be shared with UK and EU Government departments*, auditors and programme evaluators to comply with the legal obligations under the ERDF terms of grant. By registering on this programme your details will be entered into the London and Partners in-house IT system for these purposes and retained in accordance with the London & Partners' Privacy Policy which can be viewed on our website: www.londonandpartners.com/about-us/privacy. All data will be retained by London & Partners until 31/12/2033 in line with auditing requirements. If you would like to have more information on the data held, please contact dataprotection@londonandpartners.com.

*This may include: Greater London Authority, Ministry for Housing Communities and Local Government, European Commission including the DG Regio (Directorate-General for Regional and Urban Policy) and Government Internal Audit Agency.

For Internal Use only: Eligibility Checked
MIBP Unique Identifier Number: _____

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APPENDIX

6A

[REDACTED]

From: [REDACTED]
Sent: 11 November 2019 12:40
To: [REDACTED]
Subject: FW: Register to the Mayor's International Business Programme
Attachments: Registration form.docx

From: [REDACTED]
[REDACTED] 2018 15:24
To: [REDACTED]
Cc: [REDACTED]
Subject: Register to the Mayor's International Business Programme

Hi [REDACTED],

It was very nice to talk to you this afternoon. Please see attached the document to fill in order for us to register your participation to the programme. My colleague [REDACTED] can help you in the process should you have any question.

This is the main step to get you onto the programme. The application will then get reviewed and you will hear back from us soon after.

You will then be able to register and participate to any activity organised by the MIBP:

<http://gotogrow.london/upcoming-events>

If you have any question, please don't hesitate to come back to me.

Best regards,

[REDACTED]
London & Partners
6th Floor
2 More London Riverside
London SE1 2RR

[REDACTED]
Switch: +44 (0)20 7234 5800
[REDACTED] [REDACTED] [REDACTED]

London & Partners is the Mayor of London's official promotional agency.

The European Regional Development Fund part funds the Mayor's International Business programme.
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GO TO GROW REGISTRATION FORM

Please complete, sign and return this form to [redacted] by email to [redacted]

Company Detail

| | | |
|---|----------------------------------|---------------------------------|
| Contact Name: [redacted] | Company Name: [redacted] | |
| Company Address (of registered office): [redacted] | | Companies number: [redacted] |
| Postcode: [redacted] | | |
| City: [redacted] | London Borough: [redacted] | |
| Date of Incorporation: DD/MM/YY: [redacted] | Business Trading Age: [redacted] | |
| Telephone: [redacted] | Email: [redacted] | Website: [redacted] |
| Secondary contact: [redacted] | Position: [redacted] | Email: [redacted] |
| HR contact: n/a | Email: n/a | |

Is your business majority owned by:

| | |
|--|--------------------------------------|
| A. White <input type="checkbox"/> [redacted] | |
| Is your business majority owned by: | No Majority <input type="checkbox"/> |
| Is your business majority owned by people with a disability?* | No <input type="checkbox"/> |
| *Under the 1995 Disability Discrimination Act, this could be a physical or mental impairment which has a substantial and long-term adverse effect on the ability to carry out day to day activities (e.g. dyslexia, hearing / visual impairments, mental health issues, epilepsy, and cancer). | |
| Is your business majority owned by age group: | 30 – 34 <input type="checkbox"/> |

| | | |
|--|--|---|
| <p>Is your business an autonomous Small and Medium-sized Enterprise (SME)?</p> <ul style="list-style-type: none"> Your business is defined as an autonomous small and medium-sized enterprise if it meets all the criteria below; (please tick all boxes to qualify) The business has less than 250 employees; The business has either an annual turnover not exceeding €50m or an annual balance sheet total not exceeding €43m. The business is autonomous <p><i>*An enterprise is autonomous if:</i></p> <ul style="list-style-type: none"> It is totally independent, i.e. it has no participation in other enterprises, and no enterprise has a participation in it; or it has a holding of less than 25 % of the capital or voting rights (whichever is higher) in one or more other enterprises; and/or any external parties have a stake of no more than 25 % of the capital or voting rights (whichever is higher) in the enterprise. An enterprise may still be considered autonomous, and thus as not having any partner enterprises, even if the 25 % threshold is reached or exceeded by any of the following types of investors: public investment corporations, venture capital companies and business angels. | <p>Tick ✓</p> <p>Yes</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> YES</p> | <p>Tick ✓</p> <p>No</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> |
| <p>Is your business in financial difficulty? Please confirm that your business does not fall under the circumstances listed in the 'due diligence' section of this form, found on page 4.</p> | <p>Yes</p> <p><input type="checkbox"/></p> | <p>No</p> <p><input type="checkbox"/> NO</p> |
| <p>Are you happy to be contacted for evaluation and audit purposes?</p> <p>Please note that your information will be used as part of the project evaluation and for audit purposes. Information will be passed to external third party organisations nominated by ourselves. (please tick if you are happy for us to share your information with third party organisations)</p> | <p>Yes</p> <p><input type="checkbox"/> YES</p> | <p>No</p> <p><input type="checkbox"/></p> |
| <p>Is your business involved with the effective protection, improvement or monitoring of the natural environment and its resources?</p> | <p>Yes</p> <p><input type="checkbox"/> YES</p> | <p>No</p> <p><input type="checkbox"/></p> |

Business figures:

| | Sales (£) | Number of full time employees |
|------------|---|---|
| 2016 |  |  |
| 2017 |  |  |
| 2018 (YTD) |  |  |

Please list any investment you have received:

Raised [REDACTED] funding in 2016.
Raised [REDACTED]
Currently raising [REDACTED] funding.

Investment Received:

Statement of Previous Aid Received Under the De Minimis Exemption

I acknowledge receipt of notification from the Department of Communities and Local Government that it intends to grant De Minimis Aid.

I confirm that the financial year of runs from to

I further confirm that has received the following De Minimis aid during this financial year and the previous two fiscal years.

| Organisation providing the assistance/aid | Value of assistance | Date of assistance | Nature of assistance |
|---|---------------------|--------------------|----------------------|
| | | | |
| | | | |
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| | | | |

I warrant that I am authorised to sign on behalf of and I confirm that I understand the requirements of De Minimis (Commission Regulation (EU) No. 1407/2013). I acknowledge that if fails to meet the eligibility requirements; may become liable to repay the full value of the assistance provided.

- The information set out above is accurate for the purposes of the De Minimis exemption.

Client Declaration

- I confirm that I am authorised to sign this form on behalf of the business.
- I confirm that I have read and understood the data protection section and consent to my data being used as described.
- I understand the need to retain state aid information in relation to this support.
- I agree to provide updated information in the future to enable the full impact of support to be evaluated. This may include financial information or information about employees such as jobs that have been created or safeguarded as a result of the support provided.
- I confirm that I have supplied true and accurate information regarding my company and its business.

Signed Date

Name

APPENDIX

6B