



NOTICE OF MEETING

Scrutiny Review - Support to small businesses

THURSDAY, 4TH FEBRUARY, 2010 at 10:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Adje (Chair), Allison, Thompson and Winskill

AGENDA

1. APOLOGIES FOR ABSENCE (IF ANY)

2. URGENT BUSINESS

The Chair will consider the admission of late items of urgent business. Late items will be considered under the agenda item they appear. New items will be dealt with at item 10 below

3. DECLARATION OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the consideration becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member' judgement of the public interest.

4. MINUTES (PAGES 1 - 8)

To consider the minutes of the meeting held on 14 January 2010.

5. PROCUREMENT PROCESSES (PAGES 9 - 22)

To provide the Panel with a response on issues raised at a previous meeting regarding the Council's procurement processes in relation to supporting small businesses.

6. PROPERTY SERVICE SUPPORT TO SMALL BUSINESSES (PAGES 23 - 28)

This report sets out the measures that have been put in place to support small businesses occupying commercial properties owned by the Council

7. POP UP SHOPS

To receive a presentation from LYST on the Pop Up shops available in Tottenham Green

8. PRESENTATION FROM THE LONDON BUSINESS SUPPORT AGENCY

To hear from LBDC on support that they give to small businesses in Haringey.

9. UPDATE ON CITY GROWTH (PAGES 29 - 48)

To receive the Executive summary evaluating Haringey City Growth. (a full copy of the report available on request)

10. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

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28 January 2010

**Scrutiny Review – Support to Small Businesses
Draft Minutes
14th January 2010**

Present: Councillors Adje (Chair), Allison, Thompson and Winskill.
Also present: Juneed Asad, Nick Schlittner, and Patrick Jones LBH, Bob Austin LYST, Clare Richmond Crouch End Project, Nicky Price Tottenham Carnival, Gary Ince North London Business, Effiong Allpan LBDC, Alem Gebrehiwot Embrace UK, Yosias Negath Embrace UK, John Spindler Capital Enterprise, Nick Nicolaou GLE, and Carolyn Banks (minutes).

Apologies for absence	Marc Dorfman- Assistant Director Planning Regeneration and Economy
Urgent Business	None
Declarations of Interest	None
Minutes	The minutes of the meeting held on 11 December 2009 were agreed.
Service profile/efficiencies and Service Development	It was agreed that this report be deferred to the next meeting to enable the Assistant Director to attend and present it.
Presentation from Embrace UK	<p>The panel received a presentation from Embrace UK, an organisation funded by the Council and set up in 1994 as a grass root organisation to provide information, advice and guidance for disadvantaged groups including migrants and refugees. Their services included business advice, training and development. An outline of their organisational structure was noted. Embrace advised that there were around 8,500 businesses in Haringey, of which 90% employed 10 or less people. SME's accounted for 29% of the total employment in the borough and in particular BME's were considered to be disadvantaged.</p> <p>Embrace were sceptical of the Council's statements that enterprise grants were available throughout the borough and that over 750 voluntary and community organisations were addressing community needs through enterprise activity.</p> <p>Embrace considered that the main needs of businesses starting up and existing small businesses from BME communities were training (planning management, bookkeeping and marketing) finance</p>

(grants and low interest finance) and community based business advice, particularly where there could be cultural and language difficulties. They stated that businesses were naturally suspicious of local authorities.

Details of Embrace's achievements since October 2008 were outlined which included providing one to one support to businesses and residents, supporting newly established business, referring to Haringey Guarantee, organising workshops and events and helping to establish networks for the hard to reach business communities. There was a need of BME small businesses for more community based business support in all categories of skills, financial support i.e soft loans, and more training and networking activities.

In terms of support given to small businesses from the Council they stated that the Business and Enterprise team were always very helpful and supportive, particularly in respect of advice, networking and organising and attending events. As part of their contractual arrangements Embrace attended workshops and events organised by the Council and pan London training. The Council also supported them with staff recruitment. With regard to support in finding premises the Council's website was helpful and its application was simple. However there was some concern around the limited number of properties available, particularly retail and the market rent was too high for many start up businesses.

In respect of signposting to information the business link website was helpful and for employment the Haringey guarantee was a good scheme. Research and dealing with applications was an area where small businesses required further help. Businesses felt that there was too much formality and more assistance was needed around training, planning, management, bookkeeping and marketing. The Authority's officers' should be bridging the gap and more resources were needed to help BME's with language and cultural differences. Embrace also felt that more help was needed in accessing funding as they considered that much of the existing finance was out of range for many small businesses. Council officers advised that

through Embrace the Council had gained far greater access to many small BME's.

Embrace would like to see more networking amongst small businesses, and more community advice funding. Also they wished to gain the Council's support in its bid to form a micro finance organisation which would be mainly targeted at the disadvantaged community. They also supported "pop up" shops and would be interested in being involved in any test and pilot scheme if the Council were to pursue this option.

Embrace advised that they were not an umbrella organisation, they were based at Selby Centre, employed 23 members of staff and were funded by the Council, Government, charitable trusts and 2 PCT's. Their youth service project to run healthy living projects had received lottery funding which Embrace agreed to supply further information on the problems faced by BME's in securing funding and ideas for improving this, size of their operation, how many businesses they helped, their business plans, how they helped businesses, i.e. successes and their aspirations for the future.

The representative from Tottenham traders expressed concern over the possible duplication of services provided. He agreed to meet with Embrace to discuss further. Also Gary Ince from North London Business advised that they had extensive links with the business community. The LDA paid North London Business to keep a register of all business premises across North London.

Bob Austin from LYST advised that he had 60 studios in Tottenham Green which could be run as "pop up" shops.

It was accepted that there was a need for better co-ordination and joint thinking across business organisations. The Council should ensure that all appropriate information was posted on their website. Whilst Embrace did not consider that they were duplication work undertaken elsewhere they accepted that there was a need for better networking. The view was shared that there was insufficient resources given

	<p>to the management of projects.</p> <p>There was a suggestion that the Council needed a support strategy for SME's. Details of the 10 point leaflet supporting SME's was requested by Members. Additionally Members requested a briefing on Haringey for Business and why this had folded.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. That Embrace be requested to supply further information on the problems faced by BME's in securing funding and ideas for improving this, size of their operation, how many businesses they helped, their business plans, how they helped businesses, i.e. successes and their aspirations for the future. 2. That officers provide the members with a copy of the Council's 10 point leaflet for small businesses 3. That officers provide the Panel with a briefing on Haringey for Business
<p>Loan Funds</p>	<p>The Panel received a presentation from GLE oneLondon in respect of the availability of loan funds for local authorities. GLE one London was a provider of business support and non bank finance to SME's. They provided loans to London businesses that had difficulties in securing access to mainstream finance. The majority of the loans were for sums less than £50k and were for existing businesses to prevent closure or redundancies caused by the current credit crunch, they were all based on the liability of the business. GLE oneLondon explained that their tailor made packages were ready to go, with fully established procedures and experienced lending teams. Details of the likely costs were outlined. The cost to the Council of running a £300,000 loan scheme would be less than £100,000, and such a loan would support around 25 businesses to maintain the local economy, to save or create new jobs. The offer from GLE was open to all London boroughs. Although the loans were unsecured, guarantees were required from Directors and occasionally debentures were sought. Sole traders were personally liable.</p>

	<p>Members sought further statistical data on the number and types of loans that had been issued. It was noted that less than 15% of loans defaulted. GLE oneLondon agreed to provide further information on their recovery procedures.</p> <p>It was accepted that there was a general shortage of start up capital for small businesses in London.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. That the report be noted 2. That GLE oneLondon be requested to provide further information on the number and types of loans issues and information on their recovery procedures.
<p>Capital Enterprise</p>	<p>The Panel heard from Capital Enterprise on initiatives supported by them. Capital Enterprise offered to implement and manage pop up shop schemes for London Councils, Landlords and Town Centre Managers. A “pop-up” shop was a short term let of a property in a good or unusual location for a nominal rent to either a team of creative individuals who use the shop to display and sell their time limited offers or limited number of creative wares or to a pre-vetted new businesses to test and trail new innovative products/services or retail concepts in a suitable high street setting. It was noted that an intermediary such as the LYST was needed to run the schemes. A major issue that had been identified was that the rental price was likely to be very high. This was due to landlords wishing to keep the capital value as high as possible.</p> <p>Another initiative was the Business Turnaround Service launched by Capital Enterprise as a service which offered a free of charge professionally qualified business turnaround advisor. Currently seven London Councils were funding this service in their boroughs. An investment of £25 k would support around 50 businesses. Members requested details of the literature provided by other boroughs on this scheme. The meeting noted that the LDA had reduced their funding to Haringey to only £50k, (a letter from Cllr Kober to the Mayor of London to raise Haringey’s concerns about the reduction) and the target for</p>

	<p>business support was now around job creation. An update on LDA funding support was requested. Members were informed that there appeared to be a running down of funding from the LDA and the number of business agencies had reduced from 3 to now only one (LBDC). The challenges to meet the gap were difficult. The LBDC advised that the Council needed to give urgent consideration to the support to SME's especially with the Government's shift to encourage businesses to start up without the full support being in place.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. That information be sought from those borough's using the Business Turnaround service 3. That an update of LDA's funding regime and implications for Haringey be provided.
<p>Update on City growth Implementation and Outputs</p>	<p>Members sought information regarding the independent evaluation that had been carried out regarding the city growth project which ran from 2006-09.</p> <p>Members were concerned that the report did not reflect or deal with the outcomes or recommendations of the external evaluator, the LDA. Members found this to be unacceptable and asked that a revised report be submitted to the next meeting with at least a minimum of three pages highlighting the outcomes and comments from the external evaluator. They wished to ascertain the key objectives of the scheme, the main outputs on each sector and whether it had made a difference. Effiong Akpan from LBDC stated that businesses had not been properly engaged, and consequently the LDA had changed the scheme to be more business led in order to generate and sustain employment and create more job opportunities. The scheme was seen as flawed as it was an American scheme which did not lend itself to the style of UK businesses. One of the conclusions from the project was that greater funding was required to support businesses and groups across the borough.</p>

	<p>A new initiative that has arisen was the finance summits held with local banks to help SME's to gain finance.</p> <p>Resolved:</p> <p>That a revised report be prepared for the Panel to reflect an update on the discussions and comments from the LDA.</p>
Next meeting	<p>It was agreed that the next meeting be held on Thursday 4 February 2010</p> <p>Agenda Items</p> <ol style="list-style-type: none">1. From the Assistant Director for Planning, Regeneration and Economy on: - Future strategic vision and proposals for the Economic and enterprise unit The potential affects of the Spurs development on small businesses2. From Property Services on:- How they offer support particularly in the current economic climate and on enforcement issues (to amplify on the information provided)3. From Procurement on:- To expand and amplify the information provided to the Panel by e-mail.4. From LBDC on:- how they support local businesses5. From LYST on Pop Up shops

Scrutiny Review Panel – Briefing Note

At the last scrutiny review Panel, looking at support to small businesses, Members heard about a scheme operating in Waltham Forest whereby the Council awards around 50% of its contracts to local businesses.

Subsequently Members asked whether Haringey operates anything similar and if not whether the WF scheme would be worth considering for implementation here.

Consequently please could you supply a briefing note for the Panel members on what support Haringey gives to local businesses and any comments that you may have on the Waltham Forest scheme.

The attention of Haringey Council Members is drawn to the fact that procurement at Waltham Forest Council has been severely criticised for failure to comply with procurement regulations, their own internal governance arrangements and a general lack of transparency.

The following statement appears on the WF web site:

“In 2008, the Council published a number of audit investigations, which uncovered serious breaches in the Council’s contract rules by council officers.

As part of a commitment to put these matters right, the Chief Executive commissioned a high profile independent panel of experts to make sure the Council now has the right rules and procedures in place for spending public money”.

A WF improvement action plan was published in September 2009 and is currently being implemented.

Under these circumstances, it is not appropriate for Haringey Council to generally compare itself with Waltham Forest Council.

However, Waltham Forest Council did organise a recent “Meet the Buyer” event similar to one being planned by Haringey’s Corporate Procurement Unit and which is explained below.

There are very clear procurement regulations that prevent public sector bodies from awarding contracts in favour of suppliers based on geographical location. As a general principle, contracts must be advertised transparently and in an appropriate manner to encourage equality of opportunity and competition across the EC.

More recently, with effect of the 20th December 2009, a new EC Remedies Directive came into force and which significantly strengthens any bidders’ right to challenge a Council’s procurement decisions. These challenges can occur at any time before an award is concluded or up to 3 months (and longer in some circumstances) after an award and poses a real threat with serious consequences in terms of financial penalties and contracts needing to be terminated, if procurement procedures are judged to be non compliant.

The procurement strategy adopted by Haringey Council to-date has avoided any breach of regulations, and focuses effort “upstream” by helping local businesses to become “fit to compete” (on equal terms) for local government contracts.

During 2006/7, approximately 1,000 local businesses in Haringey and Enfield received support and training (of between 1&5 days each) to understand public sector procurement rules and to become better able to successfully bid for tenders.

In 2007/8, the Haringey (Trade Local) scheme was rolled out across London supported by funding from the London Centre of Excellence. A series of 10 workbooks were published on the Haringey web site for use by small businesses when preparing tender bids. Suppliers have provided feedback to say that they find these workbooks very useful. The documents are currently being reviewed and are due to be updated by the end of March 2010.

Over the intervening couple of years in the borough, Corporate Procurement have attended local business network events and also organised “Meet the Buyer” events to offer businesses the opportunity to hear from officers about upcoming contracts and to allow open floor discussion, questions and answers.

The latest “Meet the Buyer” event is planned for the 23rd February 2010 and will be similar to the event that Members of the Scrutiny Panel refer.

CPU is contributing £5k and has secured additional funding of £20k+ from Supply London to host a major event in Wood Green and to initially communicate with 3,000 local businesses.

The Haringey/Supply London agreement is attached for Members information.

Once potential bidders have been matched to opportunities that are due in the next 18 months, targeted invitations will be issued to attend the main event on the 23rd February.

20 local buying organisations (e.g. Tottenham Hotspur and North Middlesex Hospital) have agreed to join the Council to present real contract opportunities to local businesses.

Independent support arrangements are in place to help targeted local businesses to prepare their tenders.

It must be emphasised that whilst Corporate Procurement organise these events and provide general information and support; procurement officers must then remain detached once the tender notice is published and the competitive procurement process has begun.

Once the tender notice is issued, the duty of procurement officers is to achieve best value for the Council and local tax payers, and this outcome is realised through competitive bid evaluation.

In summer of 2009, the Council's contract register was published on the web site for the first time and this filters those contracts that are due to be let in the next 18 months. This feature provides advance notice to *any* supplier of pending contract opportunities and thereby affords them plenty of time to organise.



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Proposal developed for the Supply Haringey engagement events

Supply Haringey Meet the Buyers

Bringing together major public and private sector buyers in Haringey with quality local suppliers for face to face sales appointments

Prepared for:
Supply London and London Borough of Haringey

Prepared by:
Sebastian Down
Wednesday, 30 September 2009
Business to Business Ltd.

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1. Introduction

This proposal has been developed by Business to Business Ltd. (BtoB) as it is a desire of Supply London (SL) and London Borough of Haringey (LBH) to work together for the benefit of local economic development. This will take the shape of a targeted Meet the Buyer event that will facilitate meetings between London Borough of Haringey suppliers and the wider public/private sector and quality suppliers from the local area.

BtoB has built a considerable reputation for creating and delivering SME supply chain improvement programmes for public and private sector clients across the UK. We specialise in bringing SMEs together with large organisations, be that public or private sector, and training SMEs to make the most of opportunities that exist in supply chains to large organisations.

We have run numerous supply chain projects for public sector clients across the UK including the London Boroughs of Lambeth, Bromley, Westminster, Ealing, Hounslow, Hillingdon and Croydon. In terms of Regional Development Agencies, we have worked with the LDA, Advantage West Midlands, One North East, NWDA, EMDA, EEDA and SEEDA. BtoB has a demonstrable track record of helping SMEs understand where they sit in the supply chain, put in place policies and procedures that they need to embed into their business to become successful and, perhaps most importantly, win new business and contracts.

2. What we will deliver

- One Meet the Buyer event bringing together 20 key contractors and major public/private sector organisations in the area.
- One briefing session for contractors and internal Haringey procurement colleagues.
- One pre-event information event used to give SMEs training and also gain support for the programme.
- One pre-event sales training and motivational seminar to help give businesses the best chance of success.
- A highly diverse mix of SMEs to take part, with a target of 50% of businesses being BAME, female or disability-led businesses.
- Haringey-based suppliers to make up over 90% of the attendees.
- The complete event management package including: speaker/venue sourcing, marketing, delegate administration, AV and sponsor liaison.
- Comprehensive reports covering feedback from the delegates and management information outlining all relevant facts and figures and collating all feedback for each event.

3. Our understanding of your needs

The primary focus of this event is to increase the number of businesses within Haringey who have access to and win business from London Borough of Haringey, its contractors and large organisation in the borough. The programme seeks to continue to energise SMEs in the local area and build on the excellent work already undertaken with previous projects.

It is important not only to focus on the end opportunities for local businesses but also to give them support to make the most of these opportunities. Continued training and skills improvement of local SMEs is fundamental to their on-going success. It is also important to reflect the fact that not all SMEs have the same capability to bid for and win contracts. A business who employs 5 staff will have a significantly different capability to one who employs 50 staff. So it is important that capacity building is not a one size fits all approach.

3.1 Engaging with diverse SMEs

Reaching and engaging with businesses who are either BAME, female or disability-led is a key priority for both partners and as a result we will work hard through targeted marketing and through business intermediaries to ensure that all aspects of society are engaged with.

3.2 Continuing to open up the Haringey supply chain

A significant amount of work has already taken place to increase the breadth and depth of contracting with the local authority. It is important that the foundations that have been laid continue to be built upon so that the percentage of work contracted out to local businesses increases over time. We will take the key categories of spend that have been isolated by the Council as particularly relevant to local SMEs and use this as a base around which we will build our marketing campaign.

The programme will also serve to continue to highlight the importance of encouraging diversity in the supply chain to the procurement department within LBH. This will help ensure that the department will continue to push forward with this important agenda, whilst demonstrating that when approached in the right way, it does not increase cost.

3.3 Matching of opportunities

We will aim to give all attending companies 7 separate appointments with different buyers at the event, but this depends upon the type of service they offer. Appointments must be relevant to the buyer at the event and the services they are looking to procure. It may well be that there is only one opportunity for an appointment with LBH directly (for example with print and design) but that there are many more opportunities with organisations in the supply chain, even if they are not directly linked to the contract a first tier supplier delivers for LBH.

Appointments will be first allocated on the basis of the match to their opportunity, then more speculative but still relevant appointments will be made based upon the potential to supply to the organisation (for example a procurer may be unaware of an innovative product or service that could really add value to the organisation).

4. Key elements of the programme

4.1 Information event – understanding public procurement

With a real-life example of an SME that has won business from LBH this 2 hour seminar will enable Haringey-based businesses to understand the procurement practices and procedures of the major public sector buyers in Haringey. The sessions will outline how the supply chain of major organisations work, identifying how they procure and providing delegates with a thorough understanding of where in the supply chain an SME can access the opportunity. We would also hope that a key procurer from the LBH will be to deliver a presentation outlining how LBH purchase their goods and identify key areas of need. This representative will also give an overview of the commissioning process and the personalisation agenda.

Not only will this session give advice and guidance on key issues around public procurement, but it will also act as an effective launch for the project. It is hoped that many of the delegates attending the event will go on through to the Meet the Buyers event.

4.2 Pre-event briefing

It is fundamentally important that those businesses attending the Meet the Buyers are in a position to maximise the opportunities they gain from the event. As a result we will run a half day training session facilitated by a professional business coach who will outline what is needed to be successful at the event, from making initial introductions through to securing follow-up meetings and converting this to real business. Whilst it is understood that the sales process per se and the tender process are in many respects very different, and traditional sales skills are not necessarily advantageous when looking to supply to LBH, they are very important when looking to supply into the private sector organisations that make up the LBH supply chain.

In addition to up-skilling local SMEs this training will also deliver logistical information about the days and a more detailed explanation of the appointment system which will lead to a more smooth running event.

Further support can be given to the suppliers post event by Supply London. This can take the form of group-based sessions or one-to-one support and is free of charge. The support is an invaluable resource to many businesses and can make the difference between success and failure in the contracting process, so will be promoted at the event.

4.3 Meet the Buyer event

Meet the Buyer events have proven to be a unique way of brokering opportunities between buyers and providers as they give both parties the chance to meet face to face with a significant number of potential clients/providers in one day.

Meet the Buyers reverses the traditional exhibition concept giving SMEs face-to-face sales meetings with major buyers. Business to Business is the leading provider of Meet the Buyer events and have successfully been delivering them for clients over the past 17 years. The events are the most effective way of bringing buyers and sellers together for introductory meetings that lead to lasting business relationships.

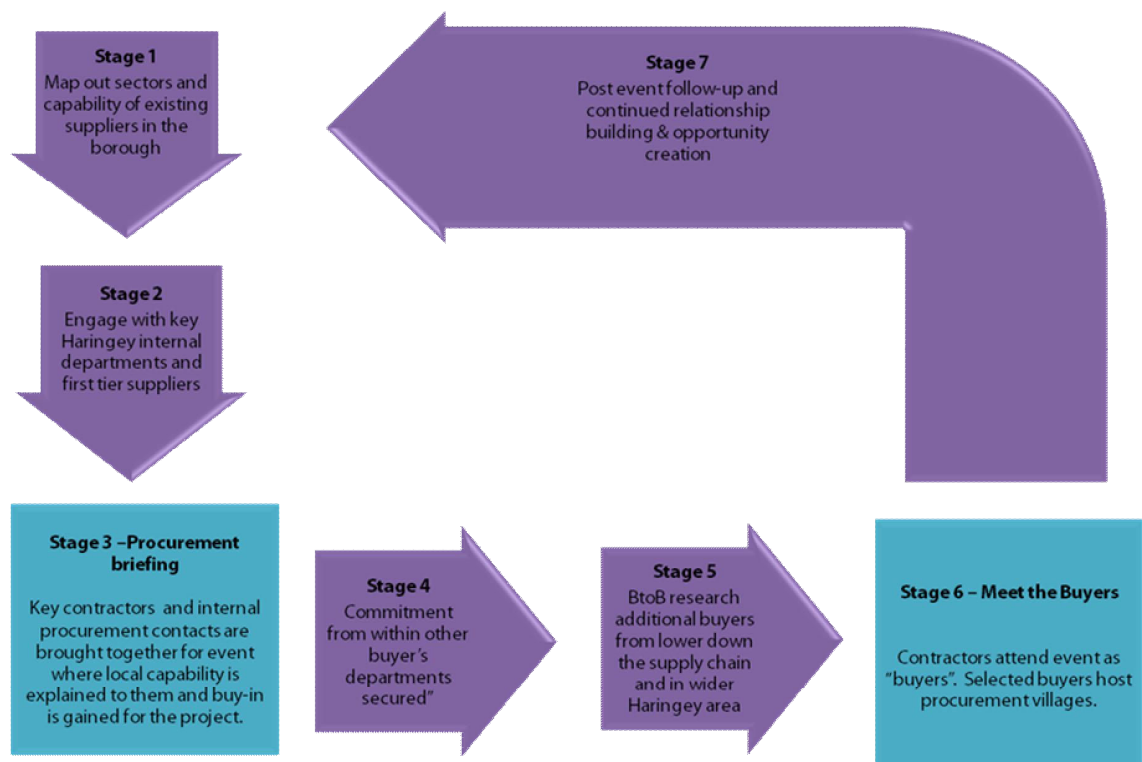
Even when large contracts are being tendered and it is not feasible for the procurement manager to simply place an order with a supplier met at the event, evidence shows that pre-tender relationship building and negotiation is vital to a business. This is one of the reasons why the events are so effective in gaining contracts for the attendees. Some photographs of our previous events can be found overleaf.



To ensure quality committed suppliers at the events we would look to charge a nominal fee of £50 per delegate. We have tangible evidence to show that charging a minimal fee greatly enhances the quality of suppliers at the events and acts as a commitment to attend. This has two effects, firstly it will act as a filter and only committed delegates would attend, this would reduce the potential drop-out rate and secondly, it would help generate some income to the project to offset costs.

5. Engagement methodology

Process diagram for buyer engagement



5.1 How will we engage with buyers?

5.1.1 Mapping client capability

The first stage of the process for buyer engagement will actually start with looking at the capability of potential which has already been established with the previous work already undertaken by LBH. In addition to further discussion with the economic development department this will allow us to understand the key strengths in the borough and which buyers are most relevant for this audience.

5.1.2 LB Haringey engagement with its own supply chain

It is understood that some buy-in already exists for engagement with SMEs. This means that the programme will not be starting from square one which is very positive. The most effective way of encouraging engagement is for support to be shown at a top level. This would typically involve the Head of Procurement or even Leader of the Council communicating its importance to key relevant staff, introducing the project and why it is important. They would also introduce BtoB as the external organisation working on the project so that when we follow the key staff up, we are not calling totally cold.

In addition to working internally, it is important that contract managers also promote the project in the same way to their key suppliers, giving a similar message, and stating that it is a LBH priority. This will increase the level of support for the project and allow BtoB to follow up contacts who are at least interested in attending to ensure continued good relations with LBH. It is then our responsibility to confirm their attendance and ensure that they are genuinely committed to sourcing local suppliers at the Meet the Buyers and are not just flying the flag for their organisation.

5.1.3 Key contractor pre-event briefing

The briefing will be an essential part of gaining buy-in for the event, especially with regards to engaging with diverse suppliers, but it will also be an excellent forum to establish exactly what the buyer – both directly relating to their LBH contracts, but also importantly as a result of other projects. As part of a presentation to be delivered by BtoB we will cover the capabilities of the local business community which will allow us to assess how this matches the procurement needs of the contractors. Where there is a difference between what they have a need for, and what capability we have already mapped out, we will prioritise our search for suppliers to focus on these gaps.

5.1.4 Engaging with other departments

A key aim of the pre-event briefing will be to encourage the larger contractors to work internally to bring along other departments of their organisation which will allow us to create procurement villages at the event. These could be branded with the contractors logos and really add value to the event. It would also spread the number of opportunities available to local SMEs.

5.1.5 Engaging with other public/private sector buyers

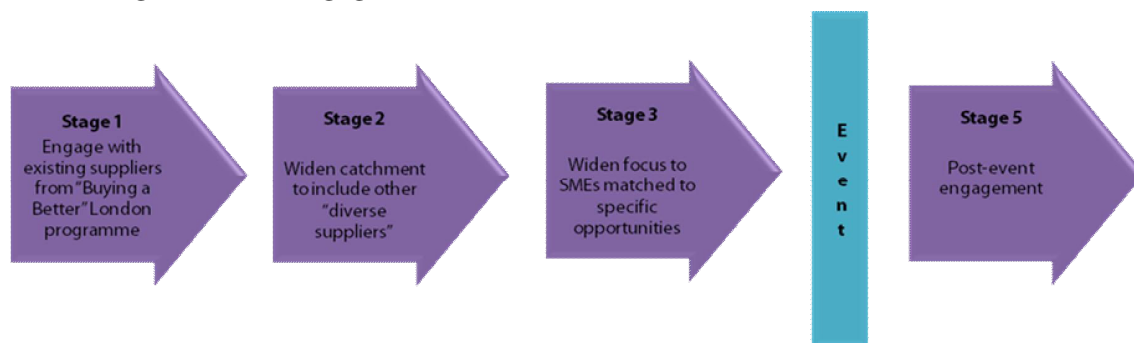
In engaging with other buyers outside of the LBH supply chain our approach is as follows:

1. To utilise our own listings of 12,000 buyers within the UK this database, develop a target list of those local public/private sector buyers whose purchasing needs match the products and services provided by companies within the four targeted sectors of the event.
2. We would work with the LBH to identify all the public sector organisations and departments based in the Borough and then telephone them to identify their key decision-makers. We would draft a letter that would go out with the Chief Executive/Leader of the LBH endorsing the Event and the value in attending.
3. Once the buyers have been researched by telephone and an initial interest established they would receive a personalised invitation to attend the Event. We would recommend that this invitation would again bear the Chief Executive or Leaders name together with LBH.

4. These invitations are followed up by telephone to establish the commitment to attend, which is then confirmed in writing. It is our experience if we are aiming for 20 buyers we should aim for 25 buyer confirmations.
5. After buyers agree to attend in writing, it is important that they make a moral commitment to the Project Manager so that they feel obliged to attend. Our experience suggests that there is always a dropout rate amongst buyers and we must constantly work on this to reduce cancellations.

5.2 How will we engage with diverse SMEs

Process diagram for SME engagement



5.2.1 Engaging with SMEs

BtoB has a strong track record of engaging with SMEs and delivering stimulating and enjoyable SME events across London and the UK. We have a proven track record of delivering strong delegate numbers to events of this kind and are confident we will do so for this project.

A detailed marketing plan for the event, and decisions on exactly which SIC 2003 codes to target for the various seminars will be produced for the approval of Supply London and London Borough of Haringey.

A mixture of our own experience and the purchasing requests of the attending buyers will inform the decision on which codes to choose. We should be aware also of the need to pro-actively target historically hard to reach communities such as social firms, BAME organisations and women owned businesses. BtoB will work with local business support organisations and other community groups and intermediaries to ensure the event is fully inclusive. A list of suggested intermediaries is contained below.

Typically, the companies who will attend will employ between 5 and 50 staff, although businesses of other sizes should also be targeted. It is not felt that attendance, as a supplier, should be open to large companies employing over 250. The delegates will be attracted through an integrated direct marketing and telesales campaign.

1. Utilise our own database of Haringey contacts who have previously either been involved or stated a desire to be involved in event programmes.
2. Utilising our LBH and Supply London form a key target list for the programme.
3. Create and conduct a weekly email marketing campaign to be sent to these key contacts giving them updates about the event and encouraging them to book on.
4. Identify relevant direct marketing lists. Our experience is that a combination of Dun and Bradstreet (named MDs), Market Location (named Sales Contacts), and Yellow Pages (all businesses with a phone line), gives the best coverage of the target market. The purchasing of a range of lists is necessary to ensure total coverage and also those different decision-makers are reached within the same organisations. Those of LBL and other event partners should supplement these lists.

5. Design four A5 two colour flyers for the main event and mail 3,500 to the businesses of Haringey. The delegates can either, return the reply paid tear off strip, call the designated administrator, or email us to book.
6. Follow up the direct mail campaign with targeted telesales to hot leads.
7. Identify relevant marketing media in which to insert promotional leaflets or advertise. For example: Local business support newsletters or Haringey people.
8. Develop a marketing schedule that will ensure a constant flow of promotional literature to target companies in the seven to eight weeks prior to the Event.
9. Develop the pro-active targeting of diverse businesses. See *below*.
10. Work with local/regional business organisations such as:
 - North London Business
 - Haringey Business Development Agency
 - North London Chambers of Commerce
 - Business Link

5.2.2 Engaging with diverse groups

BtoB is fully conversant with working to attract , female and disability-led businesses on to our . Indeed the average attendance over the last year for our London events has been over 35% for BAME 35% for female and 3% for disability-led businesses. Key to engaging with the more hard to reach groups is working with intermediaries who have links to the local community. As a result we would work with organisations such as:

- ✓ HAVCO
- ✓ Haringey Association for the Blind
- ✓ London Bangladeshi Business Support Network
- ✓ London Chinese Community Network
- ✓ Disabled Entrepreneurs network

5.2.3 Widen focus to SMEs matched to specific opportunities

Further work will be done throughout the process of organising the event to fill specific/niche procurement opportunities remaining . This will be achieved by widening the geographical focus of the event in specific areas where there is not sufficient quality or quantity of provision within Haringey itself. This activity will be very focussed so as to minimise numbers outside of the target group whilst at the same time meeting the needs of the buyers at the event. Where the geographic focus needs to be shifted, it will grow to encompass the boroughs that are immediately adjacent to London Borough of Haringey.

6. Project Plan

6.1 When and where

The exact location and date of the event is to be confirmed but we are aiming for the end of February as an event date with a venue suggested as being either the Town Hall which is better served by public transport or Tottenham Hotspur which is less well located and more expensive but may be more appropriate in terms of its facilities.

6.2 Project plan

From experience we recommend that the following timescale would allow the event to be run to the highest standard.

November	<ul style="list-style-type: none"> Agreement on targets and funding Contract starts Venue booked and contract signed Buyer marketing begins 10 buyers to be recruited Email templates designed and agreed Initial email sent out to client contacts Work undertaken to establish buyers Contractor briefing run Supplier marketing material designed and approved Supplier research of niche businesses to start
December	<ul style="list-style-type: none"> Buyer recruitment continues – 17 to be recruited Further recruitment undertaken to establish procurement villages Supplier marketing starts in full for MTB Email marketing begins Tele-marketing begins Direct mail hits the desks Press release sent out Assessment of bookings received against diversity targets and match to buyers needs
January	<ul style="list-style-type: none"> Buyer recruitment continues – 25 to be recruited Final recruitment of niche suppliers Final delegate liaison Matching of buyers and suppliers completed Appointments made Final logistical details to be finalised Information event run
February	<ul style="list-style-type: none"> Supplier pre-event briefing run Follow up by BtoB to establish any remaining gaps in procurement Main event run Post event PR release
April	6 week report produced
August	6 month report produced

7. The outputs/outcomes we will deliver

Target Outputs for Supply London-Haringey proposal

Measures	Targets
Total number of delegates/businesses attending the event	100/80
Number of buyers recruited for MTB event	25
Number of businesses assisted	50
Number of companies winning business	25
Amount of business won after 6 months	£200,000
Amount of future business prediction	£1,000,000
Percentage of businesses winning contracts after 6 month	25%
Percentage of delegates from diverse businesses	75%
Percentage of women-owned businesses	45%
Percentage of BAME-owned businesses	40%
Percentage of disability-owned businesses	3%
Percentage of delegates saying that the trainer was good/excellent	80%
Percentage of delegates saying that the match to expectations was good/excellent	80%
Percentage of suppliers/buyers rating the organisation as excellent or good	85%

9. Budget

Business to Business Exhibitions Ltd. will deliver this project for a total of £25,253 + VAT.

Budget item	Costs
Information events x 1	
4,000 invitations on recycled, chlorine-free board, using vegetable inks	£450
Design, type-setting, copywriting and pre-press @ BtoB	£300
Mailing of 4,000 invitations including personalisation @ 36p each	£1,440
Email broadcasts to 1,500 contacts inc. design and development of HTML template x 5	£600
List purchase x 2,000 @ £150/0000 (two time usage)	£300
AV costs, LCD Projector, screen, hand hold and lapel mics, speakers, laptop x 1	£250
Venue Rental – assumes use of Council venue	FOC
Tea and Coffee x 75 people @ £1.95 per cup	£146
Management cost – including all expenses, travel, meetings and reporting	
Project Director, %day @ £525	£262
Project Manager, 4 days @ £390	£1,560
Project Administrator, 3 days @ £260	£780
Sub total	£6,088
Meet the Buyers	
Research and targeting of key buyers – including attending meetings, tele-marketing and sending letters/further information	£1,500
3,500 invitations on recycled, chlorine-free board, using vegetable inks	£350
Design, type-setting, copywriting and pre-press @ BtoB	£280
Mailing of 3,500 invitations including personalisation @ 36p each	£1,260
Venue Rental including lunch for delegates and tea/coffee	£4,000
Erection of shell scheme and signage	£1,500
Pre-event sales training inc. speaker costs and catering	£1,250
Management cost – including all expenses, travel, meetings and reporting	
Project Director, 3 day @ £525	£1,575
Project Manager, 15 days @ £390	£5,850
Project Administrator, 10. days @ £260	£2,600
Sub total	£24,165
Gross cost + VAT @ 15% (17.5% pre-rate from 1st January)	£30,253
Event funding contributions	
Supply London	£25,253
London Borough Haringey	£5,000
Total funding contribution + VAT	£30,253

**Scrutiny Panel Review****On 04 February 2010**

Report Title: **Provision of Support to Small Businesses**

Report of: **Dinesh Kotecha – Head of Corporate Property Services**

Contact Officer : **Oluyinka Awofisayo – Commercial Property Manager**

Email: Oluyinka.Awofisayo@haringey.gov.uk

Tel: 0208 489 3571

Wards(s) affected: **All**

Report for: **[Key / Non-Key Decision]**

1. Purpose of the report (That is, the decision required)

- 1.1. This report sets out the measures that have been put in place to support small businesses occupying commercial properties owned by the Council.
- 1.2. The purpose of the report is to provide detailed information of the measures that have been implemented during the economic downturn and the positive effects they have produced in retaining tenants and reducing voids within the commercial portfolio.

2. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 2.1. This review links with the Sustainable Community Strategy Outcomes of 'Economic vitality and prosperity shared by all' and 'People and customer

focussed ‘.

2.2. It is also links to Council Plan Priorities (2) and (5) Creating a Better Haringey: cleaner, greener and safer; Delivering excellent customer focussed cost effective services.

3. Recommendations

3.1. To note and comment on the report.

4. Reason for recommendation(s)

4.1. N/A

5. Other options considered

5.1. All options have been outlined in the report.

6. Summary

- 6.1. The Council has retained a property portfolio comprising of shops, offices and industrial units specifically to provide a supply of premises to enable business to be established and thrive in Haringey. This policy objective was recently confirmed by Cabinet when it received a report on the strategic review of the commercial portfolio on 26th January 2009.
- 6.2. The Council’s commercial portfolio consist of 1175 properties and has a key financial input to the Council’s revenue budget and aims to contribute to social and economic objectives through the provision of neighbourhood shop premises within housing estates and commercial and industrial premises to support the Small & Medium Enterprises sector. A summary and breakdown of the portfolio is attached as Appendix 1.
- 6.3. A large proportion of the premises are aimed at small to medium size enterprises and the Council offers these at prevailing market rents terms on the range of short and medium term leases to encourage take up of vacant units by new and established businesses. The measures stated below have helped to retain tenants at our commercial properties. For example, in the past twelve months, void level has been reduced from about 10% to 3.4%. The level of void in the commercial portfolio falls within the industry average acceptable level.
- 6.4. To mitigate against the effects of the recession the Council aims to support businesses in the following ways:
- 6.5. **Rent Arrears** – the Council responds sympathetically to existing business tenants in financial difficulty by considering payment plans. Payment plans are offered to tenants who approach the Council for help in spreading the payment of rent arrears over a period of time. The period of the payment plan is dealt with on case by case basis depending on the size of the arrears and the Council’s budgetary

requirements.

6.6. **Lease Surrenders** – Existing tenants with rent arrears building up to unacceptable levels are allowed to surrender their leases without incurring financial penalty. This is mainly considered in specific cases of serious financial difficulty when the tenants are unable to meet payment plan requirements.

6.7. **Flexible Leases** – To encourage new and existing businesses, we consider extending the use of short term leases, phased rents and rent free periods. These incentives are designed to ease the financial burden on tenants so that they can run sustainable businesses within the borough and the Council can maintain an income stream from the portfolio.

6.8. **Unit sizes** - We consider review of the availability of small unit and consider refurbishment of existing properties.

Vacant Shops Initiative

Property Department have also been working in collaboration with other departments such as Urban Environment and Libraries, and third party organisations to bring vacant shops into use. The vacant shop initiative aims to allow artists to use our remaining shops for artists display to increase pedestrian flow and prevent dead frontage in the parade. This initiative has been under discussion the past few months, and due to regular take of vacant shop units by businesses we have been unable to implement artists display shop.

7. Financial Comments

7.1. The Council is under a duty to obtain best consideration for all properties leased to third parties as prescribed by s.123 of the Local Government Act 1972. Market rents are charged to all commercial tenants.

8. Head of Legal Services Comments

9.1 N/A

9. Equalities & Community Cohesion Comments

9.1. The measures adopted are to increase access for all communities and mitigate against financial hardships.

10. Consultation

12.1 N/A

11. Use of appendices /Tables and photographs

13.1 Appendix 1 - Breakdown of the Commercial Property Portfolio

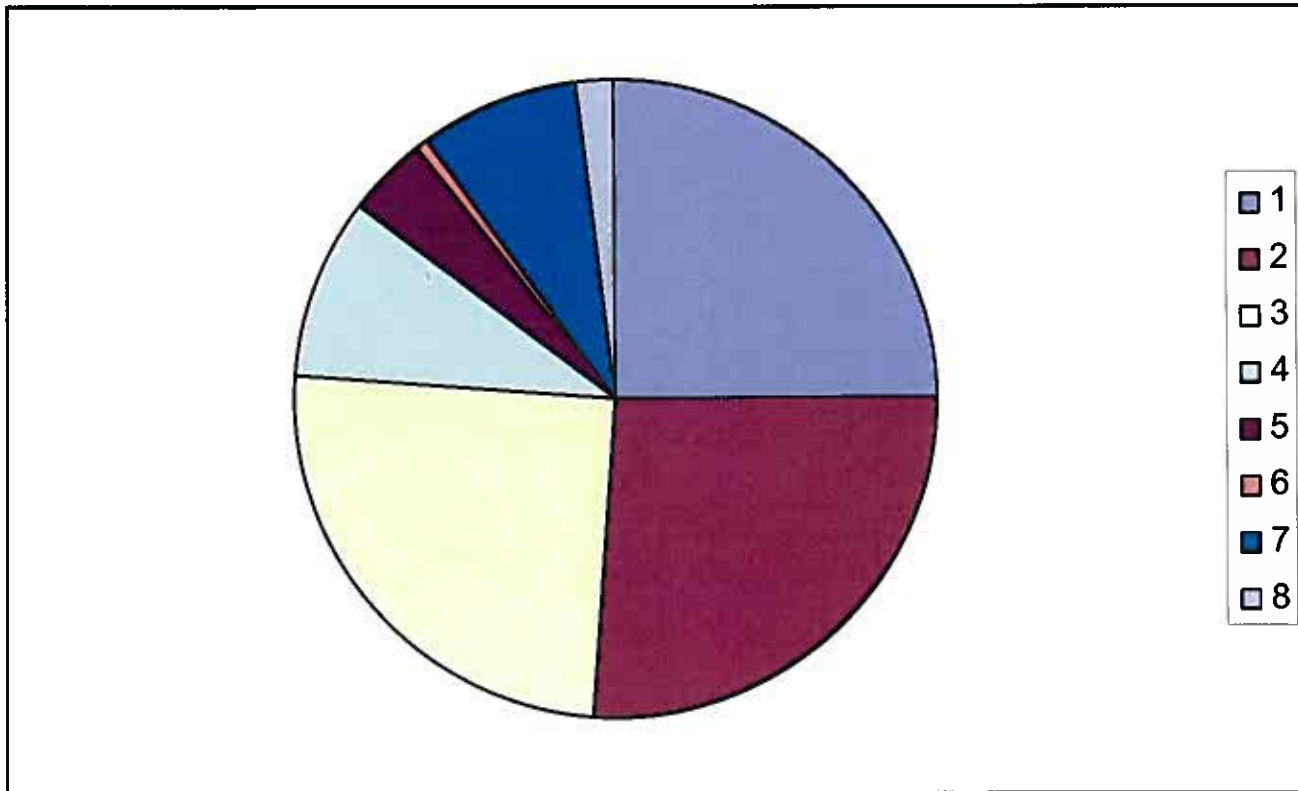
12. Local Government (Access to Information) Act 1985

- Commercial Property Portfolio Review Cabinet Report – 26th January 2009
- Council Plan – Year 3, 2009 – 10, Haringey Council
- Sustainable Community Strategy, Haringey Strategic Partnership

APPENDIX 1 - Breakdown of the commercial property portfolio

The current net income of the portfolio is approximately £4.9m per annum represented as follows:-

1. Retail	25%
2. Industrial	26.2%
3. Office	25%
4. Land	9%
5. Aerials	4.3%
6. Substations/Way leaves	0.5%
7. Community/corporate	8%
8. Utilities	2%



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Appendix A. [Self-Evaluation Template](#)

Use this template to complete the self-evaluation.

Project Summary	
Project name	Haringey City Growth
LDA Delivery Manager	
Manager completing the self evaluation	Richard Patterson and Gary Ince
Project number	
Total approved LDA funding for project	£180,000
Total lifetime cost of the project	£180,000
Actual project start date	
Actual project end date	

1.1 Executive Summary

The Haringey City growth Project ran from 2006-2009 and has successfully achieved all of its aims and objectives.

Haringey City Growth

The project was created in response to a review of the strategic business development needs of Haringey, by EDAW, commissioned by the LDA. EDAW created the Haringey City Growth Delivery and Development Plan, which outlined key clusters and strategic interventions which will best meet business needs in Haringey.

Haringey City growth is a business led programme, aimed at bringing about economic regeneration of the east of the borough, from Tottenham Hale, to Wood Green. This area was identified as a pilot area by the Treasury in 2003, and identified the potential growth of 4 key clusters:

- Clothing Manufacturing
- Creative and Cultural Industries
- Food and Drink
- ICT

It successfully delivered the following outputs:

- Jobs created 3
- Jobs safeguarded 20
- Business support 70

- Investment leverage

- Public leverage £50,000
- Other leverage £70,000

- Other outputs:
 - 3 new businesses engaged
 - 30 hours+ intensive support

One of the main barriers for the project is the balance of power and decision making in UK cities and regions, as opposed to the balance in USA, where the federal state has less power and businesses have more decision making influence. In London there is a three tier approach to decision making, with Local Authorities, the GLA, as well as central Government, all having decision making and strategic powers. Any business led initiative needs to fit alongside and have synergy with local strategies, regional plans, including transport and planning. It is therefore not always possible to meet identified business needs quickly or in some cases ever. Once this was been recognised by stakeholders it was a more productive partnership.

The second major barrier facing the successful partnership was the focus on 4 key clusters. This did not always meet the needs of all local businesses in the area, and also meant it prevented some investment and leverage from key partners. A wider focus may have enabled greater impact, through more investment. The size of businesses targeted by the Haringey City Growth programme was too small, and also restricted the impact.

Finally the geographic focus of the Haringey City Growth programme on Wood Green and Tottenham meant that stakeholders who had a borough wide remit could not always support interventions in small geographic locations, and restricted possible legacy and leverage from stakeholders.

What the Haringey City Growth Strategy has managed to achieve is the development of a more coherent, evidenced-based strategy for public intervention delivered through a coordinated partnership of public and private sector agencies and businesses. It has also effectively engaged and galvanized the support, and in some cases leadership, of the private sector, with some major companies driving the programme – eg. BT, and Lee Valley estates. Finally, there is the issue of whether the City Growth Strategy offers a useful approach for working with key business clusters or whether they should work more generically. The examples Porter (1995) provides of businesses that have successfully exploited inner city locations tend to be lower-order retail, service or manufacturing firms that can exploit the opportunities of under-served local markets and that require the sort of skills that can be offered by inner city residents – in Haringey this is appropriate for Food and Drink and some general manufacturing jobs. These are very different from some of the sectors in Haringey – namely Creative and Cultural, Clothing Manufacturing, which rely heavily on specialist skills and individual talent and which depend on high added-value markets for their survival. The expectation that business-led regeneration can deliver improved growth in the inner city has been questioned by a number of studies (Blackburn and Ram 2006; CEEDR 2003). It would appear to be an even greater issue with respect to the certain sectors such as the creative industries. The City Growth Strategy can play a major role in many inner city regeneration strategies, but perhaps their potential role in job creation has been over emphasized. The City

Growth Strategy may have too many conflicting objectives therefore, and it may not be feasible to expect businesses to deliver economic growth *and* local employment. The role in business support has been most effective in Haringey, with a sustainable infrastructure for ongoing work not only in City Growth wards, but across Haringey.

Legacy has been one of the main successes of the programme, with two new business-led boards being established. The Haringey business Board and the Tottenham Partnership have been established to drive economic growth and prosperity in Haringey, and has levered significant investment from stakeholders and employers – with a value of over 375,000 over three years.





The self evaluation below outlines our assessment against a range of heading and issues, which we feel shows the overall high value of this project in Haringey.

1.2 Methodology

Aims of the evaluation:

- 1) The specific aims of this self-evaluation are to:
 - a. To assess the performance of the project in relation to its original aims and objectives
 1. Did the project deliver its target outputs?
 2. Did the project benefit the people it set out to support?
 - b. Did the activities delivered by the project duplicate activities delivered by other business support services in the area?
 - c. Were there any opportunities to deliver activities that were coordinated with other support services area?
- 2) To assess the original rationale for the project, and whether this rationale is/is not still valid (including how it fits with the relevant funder's current priorities and those of other local, regional and national organisations).
- 3) To assess inputs and activities and the resulting outputs and outcomes, demonstrating the project's added value above and beyond what would have happened anyway, illustrating the lessons learnt.
- 4) To assess the project's wider impacts.
- 5) To compare the effectiveness and efficiency of the project with other projects or activities of similar nature to, assess its cost effectiveness and value for money.
- 6) To assess the Strategic Added Value (SAV) of the project broadly defined as the outcomes achieved by partners and stakeholders that arise as a result of the project's 'influence' above and beyond the outcomes that arise as a result of the delivery of the project's outputs.

The Self Evaluation methodology used the Evaluation Toolkits provided by the LDA, and incorporated our own internal reviews and self assessment activities. The following summarises the methodology used for the this self evaluation:

Phase One: Desk Research	Actions and methods used
Phase One	Desk Research
Desk research and review of LDA contract, reports, claims and board meeting notes 	<ul style="list-style-type: none"> • Exchange of key data sets and background papers and agree key contacts and scope & priority of work programme • Analysis of current and previous surveys, consultation exercises and evaluations • Review of EDAW City Growth Delivery and Development Plan
Phase Two	Stakeholder Interviews
Interviews with Key Partners and agencies 	<ul style="list-style-type: none"> • Interviews with key Partners and stakeholders • Interview with Chief Executive of NLB • Review of Project Reports
Phase Three	Programme Performance
Review of performance against contracted outputs 	<ul style="list-style-type: none"> • Review delivery plans and programme plans against original City Growth proposal • Review of all internal reports • Assessment of programme and project achievements against stated outputs, outcomes and objectives
Review of delivery methodology and City Growth activities 	<ul style="list-style-type: none"> • Review of success of programme with key staff and CE • Review of barriers and limitation of project • Consideration of good practice and lessons learnt • Comparison with other City growth programmes and business support programmes
Phase Four	Analysis and Reporting
Analysis of core research (Primary and Secondary)	<ul style="list-style-type: none"> • Bringing together, Desk research data, Recorded data on a database • Interview and survey findings • Assessment of impact against the core focus of the review • Production of Self Evaluation report

This self evaluation was limited by time and resources, and did not include any business interviews or stakeholder surveys. The findings were based on meetings with NLB staff, and reviews held at Board meetings.

If LDA had additional funding available to undertake an more in depth assessment and evaluation, this may prove worthwhile in assessing economic and the wider impacts of the Haringey city growth project.

1.3 Project Background, Context and Rationale

City Growth

City Growth is a market-based approach to urban revitalisation that recognises sustainable economic development in deprived areas will only be achieved by building a competitive business environment that generates jobs, income and wealth opportunities. It is based on an American economic development model, and was launched in the UK by the Treasury in July 2001.

The concept and ethos behind city growth is one of effective and increased co-operation, efficiency and delivery from local stakeholders. By bringing partners

together, the City Growth Partnership creates and improved offer for businesses and an increases stake in their local economy and community. An underlying principle is to identify the assets of an area and what works well, and focus on the improvement of these assets and strengths, rather than focus on what is wrong with an area.

“the difference with City growth and previous regeneration programmes is the ownership by the private sector and driven by competence, market-based strategies; it is an economic strategy rather than a social policy creating jobs and wealth for the longer term. City Growth enables business leaders to forge partnerships with both the public and voluntary sectors to devise regeneration strategies that crate sustainable economic advantages. City Growth is not a stand alone solution to regeneration but compliments other initiatives already underway and aims to identify efficiencies in other programmes” Statement from Leeds city growth Strategy.

Clusters have also been promoted as a means of encouraging the regeneration of deprived inner city areas (Porter 1995) and this US-inspired model of business-led regeneration has led to the introduction of the City Growth Strategy (CGS) initiative in the UK. City Growth focuses on the positive aspects and potential of distressed inner city areas rather than on their problems, which have traditionally been the main drivers of government intervention. Resources are focused on supporting key business clusters that are seen as having the potential to boost local economic development and thereby create jobs and wealth for local residents.

Haringey City Growth

The project was created in response to a review of the strategic business development needs of Haringey, by EDAW, commissioned by the LDA. EDAW created the Haringey City Growth Delivery and Development Plan, which outlined key clusters and strategic interventions which will best meet business needs in Haringey.

Haringey City growth is a business led programme, aimed at bringing about economic regeneration of the east of the borough, from Tottenham Hale, to Wood Green. This area was identified as a pilot area by the Treasury in 2003, and identified the potential growth of 4 key clusters:

- Clothing Manufacturing
- Creative and Cultural Industries
- Food and Drink
- ICT

The Haringey City growth involved the development and delivery of interventions which :

- Supported viable business start ups
- Helped forms in selected business clusters collaborate to win more business and joint procurement of services
- Support retention of existing firms and attract new business investment into the area
- Improving the infrastructure of key areas to make the more attractive to investors
- Identified and promoted business-led training programmes to meet skills needs of businesses

- Worked with key public agencies, particularly Haringey Council, to address infrastructure issues and improve communication between business and the local authority

The project ran from July 2006- March 2009, and was led by North London Limited.

1.4 Project Aims and Objectives

Section 2.

1. The main objective of the Haringey City Growth project was to establish the infrastructure and resources necessary to successfully oversee the delivery of the City Growth Strategy, and establish the Haringey Business Board, to deliver its objectives. North London business were appointed as the lead partner and employed a dedicated full time Delivery manager.

The actions for the Haringey City growth programme were to:

- Employ a suitably qualified and experienced delivery manager
- Providing office and other infrastructure support, including IVT, telephone, secretarial and administrative support.
- Provide strategic direction and support from other senior North London Business staff, including the Chief executive

The secondary objectives were:

2. To develop, and seek funding for and implementing additional projects. This included those projects supported by other agencies, and cover themes such as physical and business environment, business start ups and growth, business retention, and inward investment business cluster initiatives, and town centre developments.
3. To secure additional investment for the City Growth area, including cash and in kind contributions from the LSC, NRF, NDC and local authorities.
4. To co-ordinate, promote and act as the interface for publically funded business support programmes in the area and ensuring that businesses can access and benefit from the programmes, without the need to deal with bureaucracy involved in the programmes.

2.1 Project Outputs and Spend (Gross)

The LDA outputs required were:

Jobs created	3
Jobs safeguarded	20
Business support	70

Investment leverage	
Public leverage	£50,000
Other leverage	£70,000

Other outputs:

3 new businesses engaged
30 hours+ intensive support

Compete4 London 2012 event at COLNEL

2.1.1 Commentary on project outputs

Project output table (example below)

Output	Target/Profile output	Actual output
Jobs created	3	3
Jobs safeguarded	20	20
Business support	70	70

The main objective of the programme was to establish the Haringey Business Board to co-ordinate and lead on economic development for Haringey. The outputs achieved were secondary to the main aim of a strategic employer led vehicle for increasing the economic performance and growth in Haringey. This objective was met, and had significant added value in creating a sustainable partnership, which led to an effective employer and local authority partnership. The project also resulted in the establishment of a new business led structure – the Tottenham Partnership – which has been created to tackle an identified need to improve the perception of Tottenham as a place to do business. In addition to these main infrastructure outcomes, the project did create 3 jobs, safeguard 20 others and result in 7-businesses being supported. In reality the impact of the project will be far wider, with two sustainable bodies now working to increase opportunities in Haringey (Haringey Business Board and Tottenham Partnership). Both these new structures have levered in additional investment from the Local Authority and the Tottenham Partnership has levered in £95,000 per annum, for three years, to market and re-brand Tottenham as a place to do business.

These structures will result in significant inward investment, new business, and jobs safeguarded over the coming years.

2.1.2 Commentary on participants

There were no targets for equalities groups, and these were not reported to the LDA. However North London Limited work predominantly in some of the most disadvantaged and diverse areas of north London, and their overall engagement rates for women and bame groups are 65% and 75% respectively.

Project participant table (example below)

Number of participants supported from the following backgrounds	Target/Profile number of participants		Actual number of participants	
	Male	Female	Male	Female
BAME				
Women				
Disabled People				

2.1.3 Equalities information

The programmes objectives were to set up and manage an infrastructure which allowed the delivery of the Haringey City growth activities, rather than deliver specific business support outputs. However the outputs achieved of 70 businesses supported, and 20 jobs safeguarded, benefited a range of equality groups. NLB target areas with high numbers of disadvantaged residents form the range of LDA equalities groups, with over 75% being from bame and 65% being women. Future delivery against eth activities of the Haringey business Board and Tottenham Partnership will capture equalities information and be reported t the Boards quarterly. The delivery of Haringey City growth in Wood Green and Tottenham, benefited high numbers of bame residents, with 52% of the community in Tottenham Hale and Tottenham Green being from bame groups.

		Number of people in Ethnic group:						
		White:			Mixed:			
All people	All people	British	Irish	Other White	White and Black Caribbean	White and Black African	White and Asian	Other Mixed
Alexandra	10,475	6,834	457	1,491	91	41	146	133
Bounds Green	10,905	4,860	554	1,878	172	86	139	121
Bruce Grove	11,997	3,647	480	1,655	229	107	106	207
Crouch End	10,762	7,189	498	1,507	94	45	123	115
Fortis Green	11,235	7,549	402	1,540	93	41	120	119
Harringay	10,525	4,659	494	2,264	115	73	106	112
Highgate	10,310	6,895	377	1,534	72	40	136	104
Hornsey	10,075	5,658	568	1,206	163	85	121	100
Muswell Hill	9,975	7,028	347	1,282	94	53	131	103
Noel Park	11,472	4,331	541	2,147	187	94	118	112
Northumberland Park	12,606	3,639	467	1,879	269	100	127	174
Seven Sisters	13,179	4,749	540	2,282	241	88	107	212
St Ann's	12,603	4,404	535	2,577	172	97	111	150
Stroud Green	10,324	5,866	624	1,306	176	78	126	137
Tottenham Green	11,966	3,553	447	1,938	211	94	130	164
Tottenham Hale	12,728	3,887	427	1,892	250	120	145	176
West Green	11,884	3,822	495	2,484	159	107	109	148
White Hart Lane	11,985	4,904	494	1,753	252	106	88	245
Woodside	11,501	4,554	555	2,137	165	96	140	129
Haringey	216,507	98,028	9,302	34,752	3,205	1,551	2,329	2,761

Number of people in Ethnic group:								
Asian:				Black or Black British:			Chinese or other ethnic group:	
Indian	Pakistani	Bangladeshi	Other Asian	Caribbean	African	Other Black	Chinese	Other ethnic group
249	31	30	78	371	319	28	52	124
518	91	183	200	783	881	153	109	177

346	177	192	216	2,293	1,664	287	136	255
179	54	50	90	281	281	51	91	114
267	78	26	75	248	254	27	59	337
385	158	204	175	623	754	82	131	190
177	55	11	94	238	280	53	92	152
305	58	133	134	728	543	96	52	125
181	43	19	59	212	214	42	80	87
478	178	304	226	1,188	991	184	222	171
283	133	128	249	2,274	2,186	314	99	285
378	119	290	206	1,735	1,515	263	163	291
502	192	322	257	1,450	1,254	147	159	274
183	49	70	99	773	548	102	61	126
280	127	281	245	1,898	1,813	225	183	377
235	170	102	293	2,106	2,013	307	160	445
447	117	253	222	1,082	1,750	169	295	225
244	97	154	188	1,437	1,428	251	79	265
534	119	209	242	850	1,191	147	221	212
6,171	2,046	2,961	3,348	20,570	19,879	2,928	2,444	4,232

The ongoing work of both the Haringey Business Board and the Tottenham Partnership, will ensure equalities groups continue to benefit from business support and employment strategies in Haringey. Activities are targeted in the most deprived wards and those with highest numbers of residents form equalities groups.

2.1.4 Commentary on project spend

Project Spend Table

	Approved Budget (£)	Actual (£)	Variance (£)
Total LDA Grant	180000	180000	0
Additional Income	70,000	70,000	0
Total Spend	250000	250000	0

There has also been additional leverage form April 2009 to establish the Tottenham partnership. This has raised £95,000 per annum in contributions from stakeholders, including Tottenham Hotspur Football Club, COLNEL, London borough of Haringey, lee Valley estates and Bridge NDC.

This has been a significant impact, which has brought different stakeholders together with a shared vision and commitment to improving the image and economic prosperity of Tottenham.

2.1.5 Management and administration costs

The project received £180,000 from the LDA over three years. The majority of funding was spent on North London Limited employing a senior Delivery Manager, who developed the activities and delivered the City Growth interventions. Additional expenditure was on business events, meeting co-ordination. A very small percentage was spent on management and administration, which included strategic input from North London Business Chief Executive, provision of office space and overhead costs. This was less than 5% which was good value for money for the LDA as 95% was spent on direct business support delivery and the creation of new business led infrastructures.

2.1.6 Conclusions on outputs and spend

The Haringey City Growth project successfully delivered 100% of its outputs and met its expenditure targets. It established the Haringey Business Board, and successfully delivered a range of business events and activities, which helped implement the Haringey City Growth Delivery and Development Plan. The project contributed to LDA outputs, and also delivered some additional activities which will lead to sustainable outputs in the future, after LDA funding has ceased.

The project did not specifically target equalities group, but the nature of the project and its location meant that over 75% were from BAME groups and 65% were women led businesses. Both the Haringey Business Board and the Tottenham Partnership are committed to increasing economic growth and business opportunities amongst disadvantaged groups, and in deprived wards, and will set targets for delivery, based on 55% being women, 70% BAME and 10% being from disabled groups or those with long term health needs. The Boards will receive monitoring reports on outputs achieved and equal opportunities monitoring will form part of the Project delivery teams MIS requirements.

Expenditure was effectively managed and the amount spent on delivery maximised. This resulted in a very small percentage (approximately 5%) being spent on management and administration and 95% being spent on delivery. This shows commitment from North London Business to ensure businesses benefit from public funding, and through lean and efficient management support, unnecessary or high administration costs are minimised.

2.2 Assessment of Impact by Aim/Objective and Outcome

The Haringey City Growth project had a significant impact in delivering the infrastructure and resources to oversee the successful delivery of the Haringey City Growth delivery and development plan.

We have considered how the project contributed to each of the project's main objectives. The project successfully met and exceeded its primary and secondary objectives.

2.2.1 Achievements against project objectives

1. Primary objective: The main objective of the Haringey City Growth project was to establish the infrastructure and resources necessary to successfully oversee the delivery of the City Growth Strategy, and establish the Haringey Business Board, to deliver its objectives. North London business were appointed as the lead partner and employed a dedicated full time Delivery manager.

The Delivery Manager was appointed and developed the project through to the end of March 2009. The Board was established and coordinated a range of activities across the HCG area. The Board had a strong business base including businesses which did not previously engaged with the Council, that are now in dialogue with eg Hotspurs, Bridisco, BT and several SMEs. David Lammy and the CEO of Haringey Council have also shown full commitment to the Board.

The secondary objectives were:

2. To develop, and seek funding for and implementing additional projects. This included those projects supported by other agencies, and cover themes such as physical and business environment, business start ups and growth, business retention, and inward investment business cluster initiatives, and town centre developments.

Additional projects have included a Brand Workshop to discuss re-branding of Tottenham as a place to do business,. This has led to the establishment of the Tottenham Partnership. The Rev Up project was established to provide mentoring and business support, and discussions on the new Waste Recycling project with the Food sector is underway.

Key new projects are therefore a key outcome with Rev-Up, Tottenham Partnership, Environmental project with LBH, the annual Haringey City growth Business Awards 20056-2009, the new HCG website, and growth of the creative cluster.

3. To secure additional investment for the City Growth area, including cash and in kind contributions from the LSC, NRF, NDC and local authorities.

North London Business have secured additional leverage form the Local Authority, Tottenham Hotspur, COLNEL Bridge NDC and Lee Valley estates, to establish the Tottenham Partnership for three years. This leverage is worth £285,000 over three years.

Haringey Council are also providing funding to roll out the Haringey Business Board across the whole brought to develop economic development and regeneration in Haringey.

Through the programme a demand and opportunity or exporting was identified and a successful ERDF Bid will start in June 2009, supporting an export strategy for three years. This value is over £1.6 million across North London, with

4. To co-ordinate, promote and act as the interface for publically funded business support programmes in the area and ensuring that businesses can access and benefit from the programmes, without the need to deal with bureaucracy involved in the programmes.

The project successfully promoted other business support programmes, and developed a series of events and activities to engage businesses in mainstream services. Through the HCG project acting as the conduit for local businesses bureaucracy was reduced and engagement increased amongst local businesses. A key success was running 3 Business Award programmes, to recognise successful businesses in the Haringey City Growth area. Over 300 business attended a large Employment Fair, and 20 local suppliers attended a major Meet the Food Buyer Event., to present to Budgens, Essex Foods and Black Olive (a major Restaurant and Catering company).

Compete4 gave a presentation to Cluster Members on how to procure services for the 20122 Olympics.

HA! The Creative Cluster was chosen to represent England during the European Film Festival in Kalingrad. The Cluster has also developed incubator space in Overbury Road (3500 square foot of mixed use workshop, events, studio, gallery, and shop front space).

The NDC have supported Haringey City Growth and the new Tottenham Partnership, and resulted in a new mentoring project for local NDC businesses. The rev-Up project is mentoring and promoting mainstream business support services to local businesses.

2.2.2 Strategic Added Value

Strategic Added Value

This outlines what was achieved through Haringey City Growth that made a difference in addition to the delivery of outputs and results.

- Strategic Added Value is Important because it can:
 - ▶ More effectively reflect the contribution of NLB and HCG as an organisation/programme
 - ▶ It is often directly related to the legacy and long term impacts that are most difficult to assess
 - ▶ Encourage longer term thinking and sharing
- Strategic Added Value can be in three types:
 - ▶ Strategic/catalytic activity
 - ▶ Increasing co-ordination, alignment and partnership
 - ▶ Improving intelligence, influencing and awareness raising

We have considered how Haringey City Growth activities contributed to strategic value added under each of the three main types of added value. It has contributed significant strategic added value against all three types:

■ Catalytic role

Haringey City Growth.....

- ▶ contributed to the **development of new ideas or approaches** in Haringey, including joint events, and establishing two new structures to promote economic growth and employment in key areas in Haringey.
- ▶ encouraged collaborative working across sectors – resulting in far more effective dialogue between the local authority and local businesses.

■ Co-ordinating

Haringey City Growth

- ▶ improved the **co-ordination, networking and working relationships** between construction sector partners and stakeholders.
- ▶ created **more commitment and opportunities for the Local Authority to work with businesses in Haringey to solve local problems**

HCG has increased the co-ordination and network between employers, and public sector bodies.

■ Intelligence and awareness raising

Haringey City Growth

- ▶ helped the **dissemination of information and good practice** in promoting business support programmes and Raised awareness of mainstream programmes eg Compete4
- ▶ shaped a **more strategic way of thinking** about agencies working together to tackle economic and social regeneration
- ▶ helped to **increase the profile and raised awareness** of the work of NLB, partners and the LDA

2.3 Trends and Issues

Rationale:

The rationale for City Growth in Haringey not only built on the inspiration of US management guru Michael Porter (1995) the City Growth Strategy initiative is promoting business clusters as a means of encouraging the regeneration of deprived inner city areas in Haringey.

Equally popular with policy makers is the concept of business clusters. This emphasizes the importance of location and inter-firm linkages or networks to productivity, seen as being particularly important in the context of cities. Clustering is thought to lead to a number of advantages for both firms and the regions in which they operate, including increased competitiveness, higher productivity, new firm formation, growth, profitability, job growth and innovation. As a result policy makers around the globe have supported clusters as an economic development strategy. Clusters are therefore a favoured concept and means of working with the key Haringey industries – ICT, Creative and Cultural, Food and Drink, and Clothing Manufacturing, and cluster development is now central to the economic strategies of regional development agencies across the UK and in many other regions of the world. Clusters have been promoted as a means of encouraging the regeneration of deprived inner city areas (Porter 1995) and this US-inspired model of business-led regeneration has led to the introduction of the City Growth Strategy (CGS) initiative in the UK. City Growth focuses on the positive aspects and potential of distressed inner city areas rather than on their problems, which have traditionally been the main drivers of government intervention. Resources are focused on supporting key business clusters that are seen as having the potential to boost local economic development and thereby create jobs and wealth for local residents.

In the delivery of this project we have considered barriers to achievement, key opportunities to develop this further in Haringey, and delivery processes.

2.3.1 Key barriers to achievement

One of the main barriers for the project is the balance of power and decision making in UK cities and regions, as opposed to the balance in USA, where the federal state has less power and businesses have more decision making influence. In London there is a three tier approach to decision making, with Local Authorities, the GLA, as well as central Government, all having decision making and strategic powers. Any business led initiative needs to fit alongside and have synergy with local strategies, regional plans, including transport and planning. It is therefore not always possible to meet identified business needs quickly or in some cases ever. Once this was been recognised by stakeholders it was a more productive partnership.

The second major barrier facing the successful partnership was the focus on 4 key clusters. This did not always meet the needs of all local businesses in the area, and also meant it prevented some investment and leverage from key partners. A wider focus may have enabled greater impact, through more investment. The size of businesses targeted by the Haringey City Growth programme was too small, and also restricted the impact.

Finally the geographic focus of the Haringey City Growth programme on Wood Green and Tottenham meant that stakeholders who had a borough wide remit could not always support interventions in small geographic locations, and restricted possible legacy and leverage from stakeholders.

2.3.2 Key opportunities

The major opportunities which Haringey city growth achieved was to identify a sustainable model to leave a Legacy of the programme. This resulted in the new

Tottenham Partnership, and the Haringey Business Board. These will have a huge significance in Haringey and will build on the opportunities for creating economic growth in Haringey, and identify collaborative working.

This has resulted in a new ERDF programme, developing an export strategy in north London, and a commitment to develop new initiatives through worklessness and business support programmes.

There has been a change in perception and relationship between businesses and local authority ratings – 40% satisfied now compared with 15% 18 months ago.

2.3.3 Management and delivery processes

The management process was very effective, with a dedicated Delivery Manager, working alongside the North London Business team. They were supported by a strong and robust central management support team, and the NLB Chief Executive played an active part in supporting the project.

There were changes in the project manager throughout the life of the programme, but this did not adversely affect the delivery.

2.3.4 Added value

The programme resulted in added value of the LDA, with a range of additional activities and events being delivered. The primary objective was to set up a structure and employ a manager to develop the Haringey City growth, but the activities achieved were far more than this.

Additional projects have included a Brand Workshop to discuss re-branding of Tottenham as a place to do business,. This has led to the establishment of the Tottenham Partnership. The Rev Up project was established to provide mentoring and business support, and discussions on the new Waste Recycling project with the Food sector is underway.

Key new projects are therefore a key outcome with Rev-Up, Tottenham Partnership, Environmental project with LBH, the annual Haringey City growth Business Awards 2005-2009, the new HCG website, and growth of the creative cluster.

2.3.5 Value for money

The Haringey City growth provided good value for money as it delivered all its outcomes and focussed expenditure on delivery thereby reducing expenditure on management and administration. Other City Growth Areas received received two years' pump-priming money (£150,000–£250,000) to research local need, engage the business community and develop their strategies.

Haringey City Growth received £180,000 over three years, which is excellent value for money compared to the other City Growth areas. This also resulted in £95,000 per annum leverage for the next three years for the Tottenham Partnership, and £30,000 per annum from LB Haringey for the Haringey Business Board. Investment by the LDA secure **leverage of £1 LDA : £2.08 leverage.**

Exit strategy

Legacy was a huge objective of the Haringey City growth, and throughout the programme partners worked to secure a legacy for the programme. This resulted in two major legacies being sustained – the **Tottenham Partnership and the Haringey Business Board**.

2.4 LDA Cross-cutting Themes

The project was successful in contributing to the overall Cross Cutting Themes :

Equal Opportunities - Equal opportunities - where the programme supports equality and diversity as a cross-cutting principle. Equal opportunities should be embedded within all aspects of the project delivery. The evaluation has concluded that a great deal of work has already taken place under this cross cutting theme.

- Community Links have identified barriers faced by their target group (NEET young people), and developed learning in response to these barriers
- All the initiatives undertaken are opening up business and employment opportunities to disadvantaged groups
- There was a good mix of beneficiaries from disadvantaged groups (eg, females, disabled, bame)

Sustainable Development - economic, environmental and social issues.

- The project contributed to sustainable development through supporting growth and sustainability of local businesses, thereby contributing to the economy.
- It promoted other business support activities to SMEs and business from groups who do not normally participate or benefit from mainstream business support services.

North London Business have a very firm commitment to the themes and objectives of sustainable development. The UK Strategy for Sustainable development “Securing the Future”, aims to bring social progress, the environment and the economy together at the heart of policy making. The Haringey City Growth project contributed positively to sustainable development and the project contributed to the four key areas of focus for sustainable development in London.

- Protecting the environment and careful use of natural resources.
- Progress that recognises the needs of everyone.
- Maintaining high and steady levels of economic growth.

ICT was used to managed the programme, and IT was a sector which was one of the Clusters under the HCG programme.

2.5 Key Conclusions & Lessons Learnt

Private sector involvement and leadership

A key aspect of the CGS approach is its emphasis on business involvement and leadership, and in the case of the jewellery cluster there has been considerable private sector involvement in the development of the Tottenham Partnership, and the Haringey Business Board. There has also been a partnership established which has been successful in gaining ERDF funding to develop an Export programme for north London. Many local companies have been involved in the various consultations and focus groups meetings, including the North London Chamber. A key to their effective engagement in the process has been the presence of a number of 'cluster sector champions' – key local firms who have been prepared to invest considerable time and money in promoting the proposals. The CGS process has also been able to build on a history of private sector collaboration and leadership.

A better approach to economic development?

The self-evaluation attempted to measure the impact of the CGS approach by reviewing the activities of Haringey city growth and reviewing local and national socio-economic datasets to measure change. This poses a number of challenges that it is not intended to touch on here. At this time it is only possible to report on the early impressions of those who have been involved in the process. These include a mixture of healthy scepticism and genuine enthusiasm. In some respects it could be argued that the way in which the CGS approach is being implemented in the Haringey area (and indeed in other areas in the UK) is not so very different from previous regeneration programmes, many of which have targeted business clusters and encouraged private sector participation. While considerable private sector leverage has been obtained, (eg to support the 3 year funding of the Tottenham Partnership and Haringey Business Board), the process is still dominated by public sector control and funding. On the other hand, it is also acknowledged that the process of developing the Haringey City Growth Development and Delivery Plan, has involved a thorough piece of research and consultation to establish the baseline economic indicators, and an evidence based approach to the strategy. Rarely in the past have programmes been based on such solid evidence. Partners felt that the process that the CGS has fostered, of encouraging businesses to work together towards the achievement of a common goal, is excellent and that this will have a ripple effect on the local area. The initiative has also brought the various local agencies together to develop and promote a common strategy for the sector. This is likely to lead to the more effective coordination and marketing of programmes, not only in Haringey but in the new sub-region of Waltham Forest, Barnet, Islington, Camden, Haringey and Enfield.

Conclusions

The City Growth Strategy claims to offer a new, business-led approach to regeneration and economic development, but is it so very different from previous approaches that have increasingly aimed to engage the private sector and work with key business clusters? What the Haringey City Growth Strategy has managed to achieve is the development of a more coherent, evidenced-based strategy for public intervention delivered through a coordinated partnership of public and private sector agencies and businesses. It has also effectively engaged and galvanized the support, and in some cases leadership, of the private sector, with some major companies driving the programme – eg. BT, and Lee Valley estates. Finally, there is the issue of whether the City Growth Strategy offers a useful approach for working

with key business clusters or whether they should work more generically. The examples Porter (1995) provides of businesses that have successfully exploited inner city locations tend to be lower-order retail, service or manufacturing firms that can exploit the opportunities of under-served local markets and that require the sort of skills that can be offered by inner city residents – in Haringey this is appropriate for Food and Drink and some general manufacturing jobs. These are very different from some of the sectors in Haringey – namely Creative and Cultural, Clothing Manufacturing, which rely heavily on specialist skills and individual talent and which depend on high added-value markets for their survival. The expectation that business-led regeneration can deliver improved growth in the inner city has been questioned by a number of studies (Blackburn and Ram 2006; CEEDR 2003). It would appear to be an even greater issue with respect to the certain sectors such as the creative industries. The City Growth Strategy can play a major role in many inner city regeneration strategies, but perhaps their potential role in job creation has been over emphasized. The City Growth Strategy may have too many conflicting objectives therefore, and it may not be feasible to expect businesses to deliver economic growth *and* local employment. The role in business support has been most effective in Haringey, with a sustainable infrastructure for ongoing work not only in City Growth wards, but across Haringey.

2.6 Using and Sharing the Results from the Evaluation (if appropriate)

We are happy to work with other business support providers and stakeholders to share the lessons learnt from this project. We will also work with the LDA external evaluators and the recommendations from their report, to build on best practice.

The most effective impacts of our project which we can share with other is how we worked to increase dialogue between the Local Authority and businesses which has led to an increase in business satisfaction levels with the Council from 15% to 40% in two years. Secondary we could share how collaborative working and identification of joint goals, resulted in two new Business led groups being established to tackle disadvantaged and promote economic growth over the next three years.

2.7 LDA Peer Review

Notes to LDA Delivery Managers: the purpose of your commentary is to provide a level of scrutiny of the report that is appropriate to your role and responsibilities as the project's LDA Manager rather than strict verification of all of the report's content (see suggested guide questions below). Where possible, recommend where and how you think improvements can be made to produce the highest quality self-evaluation that is reasonably possible; avoid yes/no answers – try to offer specific examples from the report to support your comment;

	LDA Delivery Manager Comments
1. Compliance	<Have all relevant parts of the report been completed?>
2. Timeliness	<Was the self-evaluation completed in time?>

3. Accuracy of the evidence base	<i><Is the data and information presented factually correct?></i> <i><Is the evidence used to support the analysis and conclusions made in this report sound, robust, credible?></i> <i><Have sources of information been adequately referenced?></i>
4. Objectivity	<i><Are the findings and conclusions objective /impartial – e.g. sufficiently supported and justified by the evidence and analysis presented in the report</i>
5. Quality of the Written Report	

LDA Manager Approval:

Name: _____
Position: _____
Signature: _____
Date: _____

	LDA Evaluation Team Comments
1. Compliance	<i><Have all relevant parts of the report been completed?></i>
2. Timeliness	<i><Was the self-evaluation completed in time?></i>
3. Accuracy of the evidence base	<i><Is the data and information presented factually correct?></i> <i><Is the evidence used to support the analysis and conclusions made in this report sound, robust, credible?></i> <i><Have sources of information been adequately referenced?></i>
4. Objectivity	<i><Are the findings and conclusions objective /impartial – e.g. sufficiently supported and justified by the evidence and analysis presented in the report</i>
5. Quality of the Written Report	

LDA Evaluation Team Approval:

Name: _____
Position: _____
Signature: _____
Date: _____