

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

LDA Evaluation Team Approval:

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