



Economic Growth Management

Expertise Profile

June 2012

≈ OVERVIEW OF CAPABILITIES ≈

Economic Growth Management provides a full and integrated range of support for business and economic growth, workforce skills, regeneration, property and development, investment, and project implementation.

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❖ BUSINESS GROWTH, INNOVATION AND NEW ENTERPRISE

Profile of Services and Expertise

Business Support Strategies and Programmes	* Coherent business support strategies for local areas and regions * Partnership building to focus business support resources where impact is most needed and to assure joined up delivery
Business Clusters and Sector Growth	* Mechanisms to help growth clusters to innovate, penetrate markets and engage in international trade
Business Creation and Incubation	* Programmes to encourage new entrepreneurship and the survival and growth of young innovative enterprises * Development of business incubation workspace and enterprise centres
Business Retention	* Business intelligence to identify local companies with expansion needs and possible relocation intentions
Creative Industries	* Development of local creative hubs, workspace centres and networks * Advice on measures to maximise impacts of creative and cultural activity on local economic regeneration
Innovation and Technology	* Development of innovation centres * Business support programmes for innovation and technology transfer * Evaluations and forward strategies for government funded innovation support schemes
International Business	* Support to overseas promotional activities * Country specific market research and networking * Local and regional strategies for increasing engagement in international trade
Low Carbon Activities	* Audits of the "Green Economy" in local areas * Assessment of low carbon industry growth prospects * Business plans for low carbon innovation centres * Studies into low carbon skills requirements

Examples of our track record in these areas are summarised below.

❖ Business Support Strategies and Programmes	
Project	Expertise Provided
<i>Business Support Strategy for the East of England</i>	Development of a Regional Business Support Strategy to enable funders, stakeholders and delivery organisations to coherently address the development needs of the region's SMEs, innovators and growth sector businesses. Client: EEDA
<i>Business Support Strategy for the London Thames Gateway</i>	Strategy for provision of inward investment, business retention and business support services in the London Thames Gateway over a 15 year period and a costed business plan for addressing the support requirements identified. Client: London Development Agency and DCLG
<i>Business Support Strategy for Bristol</i>	Assessment of local business support a robust evidence base on local business trends and support needs as a basis for proposals on how and where local authority business support funding should be focused. Client: Bristol County Council
<i>Strategy for Business Support in Brighton, Hove and Adur</i>	Review of local business support provision relative with a view to improving service delivery and increased impact on local competitiveness and prosperity. Client: Brighton and Hove and Adur Councils
<i>Review and Refocusing of Business Support Activities Across Kent</i>	Based on initial research into the state of the Kent economy and an audit of all organisations providing business support across Kent, we set out the key parameters for the Kent Economic Board task force to decide on where to focus resources for enterprise support across the county. Client: Kent Economic Board
<i>Identification of Options for Supporting Growth of Home Based Businesses in the Heart of Essex</i>	Investigation into the extent and make-up of home based Businesses in the Heart of Essex, a survey of the barriers to growth and development faced by them and a review of good practice models for supporting them. Recommendations were set out for introducing a pilot home working support centre based on selected elements of the work hub model. Client: Essex County Council
❖ Business Clusters and Growth Sectors	
Project	Expertise Provided
<i>Strategy for Business Incubation and Innovation Support in Bournemouth, Dorset and Poole</i>	Feasibility study to determine how existing and new business incubation facilities could be incorporated into a network and sustainable hub for innovation and enterprise to realise maximum potential from growth sector businesses within the sub-region. Client: SWRDA
<i>Feasibility Study for a Medical Devices Innovation Park in Central Essex</i>	Study to identify the extent and nature of medical devices companies in Essex and surrounding areas and the demand case for an innovation centre and business park focused on promoting and supporting businesses in the sector: Client: Anglia Ruskin University

<i>Review of Enterprise Hubs in the South East</i>	Review of the effectiveness of Enterprise Hubs in the South East region, assessing their achievements and impacts in increasing the start-up, survival and growth rate of young innovative companies with recommendations for enhancing their effect on regional economic growth. Client: SEERA
<i>Abu Dhabi Aero Cluster</i>	Assessment of the economic prospects and impacts arising from an aerospace cluster under development of at Al Ain Airport, Abu Dhabi. Client: Abu Dhabi International Airport and Jacobs Consultancy
<i>London Business Clusters Development Programme</i>	Strategy and business plan for promoting the growth and strengthening of targeted business clusters key to the competitiveness of the London economy, followed by project development support for initiatives in the media and creative, biotechnology, manufacturing and design sectors. Client: London Development Agency
❖ Business Clusters and Growth Sectors	
Project	Expertise Provided
<i>Pan-London Audit of Sector Development Opportunities</i>	Identification of specialist networks, support bodies and initiatives for each of the high growth clusters in London and proposals for maximizing clustering impact through more structured targeting of support resources and collaboration. Client: London Development Agency
<i>Manufacturing Development Framework for Thames Gateway</i>	Strategic framework for the development of manufacturing activity within the Thames Gateway London area, to guide development programmes for stimulating innovation, business growth and the development of manufacturing workforce skills. Client: Thames Gateway London Partnership
<i>Dagenham Manufacturing Node</i>	A comprehensive strategy for attracting investment in the engineering and advanced manufacturing sectors to the area. Associated measures included initiating the Centre of Engineering and Manufacturing Excellence and a manufacturing innovation centre and the Gateway for Industry, an agency for brokering manufacturing jobs and training for local residents. Client: English Partnerships London Region
<i>Sector and Investment Offer Development Strategy for Thames Gateway London</i>	Assessment of growth sector development potential and opportunities for the Thames Gateway sub-region, together with an assessment of the capacity of key development zones for accommodating growth and development of identified target sectors. Client: Thames Gateway London Partnership
<i>Key Performance Indicators and Toolkit for the EEDA Enterprise Hubs</i>	Identification of KPIs to capture more precisely the contribution and added value that enterprise hubs bring to driving, growth and sustainability of the East of England's knowledge based enterprises. Client EEDA
<i>Silverstone Innovation Centre</i>	Project appraisal for a high performance engineering Innovation Centre at the Silverstone Motor Racing Circuit to support growth of the motor sport sector in the South Midlands area. Client: EMDA

❖ Business Start Up and Incubation	
Project	Expertise Provided
<i>Entrepreneurship Study for Harlow</i>	A study of the state of entrepreneurship within Harlow District, identifying how business start-ups could be increased, and a more entrepreneurial culture engendered among 'hard-to-reach' members of the community. Client: Harlow Renaissance
<i>Business Case for an Enterprise Centre in Grays, Essex</i>	Feasibility study and business case for the development of a 37,000 sqft Community Business Centre in Grays town centre, enabling the provision of a significantly enhanced local business support service to new and early stage enterprises. Client: Thurrock Local Enterprise Agency
<i>Ramsey Business Enterprise Centre</i>	Feasibility study for a rural business enterprise centre in Ramsey, Huntingdonshire incorporating a review of business start up and growth potential and related support needs, a survey of businesses in and around the area and an analysis of nearby comparative workspace. Client: Huntingdonshire District Council
<i>Feasibility Study for Development of Business Incubation within Taunton and Somerset</i>	Research into the feasibility of developing business incubation and innovation support within Taunton and Somerset to meet the potential needs and demands of entrepreneurial individuals and growth orientated businesses. Client: Somerset County Council
<i>Kent Black and Minority Ethnic Business Support Needs</i>	A study of the scale and nature of Black and Minority Ethnic (BME) business support needs matched against the available provision to address these needs as a basis for recommended pilot support programmes targeted at these groups. Client: Kent County Council
<i>Study into Virtual Incubation for the Creative Industries in the South East</i>	Proposals for the development of virtual incubation for creative entrepreneurs based on mapping of all key creative industries and an appraisal of existing services to meet the specialist support needs of the creative industries in the region. Client: Surrey Institute of Art & Design
<i>Feasibility Study for the Marlowe Innovation Centre</i>	Study to investigate scope for establishing an enterprise centre in the Ramsgate area adjacent to the Marlowe Academy. The final report set out the business case and financial plan for the proposed centre which has since opened. Client: Kent County Council.
❖ Creative Industries	
Project	Expertise Provided
<i>Strategic Framework and Action Plan for Development of the Creative Industries in South East England</i>	We developed a detailed profile of the creative industries within the South East and the case for supporting them. We then presented a framework of measures covering business support, specialist skills development, workspace provision, networking and collaboration and wider measures to maximise impacts on local economic regeneration. Client: South East Economic Partnerships
<i>Defining Scope for the Development of the Creative Sector in Grays and East Thurrock</i>	Study to identify the potential for developing the creative sector in Grays and East Thurrock and business plan to guide the future development of sector. This identified in particular the potential for attracting film related activities and for structuring culture led urban animation within the area. Client: Thurrock Thames Gateway Development Corporation

<i>Feasibility Study into the Development of a Creative Business Campus in the Kings Cross, Arsenal and Finsbury Park area</i>	A study to examine the potential for establishing a vibrant Creative Hub within the “Swathe” area of inner North London, based on extensive mapping of existing creative industries, current business support and accommodation, a stakeholders development workshop, and an assessment of potential impact on local regeneration. This resulted in action plans and an outline funding strategy to take this project forward. Client: 21ST Century Arts, Fashionworks and the LDA)
<i>Development of a Network for High Value Creative Industries in Surrey</i>	Scoping research and support to the set up of a sector network to assist high value Surrey-based creative industries to improve their business management skills, address their growth plans and develop collaborative opportunities. Client: UCA & Surrey Economic Partnership
<i>Business Support and Workspace Centre for the London Fashion Design Sector</i>	Preparation of a feasibility study and business case for a fashion workspace centre and support hub in Central London in conjunction with the London College of Fashion. We specified specialist sector support services, options for development of the centre, and provided a costed business plan. Client: City Fringe Partnership
<i>Business Plan for a Centre for Carnival Arts and Enterprise in London</i>	Business plan for a support centre and affordable accommodation to drive forward business growth amongst carnival arts practitioners in London. Client: LDA and GLA
❖ Innovation and Technology	
Project	Expertise Provided
<i>Harlow Innovation Centre</i>	Feasibility study to determine the case for a new innovation and incubation centre for Harlow identifying potential demand from young knowledge based businesses within the surrounding area, existing shortages of local incubation workspace and the types of support the centre should provide. A full business case, design brief, business plan, financial model, management structure and forward strategy was prepared followed by funding applications from DCLG and the RDA which secured £5m. The centre has since opened. Client: Harlow District Council.
<i>Forward Strategy for the LDA's Funded Innovation Support Services</i>	Demand led study to develop a full understanding of how innovation support services in London's SMEs could be effectively managed to improve business performance and to inform decisions affecting the future provision of funded innovation support across London. Client: London Development Agency
<i>Feasibility Study and Business Plan for Yeovil Innovation and Incubation Centre</i>	Feasibility study to create an incubator and innovation centre amongst the aerospace cluster in South Somerset which provided advice on market and sector opportunities, economic case and a fully costed set of proposals for the set-up of the centre. We were then commissioned to project manage the early phases of the implementation of the centre which has since opened. Client: South Somerset District Council, South West England RDA and Somerset County Council
<i>London Innovation and Knowledge Transfer Strategy</i>	Strategic framework action plan and partnership to create, support and accelerate the rate of innovation and knowledge transfer in the London region. Client: London Development Agency

Programme-Wide Evaluation of CommercialISE	A full programme evaluation of the HEIF 3 funded CommercialISE programme aimed at creating the first unified regional funding escalator for commercialising intellectual property in South East England. Client: CommercialISE
❖ International Business	
Project	Expertise Provided
<i>Sourcing of International Partners for a Biomass Energy Project in Brazil</i>	We were commissioned to identify global collaborative partners for a 50 megawatt biomass gasification demonstration project to be set up in Bahia region of Brazil. We successfully engaged with global corporations in the power generation, paper manufacturing, forestry and agribusiness sectors and introduced prospective partner bodies to the client body. Client: Shell, Companhia Vale do Rio Doce, Eletrobras and the UNDP.
<i>Identification of Investment Opportunities in South Africa's Eastern Cape</i>	Strategic plan for attraction of major industries to the 10,000 hectare Coega port and industrial development zone, Port Elizabeth, South Africa. Client: Port Elizabeth Chamber of Commerce and Gibb
<i>International Trade Strategy For London</i>	Action plan for developing London's international trade, based on an assessment of London's current international trade profile, key sector opportunities, specifying the required trade promotion activities, and how these should be linked, supported, co-ordinated and funded. Client: Trade Partners UK London Region
❖ Low Carbon Activities	
Project	Expertise Provided
<i>Business Case for an Exemplary Low Carbon Demonstration Building in Norwich</i>	Study to demonstrate demand for demonstration facilities, technology transfer and specialist business support related to bio-renewable building materials and for incubation space for innovative young businesses in the built environment sectors. We subsequently prepared a business case for a £6.2m ERDF bid to help fund the project. Client: Norwich Research Park and University of East Anglia
<i>Feasibility Study and Business Plan for a Clean Tech Innovation Centre in Chelmsford</i>	Study to determine the business case for a Clean Tech Innovation Centre at the BAE Systems site in Chelmsford. This identified the potential of the facility to attract highly innovative individuals and start-up companies in the low carbon sector, the level of demand for support services, the economic justification for the centre, its remit and objectives. We provided a detailed design brief and set out a costed business plan for the centre. Client: EXDRA
<i>Study of Demand for Low Carbon Skills in Inner South London</i>	Assessment of low carbon sector employment growth prospects and emerging skills needs across the inner London boroughs. Audit of local education and skills provision and proposals as to how this would need to be enhanced to match future demand for LCEGS skills. Client: London Borough of Lambeth
<i>Business Plan for a Biomass Energy Demonstration Project in Brazil</i>	A comprehensive business plan for a 50 megawatt biomass gasification demonstration project to be set up in Brazil. Based on extensive research, our business plan defined and quantified the global commercial potential for this new technology and its scope for addressing the low carbon agenda. Client: Shell, Companhia Vale do Rio Doce, Eletrobras and the UNDP

<i>Feasibility Study for the Chard Enviro-Business Development Centre</i>	Research into the feasibility of establishing an incubation and business development centre focused on environmental industries. Client: Somerset County Council
<i>Mapping of Environmental Industries in Hertfordshire</i>	Systematic audit review of low carbon business activities and initiatives in Hertfordshire and proposals for improving their coordination. Client: Hertfordshire Prosperity

ECONOMIC DEVELOPMENT

Profile of Services and Expertise

Local Economic Assessments	* Local economic assessments addressing sector growth opportunities, strategic infrastructure, growth scenarios, spatial development options and labour force issues
Economic Growth Strategies	* Setting of objectives, priorities and action plans to maximise sub-regional economic performance and development potential
Inward Investment and Investor Support	* Identification sector based inward investment demand potential * Developing area based sector investment offers and marketing propositions * Investor and intermediary perceptions audits * Setting up of inward investment marketing programmes, client handling and delivery operations
Regeneration Schemes	* Area based regeneration frameworks * Industrial estate and town centre revitalisation programmes
Area Development Plans	* Assessment of potential new economic activity: inward investment, sector development and business growth opportunities that can create opportunities for strategic development zones * Assessment of local and regional planning guidance * Preparation of site and area master plans and local development frameworks * Guidance on sustainable transport policy issues associated with local and regional spatial planning
Delivery Partnership Vehicles	* Setting up economic development and regeneration delivery organisations

❖ Economic Growth Strategies	
Project	Expertise Provided
<i>Study into Business Growth Prospects in Harlow from Stansted Airport</i>	A study which determined how Harlow could attract more businesses to capitalise on the town's close proximity to Stansted Airport and assist in supporting the regeneration of the town. Client: Harlow Renaissance/BAA Stansted
<i>South East Recovery Plan</i>	Creation of a recovery plan to address the consequences of the economic recession in the South East to ensure working between the RDA, LSC, Job Centres and other key partners. Client: LSC South East
<i>Gatwick Diamond Economic Strategy</i>	Development of a strategic framework to connect objectives and actions of local authority partners and proposing the appropriate delivery mechanisms to deliver these outcomes. Provision of an action plan and implementation programme and was supplemented with guidelines for an appropriate protocol through which the actions of various bodies would be coordinated and made customer focused. Client: Surrey Economic Partnership and Sussex Enterprise
<i>Surrey Five Year Economic Strategy</i>	Review and update of the Surrey Economic Strategy focusing on measures to enhance the growth and development of growth industries to promote flexible working practices in order to reduce demands on the country's congested infrastructure. Client: Surrey Economic Partnership
<i>East Sussex Economic Development Strategy</i>	A forward strategy for the economic growth of East Sussex for the next ten years, setting out the strategic focus for transforming economic performance and how the resources and actions of partners should be aligned towards a core set of goals. Client: East Sussex Economic Partnership
<i>Economic Development Plan for Lewisham</i>	Comprehensive Economic Development implementation plan. This was arrived at through a process of thorough consultation, which took into account all key potential drivers including the impact of the East London Line Extension and the 2012 London Olympics. Client: Lewisham Borough Council
<i>Economic Growth Strategy for the Channel Corridor</i>	A 15 year economic development framework for the future growth and sustainability of the Maidstone, Ashford and Shepway boroughs in Kent. Taking account of their housing, population, demographics and infrastructure and the potential of the business sectors with the greatest potential for growth. Client: Channel Corridor Partnership
<i>Thames Gateway London Economic Development Strategy</i>	A detailed audit of the opportunities and issues associated with each of the key Thames Gateway London development nodes, as part of the Zones of Change assessment. Refinement of its economic development strategy and development of forward action programmes. Client: Thames Gateway London Partnership

❖ Economic Growth Strategies	
Project	Expertise Provided
<i>Waverley Economic Opportunities Strategy Review</i>	A review of Waverley's economic and business support strategy as perceived by its partners and stakeholders, under five main themes: actions for the borough area; rural areas; the towns; the infrastructure and for the council. Client: Waverley Borough Council
<i>Strategic Economic Development Framework for the Thames Valley</i>	Comprehensive analysis of the opportunities and constraints for the development of the Thames Valley's needs for business growth, inward investment, infrastructure, business accommodation, workforce development. Client: Thames Valley Economic Partnership
<i>Economic Strategy and Action Plan for Wycombe</i>	Full economic strategy and action plan for Wycombe covering short and long term issues including economy and employment, environmental quality, transport, site development, housing and community support and development. Client: Wycombe District Council
<i>Economic Regeneration Strategy for London Lee Valley</i>	Strategy setting out the vision, aims, strategic priorities and key actions for the economic development, human resources, transport, tourism and leisure and environment programmes for the Lee Valley over a 3 to 5 year period. Client: London Lee Valley Partnership
<i>Strategic Vision for Mansfield</i>	Strategic development framework for the town centre area of Mansfield (Nottinghamshire), based on consultation with businesses, local support bodies, broad economic analysis, review of development potential, audit and review of townscape, street layout and development sites, and preparation of a development framework over a 20-25 year period. Client: Mansfield 2010 Partnership
❖ Inward Investment	
Project	Expertise Provided
<i>Thames Gateway Inward Investment and Business Retention Programme</i>	Inward investment sector targeting strategy, business plan and operational protocol for Gateway to London, a new sub-regional inward investment and business retention agency for Thames Gateway London. Successful bids to secure £2.5m funding. Client: Thames Gateway London Partnership and Gateway to London.
<i>Inward Investment Strategy for Greater Essex</i>	Researching and preparation of a costed business plan for a comprehensive inward investment and business retention service for the Greater Essex area. A mapping of the existing inward investment services was undertaken in order to determine current present capacity. Recommendations were made as to the additional capacity that was needed in order to provide a fully effective service across the sub-region. Client: Essex Development and Regeneration Agency
<i>Creating Inward Investment Opportunities for West Sussex</i>	A detailed strategy defining possible sources of inward investment, the County's offer, target sector markets, priorities for making the County more attractive to inward investors and local authority capacities required for securing inward investment prospects. Support was also provided to the setting up of the West Sussex Investment agency. Client: West Sussex County and District Councils, Sussex Enterprise and Government Office for the South East

❖ Inward Investment	
Project	Expertise Provided
<i>Pan-London Business Retention Strategy</i>	Study of the prospects for expansion and possible relocation of 500 major employers in Greater London, and recommendations for permanent support mechanisms to encourage their long-term retention and reinvestment within London. Client: London First Centre and London Development Agency
<i>Inward Investment Strategy and Programme for North London</i>	A detailed inward investment strategy and programme, setting out the local area offer, targeting strategy, organisational structure for servicing inward investment prospects and for aftercare, as well as for the development of a partnership amongst the Lee Valley authorities for the implementation of the programme. Client: London Development Agency.
<i>Inward Investment Agency for Luton</i>	Business plan for the set up of an inward investment and business retention enquiry handling and property information service for Luton. Client: Luton Borough Council
<i>Invest in Bristol Intermediaries Study</i>	A wide-scale perceptions study of inward investment intermediaries as to the strengths and weaknesses of Bristol as a potential inward investment destination, leading to recommendations to help focus marketing activity and delivery of the city's inward investment agency. Client: Bristol City Council
<i>Harlow Inward Investment Marketing</i>	Preparation of marketing material for Harlow's Inward Investment website, including detailed information on local business strengths regeneration plans, communications and business profile, as well as lifestyle and entertainment. Client: Harlow Renaissance
❖ Regeneration Schemes	
Project	Expertise Provided
<i>West Watford Regeneration Strategy</i>	Multi-disciplinary study into the optimum regeneration options for the industrial area and football club, based on an assessment of business retention needs, property demand, inward investment opportunities, the employment needs of local people, local amenities and environmental enhancement, and costed proposals for alternative land uses, supporting infrastructure, and environmental protection. Client: Watford Borough Council
<i>Regeneration Strategy for Leamington Spa Old Town</i>	A complex exercise to integrate new mixed use development into the Old Town area, which was characterised by high levels of social deprivation. This was based on extensive research into the needs and aspirations of local businesses, demand for sites and premises, focus groups and consultation exercises with local community and business interests. Client: Warwickshire County Council, Warwick District Council and English Partnerships
<i>Industrial Estates Programme for London Riverside</i>	Preparation of an action framework and successful funding bids for the roll out of the Made in London industrial estates revitalisation programme for the London Riverside regeneration area. Client: Heart of Thames Gateway Partnership.

❖ Regeneration Schemes	
Project	Expertise Provided
<i>Regeneration Framework for the Brimsdown area of the Lee Valley</i>	Industrial area regeneration programme based on a detailed physical audit of the area, identification of site redevelopment potential, discussions with local employers, and a review of alternative industry that could be attracted to the area. Client: London Borough of Enfield and Upper Lee Valley Partnership
<i>Industrial Estate Revitalisation in Brighton and Hove</i>	Action plans for the revitalisation of two major industrial estates through environmental improvements, redevelopment of vacant sites and adaptation of outdated buildings. Proposals for funding recommended measures through SRB, English Partnerships, URBAN and private sector contributions. Client: Brighton and Hove Council
❖ Area Development Plans	
Project	Expertise Provided
<i>Harlow Development Options Study</i>	Identification of land-use development potential of the Harlow area to the year 2021, to set out the broad implications of further urban growth, and provide guidance on how the area could be developed in a sustainable way. Client: Harlow Council, Essex County Council, EEDA and GO East
<i>Development Study for the Blackwater Valley Sub-region</i>	Development study to assist in optimising the future economic growth associated with the defence and ICT high technology cluster in the North West Hampshire and West Surrey area. This assessed the prospects for growth of key growth sectors, addressing constraints in the labour market, development opportunities and constraints, housing needs, transportation and spatial development options. The purpose of the study was to inform the review of RPG 9, and to provide a robust basis for the local authorities to agree a spatial strategy for long-term sustainable economic growth. Client: Blackwater Valley Local Authorities
<i>Heart of Thames Gateway Regeneration Partnership</i>	Strategy for comprehensive regeneration of the Dagenham and Rainham areas, including land and property, environment and transport, education and training, inward investment and community development programmes. Client: Heart of Thames Gateway
<i>Zones of Change Study for the Thames Gateway</i>	In association with MCA Regeneration, a detailed audit of the development, investment and growth opportunities and issues associated with each of the key Thames Gateway London development nodes, as part of the Zones of Change assessment. Client: Thames Gateway London Partnership
<i>Leamouth Regeneration Framework</i>	A strategy to maximise regeneration benefits for the Leaside area of Tower Hamlets; assessment of development options and required linkages to adjacent regeneration areas; identification and costing of essential infrastructure and other investment to realise the strategy. Client: Leaside Regeneration

<i>Development Strategy for Thames Gateway London</i>	Advice to the Thames Gateway London Partnership on refinement of its economic development strategy and development of forward action programmes. Client: Thames Gateway London Partnership
<i>Newham Arc of Opportunity</i>	Co-ordination of technical studies on site preparation, masterplans, feasibility and design, consultation exercises on site development options and obtaining agreement from the client body on preferred options. Client: Newham Borough Council
<i>City-wide Site Redevelopment Strategy for Leicester</i>	Comprehensive assessment of opportunities and priorities for the redevelopment of vacant sites in potential development areas identified by the City Council, as a precursor to accelerating regenerative development activity. This was based on a detailed demand assessment, identifying possible economic catalysts, detailed audit of sites and disused buildings and a vision workshop to 'test market' the proposals with potential developers and investors. Client: Leicester City Council and English Partnerships
<i>Site Investment Strategy for towns in the East of England Area</i>	Four Area Site Investment Strategies for Ipswich, Lowestoft, and Luton and Dunstable, comprising a comprehensive land regeneration strategy, detailed assessments of potential redevelopment sites, analysis of local economic growth and inward investment potential, and recommendations on sites to be prioritised for land remediation, grant funding and co-ordinated promotion. Client: East of England Development Agency
<i>Nottinghamshire and Derbyshire Coalfields Land Regeneration Strategy</i>	Sub-regional land regeneration strategy, assessment of potential redevelopment sites, analysis occupancy potential, and recommendations on sites to be prioritised for land remediation, grant funding and co-ordinated promotion. Client: English Partnerships
❖ Delivery Vehicles and Partnerships	
Project	Expertise Provided
<i>Set up of the Heart of Thames Gateway Regeneration Partnership</i>	Setting up and interim management of a £450m investment programme for comprehensive regeneration of the Dagenham and Rainham areas, including land and property, environment and transport, education and training, inward investment and community development programmes. Client: Heart of Thames Gateway

❖ EDUCATION AND WORKFORCE SKILLS

Profile of Services and Expertise

Sector Based Skills Development

- * Defining employment prospects in key local sectors
- * Assessment of specialist capabilities of the HE and FE institutions and other providers, related to the future profile of sector employment

Employability and Workforce Development

- * Project planning, partnership building, funding procurement and project management for new skills and employability programmes
- * Employer engagement activities
- * Set up of community based learning and advice centres

Higher Education

- * Research to identify new business development opportunities for teaching, research and consultancy activities of higher education institutions
- * Feasibility studies and business plans for new higher education campuses
- * Evaluation exercises for higher education projects and initiatives
- * Feasibility studies for university-led projects such as innovation centres
- * Advising on or facilitating HE engagement with local businesses

Examples of our track record in these areas are summarised below.

❖ Sector Based Skills Development	
Project	Expertise Provided
<i>Lambeth Sector Based Skills Needs Study</i>	Analysis of potential job growth and skills needs in five priority industry sectors in Lambeth, compared against current local training provision. Assessment of whether residents of Lambeth have access to relevant courses to secure jobs in these sectors, and setting out possible interventions for the local authority where necessary. Client: London Borough of Lambeth
<i>South East Specialist Provider Networks</i>	A review of existing skills provider networks across the South East region in consultation with Sector Skills Councils, key stakeholders and strategic partners to develop fit for purpose provider networks to support the employer engagement and sector skills agendas in the region. Client: Learning and Skills Council (SE Region)
<i>LDA Customised Training Service</i>	Development of a customised training service for inward investors, business retention and SMEs with expansion plans, including formulation of operating procedures, establishment of intermediary networks, and management of key account cases. Client: London Development Agency
<i>Set up of Business Improvement Training for the South West Automotive Sector</i>	Coordinating the set up of the South West regional spoke of the National Automotive Academy whose purpose was to develop and promote take up of business improvement training amongst automotive sector manufacturers. This included a regional mapping exercise to assess the potential of all business improvement training providers and establishing a regional provider network supported by local LSC area networks, and engaging with all key employers in the regional target sector to make them aware of the Automotive Academy spoke and the benefits of participating. Client: Wiltshire and Swindon Learning and Skills Council
<i>Centre of Engineering and Manufacturing Excellence</i>	Project development and securing of core funding for the CEME project at Dagenham. Client: Heart of Thames Gateway Partnership
<i>Set up of Construction Skills Programmes in East London</i>	Preparation of action plans and successful LSC-ESF funding bids for a construction on site assessment and training initiative and a programme for Level 3 training of plumbers and gas fitters. Client: Barking College.
<i>Sector Skills Audit for East Lancashire</i>	Sector specific skills supply and demand audit and strategy for the six Borough Councils of East Lancashire. Client: East Lancashire Local Authorities
❖ Employability and Workforce Development	
Project	Expertise Provided
<i>Review of Labour Force and Employment Programmes in the South East</i>	A scrutiny report of SEEDA's work in respect of Labour Force and Employment in the region and the impact that it had on its economic development, particularly in relation to the goals set out in the Regional Economic Strategy. Client: SEERA

❖ Employability and Workforce Development	
Project	Expertise Provided
<i>Responding to Large Redundancies: A Guide for Regional Partners</i>	A redundancy guide setting out guidelines for responding to major job losses which may be threatened or which may occur when large employers in the South East decide to downsize. The guidelines were to assist strategic regional and local agencies in the South East on the sequence of steps that need to be taken when large-scale redundancies are in prospect. Client: LSC
<i>Adult Skills Strategy for Lewisham</i>	A three-year Adult Skills Strategy for Lewisham to establish methods of providing training for adults seeking to re-enter the labour market in order to improve their employability, via the delivery of basic skills targets and to ensure that vocational skills meet the needs of employers across the labour market. Client: Adult Skills Lewisham
<i>Workforce Development Plan and Programme for Oxford City Council</i>	In-depth organisation needs analysis and a costed implementation training plan to deliver management development, intermediate and basic skills programme across the council. Client: Oxford City Council
<i>Review of the Skills Adviser Network Across the South East Region</i>	An assessment of the benefits and feasibility of developing a network of skills advisers within provider organisations across the South East to work in partnership with the Train to Gain brokerage service. Client: LSC South East
<i>Establishment of Employment Training Pilots</i>	Preparation of a successful £6m bid for the first phase of Employment Training Pilots for basic and Level 2 skills. Client: Wiltshire and Swindon Learning and Skills Council.
<i>Berkshire Learning and Skills Council Employer Training Pilot Evaluation</i>	Evaluation of the Berkshire Employer Training Pilot to identify key impacts on the local provider and other institutional relationships and to help the LSC and its partners to deliver the scheme effectively.
<i>Lifelong Learning Partnership Programmes</i>	Project development support for the East Thames LLP area including preparation of adult and youth learning plans, a funding bid for the DfEE ICT scheme and a business plan for the ETLLP Ufl programme. Client: East Thames Lifelong Learning Partnership
<i>Development of Surrey Workforce Development Plan</i>	Organisation of consultation of key educational and training bodies to support the drafting of the proposals for assessing and building skills demand, marketing and delivery of the Workforce Development Plan. Client: LSC Surrey
<i>Barking Lifelong Learning Centre</i>	Scoping and feasibility study for a local education and training centre catering for the health, care and education sectors. This defined target beneficiary groups, the curriculum offer, space requirements, design guidelines and required operational parameters for the centre. Client: London Borough of Barking and Dagenham
<i>ICT Community Based Learning Programme for East Thameside</i>	Preparation of a strategy, partnership and funding plan for the set up of satellite ICT based community learning centres across Redbridge, Barking, Dagenham and Havering. Client: Havering College

❖ Employability and Workforce Development	
Project	Expertise Provided
<i>Learning Village Programme</i>	Development Plan for the set up of five ICT based community Learning Villages in the residential areas of Dagenham, Thameside. Client: Heart of Thames Gateway Partnership
❖ Higher Education	
Project	Expertise Provided
<i>Business Development Options for University for the Creative Arts</i>	Identification of business opportunities for UCA's teaching, CPD or consultancy activities at their Rochester, Maidstone and Canterbury campuses. Client: UCCA
<i>Study into Good Practice in HE & FE linkages with Business in the South East</i>	This study involved identifying and recommending examples of good practice in establishing links between HE/FE and the business community that could be adopted to support companies in the region based on original research amongst the key business support organisations and educational institutions. Client: Kent and Medway Economic Board, SEEDA, Surrey Economic Partnership and HESE
<i>Feasibility Study for New University Centre at Peterborough</i>	Business case for establishing a university centre at Peterborough, taking account of local demographics, demand potential from students and local employers the impacts of its Growth Area status. Client: Anglia Ruskin University
<i>Business Case for Harlow University Centre</i>	We provided the rationale and background factual material to support the case for the funding of the new Harlow Higher Education campus in Harlow. Client: Anglia Ruskin University
<i>Demand Study for an Arts Park for Creative Businesses in Camberwell, S.E London</i>	Demand study for the development of an Arts Park on a brownfield site adjacent to Camberwell Arts College, involving a multi-level research exercise into the profile of existing, and potential graduate start-up creative businesses in East and South East London, with recommendations as to the workspace configuration and support infrastructure required. Client: University of Arts London
<i>Evaluation of the Creative Enterprise Initiative Project</i>	The Creative Enterprise Initiative was a Higher Education Innovation Fund funded programme designed to provide specialist advice and guidance to enhance creative enterprise development. The evaluation was undertaken to assess the project process, the project management mechanisms, the levels of engagement, the perception of the project partners, the project outcomes and feedback from its beneficiaries. Client: Surrey Institute of Art & Design.
<i>Study of Innovation Centre Development Options for Anglia Ruskin University</i>	A study to assess the case for establishing university led incubation and innovation centres in Chelmsford, Cambridge, Peterborough, Kings Lynn and Thurrock as catalysts for growth of knowledge based businesses in these areas. The study involved an assessment of potential demand for the type of high quality flexible accommodation suitable for innovative start-up and early stage development businesses together with recommendations on which centres should be prioritised for investment by the university. Client: Anglia Ruskin University

ECONOMIC APPRAISALS, IMPACT ASSESSMENTS AND EVALUATIONS

Economic Appraisals

- * Economic appraisals, including Green Book assessments, to assess the impacts and funding case for major development projects

Economic Impact Assessments

- * Economic impact assessments of new strategic developments and infrastructure proposals, major disasters or of threatened employment losses from closures of major employers

Evaluations

- * Interim and post project evaluations to assess the impacts, benefits and lessons learnt from business, economic and educational programmes
- * Forward strategies for existing based on identified best practice

Examples of our track record in these areas are summarised below.

❖ Economic Appraisals	
Project	Expertise Provided
<i>Economic Appraisal for Harlow Innovation Centre</i>	Assessment of a range of options for delivering the Harlow Innovation Centre. Alternative sites were evaluated in terms of potential business creation, employment and other economic outputs and ranked according to qualitative and quantitative criteria. A preferred site was identified and a detailed case for its selection specified. Client: Harlow District Council
<i>Economic Appraisal for Butterfield Science Park Technology Incubator Centre at Butterfield Park, Luton</i>	Independent economic appraisal of the case for funding the land acquisition and development costs of a technology incubator for the Luton and Dunstable Technology Centre, forming the first phase of the Butterfield Science Park. This included broad analysis of the local economy of Luton to provide the case and rationale for the centre; detailed review of alternative options and value for money assessment; assessment of proposals of management and delivery of the project; and recommendations affecting the approval for project funding. Client: EEDA
<i>Economic Appraisal for Redevelopment of Harrison's Meat factory Ipswich</i>	Together with Jacobs Consultancy, We undertook an economic appraisal for the redevelopment of a former meat factory and adjoining railway land close to Ipswich City Centre. The project involved a detailed appraisal of the case for acquisition, demolition and remediation and servicing of the land, for the relocation of a bus station and council industrial buildings, to create higher value site development opportunities within the central development zone of Ipswich, where these activities are currently located. Client: EEDA
❖ Economic Impact Assessments	
Project	Expertise Provided
<i>Buncefield Disaster Impact Assessment</i>	A study to assess the impacts to the Hertfordshire sub-region and wider economy resulting from the explosion at the Buncefield Oil Depot in December 2005. This took into account both immediate and longer term impacts to local businesses and the surrounding economy such as businesses leaving the area; impacts of job and earnings losses; impact on supply chains; and any repercussions on business confidence in the area. Guidelines on support to consolidate business recovery and on measures to orchestrate long-term regeneration were provided. Client: Hertfordshire Prosperity
<i>Economic Impact Study for Abu Dhabi International Airport</i>	Working with Jacobs Consultancy, an economic impact study for the expansion of Abu Dhabi International Airport. This projected additional job opportunities, skills demand, income generation, value of inward investment from airport dependent industries, tourism levels, related spending multiplier effects and overall levels of additional economic activity as a function of GDP. Client: Abu Dhabi International Airport
<i>Impact Study on the closure of British Aerospace Dunsfold</i>	Assessment of the spatial employment and supply chain impacts of the closure of British Aerospace Dunsfold and proposals for supporting those individuals facing unemployment. Client: Surrey Economic Partnership, Waverley Borough Council and British Aerospace

❖ Economic Impact Assessments	
Project	Expertise Provided
<i>Economic and Employment Impact Study for the English National Stadium</i>	Assessment of the employment creation and business opportunities from the development and operation of the English National Stadium at Wembley. Recommendations were made for setting up mechanisms to attract local people into construction and operational jobs, training and up-skilling to access the new opportunities. Client: English National Stadium Trust
<i>Impact Assessment of the Consequences of Closure of a Major Food Manufacturing Plant in East Anglia</i>	Economic impact assessment of the closure of a major food manufacturing plant employing just under 1,000 people. Client: EEDA
<i>Impact Assessment of Luton Vauxhall Car Plant Closure</i>	Assessment of the numbers of jobs lost in various occupational categories at the main sites and amongst local suppliers as a result of closure the Vauxhall carplant at Luton. Assessment of the impact on local spending and job losses associated with the multiplier effect, effects on land dereliction, and the costs to the public sector in lost taxation and land remediation. Client: Vauxhall Motors and Luton Borough Council
<i>Economic Impact Assessment of Development at Marley Lane, Rother District</i>	Detailed impact assessment of the proposed upgrade to the road junction of the A21 and Marley Lane near Battle, East Sussex which assessed the prospects for accelerating the redevelopment of a number of employment sites in the vicinity of the proposed upgrade, the nature of economic activity that could be attracted and its contribution to the aims of local and regional economic and spatial planning policies. Client: Rother District Council
<i>Stratford Channel Tunnel Rail Link Station</i>	Economic impact assessment of the Stratford Channel Tunnel Rail Link station, assessing new development, job creation and job opportunities that would be created. Client: London Borough of Newham
<i>Economic Impact Study of the Millenium Dome</i>	Assessment of economic impacts of the development of the Millennium Dome (now O2) at Greenwich Peninsular, assessing direct, indirect and induced employment and business growth opportunities that would impact on Greenwich and surrounding areas of London. Client: London Borough of Greenwich
❖ Evaluations	
Project	Expertise Provided
<i>Evaluation and Forward Strategy for the LDA's Funded Innovation Support Services</i>	Evaluation of the LDA's funded innovation support services and a forward strategy for their future provision of innovation support across London. Client: London Development Agency

❖ Evaluations	
Project	Expertise Provided
<i>Barking and Dagenham LEGI</i>	Interim evaluation of the LEGI funded programme operating within the borough and options for the future delivery of the programme in light of the reduced funding. Client: London Borough of Barking and Dagenham
<i>Review and Evaluation of the LDA's Innovation Partnership Manager Programme</i>	A review and evaluation of the sub-regional Innovation Partnership Manager Programme assessing what had been achieved and lessons and good practice that were distilled in its final year. Client: London Development Agency
<i>Evaluation and Forward Strategy for the HEIF3 CommercialISE Innovation and Technology Programme</i>	A full programme evaluation of the HEIF 3 funded CommercialISE programme which had aimed to create the first unified regional funding escalator for commercialising intellectual property and for supporting business people with innovative ideas with commercial potential. Client: CommercialISE
<i>Evaluation of the Skills Adviser Network Across the South East Region</i>	An assessment of the benefits and feasibility of developing a network of skills advisers within provider organisations across the South East to work in partnership with the Train to Gain brokerage service. Client: LSC South East
<i>Evaluation of Centre of Excellence for Manufacturing SRB 6 Programme</i>	An end of programme evaluation including an assessment of the impact of the programme against its policy objectives and the effectiveness of process features relating to delivery and management. Client: Urban Futures
<i>Review of Estates Development and Sector Development Projects Funded through SRB</i>	A pan-London review of the SRB 6 industrial estates renewal programme and sector specific programmes to assess outcomes against original objectives and targets and to capture views of project beneficiaries and project partners on the success and benefits of the projects. Client: LDA
<i>Evaluation of the Creative Enterprise Initiative Project</i>	Evaluation of a HEIF funded programme to provide specialist advice and guidance for creative entrepreneurs. Client: Surrey Institute of Art & Design
<i>Evaluation of the CADISE Creative Work Placement Service</i>	An assessment of the virtual work placement, recruitment and business support service set up by the Consortium of Art and Design Institutes in the South East (CADISE) involving eight such institutes across southern England. Client: CADISE
<i>Evaluation of the Surrey Manufacturing Development Programme.</i>	Evaluation of the Surrey Manufacturing Development project, funded by ESF, which sought to identify the management competencies and training needs of 75 manufacturing companies in the Surrey area, to measure the success or otherwise of the programme and make recommendations for the future. Client: Surrey TEC

❖ Evaluations	
Project	Expertise Provided
<i>Evaluation of the Pan London Inward Investment Customised Training Programme</i>	End of programme evaluation and forward strategy for the pan-London Inward Investment Customised Training Project. Proposals for continuation strategy, funding and refinement to project operation and targeting. Client: London Development Agency
<i>Workforce Development Evaluation Strategies for Heart of Thames Gateway SRB</i>	Preparation of evaluation strategies for the Learning Villages and Gateway to Industry (manufacturing job and skills development brokerage) projects. This set out approaches for measuring the success and benefits of collaborative projects, assessing impacts on trainees, employees, and employers, value for money assessment and guidance on using the outputs of the evaluation exercises. Client: Barking College
<i>Evaluation of Muslim Welfare House</i>	Evaluation of the capacity and competence of Muslim Welfare House to deliver training courses, social welfare and other programmes to substantiate the case for LDA funding. Client: London Development Agency

BUSINESS PLANNING

Profile of Services and Expertise

Business Recovery

- * Business survival and recovery plans
- * Financial diagnostic exercise
- * Coordination of insolvency and administration processes
- * Interim management to support business change

Business Reorganisation

- * Business and organisational reviews
- * Vision building and objective setting
- * Advice on new governance arrangements

Business Surveys and Stakeholder Consultation

- * Research into business issues, investment plans, support and skills needs
- * Stakeholder engagement

Feasibility Studies and Business Plans

- * Preparing evidence of need, demand and business case for new projects
- * Assessment of project viability, economic and social impacts and benefits
- * Formulation of project proposals
- * Business planning, financial forecasts & funding strategies
- * Guidance on ownership, governance and delivery arrangements

Funding Bids

- * Business and economic case building for new projects
- * Preparation of funding bids

Examples of our track record in these areas are summarised below.

❖ Business Recovery	
Project	Expertise Provided
<i>Business Recovery Plan for the Davenant Centre</i>	Business plan for the financial recovery of the Davenant Centre. This recommended adopting a robust commercial approach to the centre's operation and steps towards restoring its financial viability. Client: London Borough of Tower Hamlets
<i>Business Review of the Rich Mix Cultural Centre</i>	Preparation of a business survival and recovery plan and financially sustainable business model based on a full diagnostic review of the business, associated risks, the revenue levels required and options through which the Rich Mix facilities could be commercialised on a financially viable basis. Proposals were also submitted for revisions to the management structure. Client: London Development Agency
❖ Business Reorganisation	
Project	Expertise Provided
<i>CEME Programmes Market Research and Analysis</i>	Identification of potential funding streams, future collaborations and partnerships, and recommended focus for CEMEs long term activities. Client: Centre for Engineering and Manufacturing Excellence
<i>Review of Lewisham's Economic Development Service</i>	A review of the options for the future staffing and resources of Lewisham's economic development service and proposals as to how the service would need to be shaped to ensure that economic outcomes of critical importance were delivered. This was based on an assessment of its current activities, regional and sub-regional strategic economic priorities and the corporate development priorities of the Council. Client: Lewisham Borough Council
❖ Business Surveys and Stakeholder Consultation	
Project	Expertise Provided
<i>Survey of Business Support Needs and Priorities Across Bristol</i>	A survey was undertaken of 100 businesses across a representative sample by size, sector and geographical distribution which identified their expansion patterns and future intentions, extent of innovation activity, growth barriers and types of support that would impact most on growth in turnover and profits. The survey identified a number of weaknesses in existing business support provision and was of fundamental value in helping the City Council in shaping its bid for ERDF Competitiveness Funding. Client: Bristol City Council
<i>Research into Corporate Social Responsibility in the South East</i>	A major study of Corporate Social Responsibility activities throughout the South East to inform and support the key CSR commitments in the 2002 Regional Economic Strategy, to assist SEEDA in understanding more fully the scope and potential of CSR and to identify material that will assist in its promotion to South East businesses. Recommendations and proposals were presented for SEEDA's own need to respond to the targets it has set itself, proving the coordination of CSR activities at sub-regional and local level, for promoting further business engagement in CSR amongst SME's and on the regional coordination measures which would need to be put in place. Client: SEEDA
<i>Survey of Business Issues in Surrey associated with Airport Expansion in the South East</i>	A response to the SERAS consultation of behalf of the Surrey Business Community involving a review of the issues affecting airport expansion in the South East with particular regard to the types of issues that might be of concern to businesses in Surrey; and a survey of Surrey businesses on attitudes towards airport expansion options and Implications of survey findings for the SERAS consultation. Client: Surrey Economic Partnership.

❖ Business Surveys and Stakeholder Consultation	
Project	Expertise Provided
<i>London Riverside Business Survey</i>	Survey of all businesses in the Thameside areas of Barking and Dagenham and Havering, to create baseline assessment of sectoral and employment activity, types of land and property use, plans for expansion and relocation, travel to work and freight transport patterns and perceived improvements required in local operating conditions. Client: East Thames Partnership
<i>Study of Flexible Working Practices</i>	In-depth interviews of employers in Surrey operating flexible working practices. A best practice guide was developed using local examples. Client: Surrey Economic Partnership.
<i>Business Attitudes Toward the Surrey County Transport Plan</i>	Consultation with large employers in Surrey on behalf of Surrey County Council in order to ascertain the views on the second Surrey Local Transport Plan. An analysis of the needs, business practices and transport patterns of many of the largest employers in Surrey. Client: Surrey Economic Partnership
<i>Review of Employers' Perceptions on Key Worker Housing Issues in Surrey</i>	A survey of key worker housing needs amongst employers in Surrey assessing how housing costs are affecting the ability of companies to recruit and retain staff. The report identified the range of measures currently being undertaken to address problems, highlighting examples of good practice for the future development of initiatives aimed at private sector businesses. Client: Surrey Economic Partnership
❖ Feasibility Studies and Business Plans	
Project	Expertise Provided
<i>Harlow Theatre Development</i>	Feasibility study, business plan, funding strategy, management and programming model for a new 1,500 seat theatre in Harlow, incorporating a detailed market analysis of audience potential, study of comparator and competitor venues and a survey of local user groups. Client: Harlow Council
<i>Marble House, Norwich</i>	Identification and assessment of options for potential re-use of a former Norwich Union building for civic, cultural, leisure and other public activities. This included an assessment of the physical potential of the building and identification of a range of re-use options, through consultation with various commercial and local public sector bodies, detailed feasibility assessment of the preferred option and proposals for design, capital costs and funding options. Client: Norwich Union
<i>Feasibility Study for a New University Centre at Kings Lynn</i>	Investigation into the case for establishing a university centre at Kings Lynn, taking account of the impacts of its new Growth Point status. Client: Anglia Ruskin University
<i>Economic Case for a Proposed Community Stadium in Wycombe</i>	A study of the economic case for three options for development of the Air Park site to incorporate proposed options for a community stadium in High Wycombe Client: Wycombe District Council
<i>Harlow Innovation Centre</i>	A detailed feasibility study to assess the economic case and financial viability of establishing an innovation centre in Harlow and the business support model and commercial strategy on which this should be based. Client: Harlow District Council

❖ Feasibility Studies and Business Plans	
Project	Expertise Provided
<i>Feasibility Study into the Provision of a Cultural Centre in Northwich, Cheshire</i>	Feasibility study into the provision of a multi-cultural centre serving the town of Northwich. The study incorporated a strategy that unified the Salt Heritage, the potential of the River Weaver and the Anderton Boat Lift experience to boost tourism and assessed the case for co-location of the existing town centre library with other cultural centre facilities and how to improve access to information and learning opportunities on the culture and heritage of the area for residents and visitors. Client: Vale Royal Borough Council
<i>Barking Lifelong Learning Centre</i>	Scoping and feasibility study for a local education and training centre catering for the health, care and education sectors. This defined target beneficiary groups, the curriculum offer, space requirements, design guidelines and required operational parameters for the centre. Client: London Borough of Barking and Dagenham
<i>Folkestone Performing Arts Centre</i>	Business case for a new performing arts centre developed in the Folkestone Old Town creative quarter. Client: Channel Corridor Partnership
<i>Harlow University Centre</i>	We provided the rationale and background factual material to support the case for the funding of the proposed Harlow Higher Education campus. Client: Anglia Ruskin University
<i>Gateway to London</i>	Business plan and operational protocol for Gateway to London, a new sub-regional vehicle to deliver inward investment and business retention for Thames Gateway London plus successful bids for SRB 6 and Objective 2 funding totalling £2m. Client: Thames Gateway London Partnership
<i>Project Plan for the Hertfordshire Observatory</i>	Preparation of a project plan for the development of the Hertfordshire Observatory, a web based tool providing key information related to the economy, social-economic structure and environment in one place and to make it more easily accessible to a wide range of users. Client: Hertfordshire County Council
<i>Business Plan for Innovative Clusters Fund</i>	Business plan for the Innovative Clusters Fund setting out how the fund would be used to promote the growth and strengthening of targeted business clusters key to the competitiveness of the London economy. Client: London Development Agency

❖ PROJECT MANAGEMENT

Profile of Services and Expertise

Project Management

- * Project management services for new projects and development schemes
- * Performance improvement services
- * Business recovery
- * Interim management

Examples of our track record in these areas are summarised below.

❖ Project Management	
Project	Expertise Provided
<i>Newham Arc of Opportunity</i>	Programme management and delivery of the planning and property programme for the Access to Excellence SRB 6 scheme covering the Newham Arc of Opportunity. Client: Newham Borough Council
<i>Heart of Thames Gateway</i>	Programme management of a comprehensive £0.5bn redevelopment and regeneration programme of the Dagenham and Rainham areas, including land and property, environment and transport, education and training, and inward investment programmes.
<i>Project Management of the LSC Sector Based Skills for Growth Programme</i>	Project managing implementation of the Skills for Growth programme across the South East Diamonds for Growth, aimed at promoting increased learner starts through Train to Gain and other initiatives. This involved advising the Diamonds on scoping their action plans, and for project management, monitoring and review of programme performance. Client: LSC South East
<i>Integrated Employment and Skills Trial</i>	We facilitated the roll out of the Integrated Employment and Skills trial in the Hampshire and the Isle of Wight region producing an action plan and key milestones in order to organise and monitor the various stages of the roll-out, highlighting risks and options to the local implementation board to ensure the trial kept on track. Client: LSC South East
<i>Davenant Centre Business Recovery Programme</i>	Project management of the business recovery programme for the Davenant Centre, involving replacement of licence holders with long term tenants, taking the centre through an administration process, restructuring of its finances and governance structure, renegotiation of lease arrangements and taking forward major upgrades to the building. Client: London Borough of Tower Hamlets and the Davenant Centre

❖ PROPERTY DEVELOPMENT

Profile of Services and Expertise

Property Market Research

- * Market research to assess property demand and supply
- * Research into end user requirements to inform design criteria for development projects

Property Development Schemes

- * Briefing and coordination of architectural design commissions
- * Planning applications
- * Project costing, valuation and development appraisals
- * Research and advice on development opportunities in the Algarve region of Portugal

Examples of our track record in these areas are summarised below.

❖ <i>Property Market Research</i>	
<i>Project</i>	<i>Expertise Provided</i>
<i>Study of Small Business Workspace Provision in Hackney</i>	A study of workspace demand and provision in the borough of Hackney for small and medium sized enterprises, including an assessment of disparities between supply viability and business demand. A strategic model was formulated to help assess future demand patterns and gaps in supply together with proposals for enhancing small business workspace provision through partnership with developers and through Section 1 to 6 agreements. Client: London Borough of Hackney
<i>City Fringe Workspace Study</i>	Identification and analysis of SME demand for work space in the City Fringe including an overview of the general SME market demand for work space; more detailed analysis on the SME market demand in the creative, manufacturing and hospitality industries; analysis of the extent to which the supply of work space in the City Fringe is meeting the demand of work space generally and for key sectors. Client: City Fringe Partnership

❖ Property Market Research	
Project	Expertise Provided
Assessment of Creative and Cultural Workspace in London	A study in two phases of all not-for-profit workspace centres, serving the creative industries in London. This included a review of space configuration, support services, management approaches and overall best practice in the provision of such facilities. Client: London Development Agency
Creative Industries Property Trust	Advice on the setting up of a pan-London Property trust serving the needs of the creative industries. Client: London Development Agency
Demand Study of Commercial and Industrial Property to support the Creekmouth Masterplan	We reviewed the available evidence and projected demand levels providing for offices, studios and related mixed-use elements in two strategic development areas identified within the Creekmouth Masterplan. We identified new growth business sectors that could be attracted to the area with scope for potentially significant contribution to the economy of the Thames Gateway. Client: LDA
Prospects for Residential Development at Springhead, Ebbsfleet	A study involving extensive demographic analysis, a review of current and forthcoming infrastructure investment and key developments within the area, and their impact on residential market conditions to assess the market prospects (buyer calibre, pricing and sales potential) for a major first phase development of the Ebbsfleet Valley. Client: Countryside Properties
Prospects for the Development of a Millennium Community at Oakgrove – Milton Keynes	An study of the market prospects for the development of a Millennium Community on a flagship site at Oakgrove as part of the national Millennium Communities initiative, involving extensive demographic analysis, evaluation of current infrastructure and developments and a review of plans for the future development of the City, and wider sub-region. Client: Countryside Properties
Gravesend Canal Basin	Strategic assessment of the development prospects of a mixed used residential scheme on the waterfront at Gravesend. Review of comparable residential developments in North Kent, analysis of demographic trends and projections, review of infrastructure developments in the surrounding sub-region and of local regeneration proposals. Guidance on achievable prices, market positioning and phasing of the development. Client: Countryside Properties
Harlow Development Options Study	Identification of land-use development potential of the Harlow area to the year 2021, to set out the broad implications of further urban growth, and provide guidance on how the area could be developed in a sustainable way. Client: Harlow Council, Essex County Council, EEDA and GO East
Residential Market Monitoring in Docklands	Quarterly monitoring of residential demand and development in the London Docklands area, including sales, building completions, unsold stock and future building programmes. Client: London Docklands Development Corporation

❖ Property Development Schemes	
<i>Project</i>	<i>Expertise Provided</i>
<i>Market Profiling and Design Guidance for Greenwich Millennium Village</i>	Comprehensive assessment of demand sources and buyer characteristics for 1400 unit urban village development on Greenwich Peninsular. Advice on the optimum mix of residential development, retail and supporting amenities, pricing, and design guidance for the project architects, engineers and project management team. Client: Greenwich Millennium Village Ltd
<i>Eastern Algarve, Portugal</i>	Redevelopment of a listed building in the historic coastal town of Tavira, Portugal to provide new luxury apartments. Client: Ancer Spa (GSE)
<i>Rochester Airfield Development Options Study</i>	Assessment of alternative development options for Rochester Airfield, based on an in-depth assessment of commercial and housing property demand, review of planning policies, technical assessments and local economic development needs. Client: Medway Council

Professional Team

Key Personnel	Specialism
Martin Ebbs	Business and economic growth
Denis Zachary	Corporate development and innovation
Jody Chatterjee	Business growth and innovation
Claire Betts	Business and economic research
Nicky Barclay	Business and economic research
John Maxfield	Business and financial planning
Associates	Specialism
Marion Payne	Economic and Spatial Planning
Mike Hodge	Land and property development
Nigel Bolton	Leisure and culture
Nick Ewbank	Creative Industries, arts and cultural development
David Lambert	Business development and international trade
Philip Dixon	Business development and retail sector
Adam Vernon	Workforce skills
Sally Bishop	Workforce Skills
Rod McInnery	Business and economic research
Jeff Mauger	Project management - construction

Client List

A selection of our clients past and present:

Major Companies

Abbey National Homes
Abu Dhabi International Airport
AMEC Plc
Balfour Beatty
Bass Developments Ltd.
British Telecom
Cophorn Homes
Countryside Properties
Fairclough Homes Plc
Groupama S.A
Heron Property Corporation
Ixion
Norwich Union
Shell
Taylor Woodrow Homes
Vauxhall Motors

Government Bodies

Department of Trade and Industry
Government Office for the South East
South East England Regional Assembly
United Nations Development Programme

Development Agencies

Blackwater Valley Development Network
Brent Regeneration Agency
Caen Technopole
Channel Corridor Partnership
City Fringe Partnership
Cross River Partnership
Deptford City Challenge
East of England Development Agency (EEDA)
East Midlands Development Agency
East Lancashire Promotional Partnership
East Sussex Economic Partnership
East Thames Partnership
English Partnerships
Essex Development and Regeneration Agency (EXDRA)
Folkestone Enterprise Gateway
Gateway to London

Client List

Development Agencies Continued

Gatwick Diamond
Harlow Renaissance
Heart of Thames Gateway Partnership
Hertfordshire Prosperity
Hounslow Initiative
Hull Economic Development Agency
Huntingdon County Council
InCrop
Kent Enterprise Board
Leaside Regeneration
London Development Agency
London Docklands Development Corporation
London First Centre
North Kent Thames Gateway Partnership
Park Royal Partnership
Port Elizabeth Chamber of Commerce & Industry
South East England Development Agency (SEEDA)
Surrey Economic Partnership
South West Regional Development Agency (SWRDA)
Thames Gateway London Partnership
Thames Gateway Thurrock Development Corporation
Thames Valley Economic Partnership
West London Leadership
Woolwich Development Agency

Local Authorities

Ashford Borough Council
Bedfordshire County Council
Berkshire County Council
Blackburn Borough Council
Brighton & Hove City Council
Bristol City Council
Chelmsford Borough Council
Corby District Council
Croydon Borough Council
Doncaster Metropolitan Borough Council
Dover District Council
East Sussex County Council
Essex County Council
Hampshire County Council
Haringey Council
Harlow District Council
Huntingdon County Council
Hyndburn Borough Council
Kent County Council
Leicester City Council
London Borough of Barking and Dagenham
London Borough of Bexley
London Borough of Brent

Client List

Local Authorities Continued

London Borough of Bromley
London Borough of Enfield
London Borough of Greenwich
London Borough of Hackney
London Borough of Haringey
London Borough of Hounslow
London Borough of Lambeth
London Borough of Lewisham
London Borough of Newham
London Borough of Redbridge
London Borough of Tower Hamlets
London Borough of Waltham Forest
London Borough of Wandsworth
Luton Borough Council
Municipality of Mont Vallason, France
Oxford City Council
Portsmouth Borough Council
Rochester Borough Council
Rother District Council
Somerset County Council
South Somerset District Council
Surrey County Council
Thanet District Council
Vale Royal Borough Council
Warwickshire County Council
Watford Borough Council
Waverley Borough Council
West Sussex County Council
Wycombe District Council

Education & Training Bodies

Anglia Ruskin University
Barking College
Berkshire Learning and Skills Council
Centre of Engineering and Manufacturing Excellence (CEME)
East Thames Lifelong Partnership
Havering College
London East Learning and Skills Council
LSC South East
Maidstone College
Oxford Brookes University
Surrey Learning and Skills Council
University of Arts London
University of East Anglia
University for the Creative Arts
Wiltshire and Swindon Learning and Skills Council

Client List

Business Development Organisations

Business Link Kent
Business Link Berkshire
Deptford Enterprise Agency
East of England IDB
Enfield Enterprise Agency
Haringey Business Development Association
Sussex Enterprise
Thurrock Enterprise Agency