

**Innovacion** is an economic development, planning and service improvement consultancy that focuses on place making. We help clients to create successful places supported by the right transport infrastructure, workforce skills and dynamic business base.

## Places

Successful places are made and re-made through the implementation of a consistent and evidence based strategy. The ideas are unique and distinctive. The partnerships strong and influential. The decisions clear and balanced within the market context. The agencies are ambitious and effective. The funding approach is innovative.

- ❖ Property market demand reviews
- ❖ City Region Development Plans
- ❖ Economic and regeneration strategies
- ❖ Planning applications
- ❖ Housing and investment policy research
- ❖ Funding applications and CSR 2007
- ❖ Impact of residential developments
- ❖ Skills needs of practitioners
- ❖ LAA/LSP best practice

## Infrastructure

Successful places require effectively designed, developed and operated transport and communications infrastructure. When undertaken correctly the economic and regeneration benefits can lead to a step change in the role and image of a place. A professional approach to securing funding and planning consent is a necessity

- ❖ Appraisal of development options
- ❖ Statement of Case for TWA Consents
- ❖ Securing regeneration benefits
- ❖ European funding advice and CSR
- ❖ Impact of transport developments
- ❖ Monitoring of transport projects
- ❖ Evaluation of broadband projects

## Business

Successful places have a vibrant and adaptable business base which values their location, their markets and their staff. An entrepreneurial culture allows everyone to fulfil their potential. The public, private and voluntary sectors work together to address local challenges. Innovative ideas are developed through continual learning.

- ❖ Business surveys and consultation
- ❖ Business development strategies
- ❖ Bidding for enterprise funds
- ❖ Product positioning and marketing
- ❖ Feasibility and procurement advice
- ❖ City region growth
- ❖ Communication and website strategies
- ❖ Evaluation of initiatives and networks

## Skills

Successful places have a labour market that provides the skills and competencies that business need. With carefully targeted support there are opportunities for all local residents to fulfil their potential.

- ❖ Feasibility of Skills Centres
- ❖ Skills development in SMEs
- ❖ Diversity and the needs of migrants
- ❖ Funding for employability and training
- ❖ Monitoring and evaluating skills projects

## Our Projects

Innovacion provides economic development, management, property and planning consultancy services to local authorities, regional development agencies, delivery partnerships, transport agencies, business support organisations, private developers and social enterprises.

- Business impacts of Blackwall Tunnel congestion – Transport for London (2009)
- Croydon and Gatwick: Competitive Opportunities and Risk – Croydon Council (2009).
- Greater South East Prospectus – LDA, SEEDA and EEDA (2009)
- Economic Development Strategy - London Borough of Merton (2009)
- Economic Benefits of River Crossings - Transport for London (2009)
- Research and Policy Advice on the Outer London Economy – London Development Agency (2009).
- Year 3 Monitoring Report of the DLR Extension to London City Airport and North Woolwich– Docklands Light Railway Limited (2009).
- Local Area Agreement (LAA) Best Practice Case Studies – IDeA (2009).
- Socio-economic Impact of Rathbone Market Redevelopment, Canning Town – English Cities Fund (2008) Thames Gateway Bridge's economic potential for North Bexley (Transport for London)
- Dagenham Dock Statement of Case (DLR)
- Train to Gain and Business Link Integration (London Development Agency)
- LAA Best Practice Case Studies (IDeA)
- Dagenham Dock Extension Business Case (DLR)
- Strategic Urban Design Think Tank (CABE)
- Economic Visioning for Stratford (Stratford Renaissance Partnership)
- Development of Cathall Road Construction Training Centre (Waltham Forest Council)
- Thames Gateway Identity and Placemaking Workshops (CABE)
- Wider Regeneration Case for DLR Extension to Dagenham Dock (DLR)
- Sustainability Appraisal of Area Action Plan (Doncaster Metropolitan Council)
- Economic Visioning Brief (Stratford Renaissance Partnership)
- LEGI Progress Update (DCLG)
- LAA Case Studies (IDeA )
- Demand Profile (Corporate Client)
- Response to Communities England Proposals (Northern Way / All English RDAs)
- INTERREG IV Bid (Docklands Light Railways)
- Equality and Health Impact Assessments for DLR Extension to Dagenham Dock (DLR)
- Consumer Survey 2007, 2008 and 2009 (Dairy Council)
- Economic Development Strategy and Implementation Plan (Thurrock Thames Gateway Development Corporation)
- Effectiveness of Communications (Dairy Council)
- Gap Analysis for Sustainable Communities Professionals by Sector and Region (Academy for Sustainable Communities)
- Value of the Network: The Economic and Regeneration Benefits of the Docklands Light Railway (Docklands Light Railway Limited)
- DLR Extension to London City Airport and North Woolwich Monitoring Report (Docklands Light Railway Limited)
- Evaluation of ESF Projects (University for Industry)
- Southwark Business Research and Survey (Southwark Council)
- European funding advice (Docklands Light Railway Limited)
- Socio-economic assessment of Switching Station Development, Poole (Private Developer)
- Extension to Dagenham Dock: Socio Impact review and Assessment of Options (Docklands Light Railway Limited)
- Local Enterprise Growth Initiative (LEGI) Bid (London Borough of Haringey)
- The North's Residential Offer: Policy and Investment Review (Northern Way)
- Economic and Enterprise Vision (Medway Renaissance)
- Skills Needs of SMEs in the South West (SWESA and SLIM)
- Forward Strategy for Roehampton HEART (Wandsworth Borough Council)
- Prospectus for Business: Making the most of the Olympic Opportunity (London First, London Chamber of Commerce, CBI London, Visit London and Think London)
- Development of City Region Development Plans (Northern Way)
- Evaluation of ESF Training Programmes (Internet Exchange)
- Bid Writing for ESF Applications (Bovis Lend Lease, Internet Exchange, and Prevista)
- LEGI Baseline Research (London Borough of Haringey)
- Statement of Case for Stratford International Extension (Docklands Light Railways / Transport for London)
- Evaluation of Business Champions Initiative (East Midlands Development Agency)
- Business and Enterprise Strategy (London Borough of Newham)
- Procurement of South London Innovation Centre (London Development Agency)
- Dublin Office Market Review (Private Developer)

## **Andy Rumfitt MA MPhil MBA MRTPI MIED AMRS**

### **Director, Innovacion**

For 18 years Andy has been providing advice on the dynamics and accelerators of economic growth in urban, sub-regional and local economies and designing and delivering practical interventions that support their business and economic competitiveness. As an economist and planner Andy specializes in:

- ❖ Design, development and planning advice including submissions of planning applications and drafting of Statements of Case for light rail, high speed rail, infrastructure, residential, training centres and mixed use projects;
- ❖ Developing urban and regional economic and planning policy including local economic assessments, economic logic in masterplans and regional and pan-regional strategies;
- ❖ Appraisal, feasibility and assessment of the impact of mixed use, residential and commercial developments.
- ❖ Advising on local growth initiatives such as City Growth, Local Enterprise Growth Initiative and Local Area Agreements;
- ❖ Securing European and other competitive funding to finance training, infrastructure and skills centres; and
- ❖ Service and efficiency improvements by identifying and sharing Local Authority best practice in economic development, planning, highways procurement, voluntary sector networking, health, crime and sustainability.

He has provided strategic, economic and development advice to Growth Areas including Northamptonshire, the Medway Towns, Stratford Renaissance Partnership and Thurrock UDC and has helped CABE deliver identity and placemaking workshops across all organisations responsible for the Thames Gateway Delivery Plan. He has also helped the Northern Way to develop the North's residential offer and reviewed the eight City Region development plans.

He has completed a range of planning and economic impact studies for the Docklands Light Railway extensions to Stratford International (£200 million) and Dagenham Dock (£500 million) including drafting the Statement of Case for both Public Inquiries. He has provided appraisal, development, planning and procurement advice for a major Construction Training Centre (3,600 m<sup>2</sup>) adjacent to London 2012 Olympic Park and Stratford City Development and secured £6 million of LSC capital funds for development of the project. He is currently advising Transport for London on objective setting and appraising the economic and planning benefits of a long list of river crossing packages for East London and also working with the LDA in developing economic and planning policy for Outer London to feed into the Mayor's Outer London Commission and the revision process for the London Plan.

He is skilled in successful ways to integrate economics, planning and business development in sustainable urban development; innovative economic, sectoral and business analysis including primary research design; options appraisal (NATA, WebTAG, TfL's BCDM) and financing approaches including securing competitive grants (e.g. Objective One, INTERREG, LETF); leveraging and measuring the economic benefits of infrastructure developments; and collaborative strategy development and business planning.

Andy has Masters degrees from Cambridge and Reading Universities and a prize winning MBA from Imperial College, London University. He was appointed to the Policy Council of the Town and Country Planning Association in 2009. He is a Member of the Royal Town Planning Institute

and the Institution of Economic Development in addition to being an Associate Member of the Market Research Society. He has founded two London-based firms.

He has been a CABE Enabler for the Thames Gateway and sat on their international Strategic Urban Design Panel (2007-2009). He was recently appointed as a design quality enabler for Transform South Yorkshire, the largest housing market renewal programme in England.

## Recent Experience

### **Business Impacts of Congestion at Blackwall Tunnel – Transport for London (2009).**

Innovacion is helping to assess and review the business impacts of traffic congestion at the Blackwall Tunnel as part of TfL's short listing appraisal of proposed river crossings in east London. Evidence was brought together from a range of literature and secondary sources as well as through a roadside survey and selected business case studies.

### **Croydon and Gatwick: Competitive Opportunities and Risk – Croydon Council (2009).**

Innovacion considered the strategic options and issues in developing the functional relationship between Croydon and Gatwick including its economic hinterland. Risks to Croydon's attraction and retention of firms were considered along with its sectoral strengths and the required supporting infrastructure.

### **Greater South East Prospectus – LDA, SEEDA and EEDA (2009).**

The LDA, SEEDA and EEDA have commissioned Innovacion to draft a prospectus for the Greater South East mega-region which is home to 21 million people and a £523 billion economy - 43% of the national economy. Drawing from wide range of internal research across the three RDAs, including new low carbon initiatives and New Industry New Jobs sectoral priorities, Innovacion developed a top level narrative for the UK's only mega city-region that outlines what the Greater South East needs to secure its future economic competitiveness and respond to the UK's current economic challenges.

**Consumer Survey 2009 - Dairy Council (2009).** For the third year running Innovacion devised and managed a telephone survey to gauge opinion and attitudes about food, dairy products and current nutritional issues for a national representative sample of the general public from across the UK. The survey established the Dairy Council's attitudinal research programme and informed their marketing, PR and communications strategies.

**Economic Development Strategy - London Borough of Merton (2009).** As part of a Regeneris team Innovacion provided advice on town centre development within a hierarchy, the role and functioning of the outer London economy, sectoral development options and the identification of endogenous sources of growth in the local economy.

**Economic Benefits of River Crossings - Transport for London (2009).** Innovacion advised Transport for London on objective setting and appraising the high level economic and other benefits of river crossings in East London in the context the revised Mayor's Transport Strategy (MTS), the LDA's draft Investment Plan and the revision process for the London Plan.

**Research and Policy Advice on the Outer London Economy – London Development Agency (2009).** Innovacion assisted the LDA with the development of policy relating to the economy of Outer London and its economic issues, challenges and opportunities. Innovacion helped to develop the evidence base including the design of summary graphics (which were produced by Black Hat) and informed the LDA's input into the Mayor's Outer London Commission. Worknotes produced included:

- economic linkages between London and the South East Economy (including 9 maps);
- development of criteria for selecting hubs in Outer London;

- an economic profile of Croydon;
- economic profile of 8 key locations in Outer London (including 6 maps);
- a review of the economic impacts of transport investment on the development of Paddington Waterside; and
- identification of endogenous growth sources in three south west London boroughs (Kingston, Merton and Sutton).

**Year 3 Monitoring Report of the DLR Extension to London City Airport and North Woolwich– Docklands Light Railway Limited (2009).** Innovacion were commissioned to produce a monitoring report to assess the impact of the London City Airport and North Woolwich extension after the third year of operation. The review investigated impacts on airport journeys, local accessibility, regeneration, equality and inclusion and built on the year one and two monitoring reports, which were also completed by Innovacion.

**Local Area Agreement (LAA) Best Practice Case Studies – IDeA (2009).** Innovacion were commissioned to complete four detailed case studies of best practice impacts resulting from Local Area Agreements including Sunderland (Beacon status youth offending services and Wellness Centre), Bradford (Regeneration) and Lincolnshire (homelessness).

**Socio-economic Impact of Rathbone Market Redevelopment, Canning Town – English Cities Fund (2008).** Innovacion assessed the social, economic and other benefits of the proposed £118 million redevelopment of Rathbone Market in Canning Town. Planning permission for the development, a joint venture between English Cities Fund and Newham Council, was granted in April 2009.

**Thames Gateway Bridge’s economic potential for North Bexley – Transport for London (2008).** Innovacion reviewed the potential economic effects of the package of East London river crossings (including the Thames Gateway Bridge) proposed by Transport for London on the future aspirations, strategies and masterplans for the development and regeneration of North Bexley.

**Dagenham Dock Extension Statement of Case - Docklands Light Railway Limited (2008).** Innovacion were responsible for drafting the Statement of Case which succinctly lays out the evidence to be presented by QC and a range of expert witnesses at the TWA Public Inquiry into the £500 million DLR extension to Dagenham Dock.

**Brokerage Integration of Train to Gain and Business Support in London – London Development Agency (2008).** Innovacion advised the LDA on development and selection of a preferred model for an integrated brokerage system for business and skills that will be operational from April 2009. The study involved market analysis, performance review, consultation with BSSP team at BERR/DIUS, options analysis and detailed analysis of preferred option.

**Local Area Agreement (LAA) Best Practice Case Studies – IDeA (2008).** Innovacion completed five detailed case studies of best practice impacts resulting from Local Area Agreements including Monmouthshire (partnership working), Waltham Forest (employment and skills), Hull (housing), Croydon (carbon management) and Manchester (NEET/worklessness).

**Development of Cathall Road Construction Training Centre - Waltham Forest Council (2007-2009).** Atkins and Innovacion provided a wide range of advisory and professional services to bring forward and develop a Construction Training Centre on a site in Leyton funded by Waltham Forest Council and the LDA with support from the ODA, LSC and Construction Skills. Services have included:

- Detailed appraisal of four options and five year business plan including funding review
- Project management and flexible client support

- Market review and specification development including consultations with over 20 partners
- Prospectus development and procurement support through three stage Competitive Dialogue
- Design work and all aspects of planning applications for both initial temporary training facility and 3,600 sq m of permanent facilities
- Successful Olympic National Skills Academy for Construction bid which secured £6 million in LSC Capital Funding for development of training centre.

**Dagenham Dock Extension Business Case - Docklands Light Railway Limited (2008).** Innovacion and Ester Consultancy developed a wider regeneration narrative and top level business case (“Catalyst for Change”) for the proposed extension to Dagenham Dock that looked at the current baseline in Barking and Dagenham and the contribution of the scheme to delivery of London’s housing policy and targets and the Thames Gateway Delivery Plan.

**Consumer Survey 2008 - Dairy Council (2008).** Innovacion devised and managed a telephone survey to gauge opinion and attitudes about food, dairy products and current nutritional issues for a national representative sample of the general public from across the UK. The survey established the Dairy Council’s attitudinal research programme and informed their marketing, PR and communications strategies.

**DLR Extension to London City Airport and North Woolwich Monitoring Reports Year 1 and 2 – Docklands Light Railway Limited (2006 and 2008).** Innovacion produced monitoring reports to assess the impact of the London City Airport and North Woolwich extension after one and two years of operation. The review investigated impacts on airport journeys, local accessibility, regeneration, equality and inclusion.

**Thames Gateway Identity and Placemaking Workshops – CABE (2007).** Innovacion were commissioned to help develop and deliver 6 workshops to help CLG, Local Delivery Vehicles and Local Authorities understand what they each need to put in place to create places that respond to the unique character of the area and to achieve a shared sense of direction with respect to raising the quality of design in the Thames Gateway.

**Sustainability Appraisal of St Sepulchre Gate West Area Action Plan Preferred Option – Doncaster Metropolitan Borough Council (2007).** With the Matrix Partnership, Innovacion completed a comprehensive appraisal of the sustainability impact of the policies and components for the St Sepulchre Gate West AAP Preferred Option in line with the requirements of PPS12.

**Economic Visioning Brief – Stratford Renaissance Partnership (2007).** Innovacion consulted with a range of partners including the LDA, Newham Council, London Thames Gateway Development Corporation and Westfield to develop a brief for an economic visioning study for Stratford Town Centre and its environs.

**Extension to Dagenham Dock: Socio Impact review and Assessment of Options - Docklands Light Railway Limited (2006-7).** Innovacion advised DLR on the socio-economic impact of various development options in relation to the proposed DLR extension from Gallions Reach to Dagenham Dock. The aim was to evaluate the optimal alignment to deliver economic and regeneration benefits at local, sub-regional and regional levels. The work also involved a comparative review of original impact forecasts and actual outcomes for earlier DLR extensions and the development of a wider regeneration benefits case derived from DfT Webtag guidelines and the lessons of the Thames Gateway Bridge Public Inquiry.

**Equality and Health Impact Assessments for DLR Extension to Dagenham Dock – Docklands Light Railway Limited (2007).** With ERM, Innovacion completed an assessment to estimate and quantify the equality and health impacts of the preferred route option for the DLR extension to Dagenham Dock and the major residential site of Barking Riverside and designed appropriate mitigation responses.

**Local Enterprise Growth Initiative (LEGI) Progress Review – DCLG (2007).** Innovacion provided a top-level and independent review of the outputs and impacts of the entire Local Enterprise Growth Initiative programme to date for Ministerial Review. All Round One LEGIs were assessed through an examination of their and GO/LAA monitoring reports and by completion of a scorecard after detailed discussions with LEGI project managers. Report published by CLG in November 2008.

**Local Area Agreement (LAA) Best Practice Case Studies – IDeA (2007).** Innovacion completed four detailed case studies of effective impacts resulting from Local Area Agreements in Devon (worklessness pilots), Bristol (quality of life survey), Luton (crime reduction) and South Tyneside (wellbeing).

**Leeds City Centre Site – Corporate Client (2007).** As part of a DEGW consortium advising on user typologies for a major development in Leeds City Centre on behalf of a major corporate client, Innovacion reviewed the current and future economic drivers affecting the likely demand profile.

**INTERREG IVB Bid - Docklands Light Railway Limited (2007).** Innovacion produced an initial bid to INTERREG IVB for station enhancements for the Stratford International DLR extension. As a result DLR were successful in securing €1.57 million in EU funds.

**Consultation Response to Communities England Proposal – Northern Way / All English Regional Development Agencies (2007).** With Arup, Innovacion conducted a range of high level interviews and drafted responses to the Communities England / new housing agency proposals from Central Government for both the Northern Way and a combined RDA position.

**Consumer Survey 2007 - Dairy Council (2007).** Innovacion devised and managed a telephone survey to gauge opinion and attitudes about food, dairy products and current nutritional issues for a national representative sample of the general public from across the UK. The survey established the Dairy Council's attitudinal research programme and informed their marketing, PR and communications strategies.

**Economic Development Strategy and Implementation Plan – Thurrock Thames Gateway Development Corporation (2007).** As part of a Regeneris team, Innovacion developed an innovative and broad-ranging Economic Development Strategy and Implementation Plan for the coterminous Thurrock Development Corporation and Local Authority area. These documents provide strategic guidance to the Corporation and its public, private and voluntary sector partners in their efforts to facilitate the delivery 18,500 new homes and 26,000 net new jobs by 2021.

**Effectiveness of Communication - Dairy Council (2007).** Innovacion reviewed the effectiveness of a sample of publications produced by the Dairy Council through a detailed survey of the views of dentists, midwives and health visitors. The study enabled the Dairy Council – a not-for-profit organisation – to prioritise their development and dissemination of literature on the basis of impact achieved and other value for money indicators.

**Gap Analysis for Sustainable Communities Professionals by Sector and Region - Academy for Sustainable Communities (2007).** As part of an Arup team, Innovacion developed a comprehensive picture of current and projected skills gaps required to deliver the Sustainable Communities agenda. This study underpins the future activities of the ASC and supports the development of their learning programmes for the future. Skills gaps in the core occupations identified in the Egan Report were investigated.

**Value of the Network: The Economic and Regeneration Benefits of the Docklands Light Railway - Docklands Light Railway Limited (2007).** Innovacion produced a review of the economic and regeneration benefits delivered by the operation and development of the DLR since its opening in 1987 as part of Transport for London's submission to CSR 2007.

**ESF Project Evaluations – University for Industry (2006).** Innovacion conducted final evaluations of two ESF projects managed and delivered by Ufi between 2004 and 2006. The projects aimed to capacity build UK online centres and to increase basic skill levels amongst SME employees in target FRESA sectors.

**Southwark Business Research and Survey – Southwark Council (2006).** With EDAW, Innovacion assessed the nature and characteristics of the local business base in Southwark using a bespoke mix of research techniques including a survey of 800 firms. The findings will support evidence based policy making and competitive funding bids.

**European Funding Advice for Stratford International Extension - Docklands Light Railway Limited (2006).** Innovacion reviewed potential sources of European grants and loans to support the development of the £185 million DLR extension to Stratford International and providing bidding advice.

**Socio-economic assessment of Switching Station Development – Private Developer (2006).** As part of an Arup consortium, Innovacion completed a socio-economic assessment of the impact of a 320 unit residential riverside development in Poole. The assessment considered the likely effects of the development on employment, education and housing and health provision.

**Local Enterprise Growth Initiative (LEGI) Second Round Bid – London Borough of Haringey (2006).** Innovacion and EDAW provided a wide range of bid production advisory services for Haringey in the second round of LEGI bids including initiative development, baseline research update, stakeholder engagement, and bid drafting and testing.

**The North's Residential Offer: Policy and Investment Review – Northern Way (2006).** With Arup, Innovacion reviewed the public policy and investment framework that impact on the North's residential offer. The effectiveness of the current framework in helping to raise the quality of the North's residential offer in the medium to long term was examined and proposals for reform suggested. This work supported the Northern Way's sustainable communities submission to the CSR 2007.

**Economic and Enterprise Vision - Medway Renaissance (2006).** With the Urban Renaissance Institute and DEGW, Innovacion developed an economic identity and enterprise vision for Medway which was converted into future work and property styles to drive the delivery of their growth targets for employment.

**Review of Business Link data for Skills Intelligence - South West Enterprise and Skills Alliance and Skills and Learning Module of the SW Regional Observatory (2006).** Innovacion reviewed the data collected by all the Business Links in the South West to align their collection and dissemination more closely with information needs of the main skills development and training organisations across the South West region.

**A Forward Strategy for HEART (Hub for Employment and Advice in Roehampton) – Wandsworth Borough Council (2006).** With the Gilfillan Partnership, Innovacion identified new funding sources from partner and stakeholders and advising on approaches to maximize job output performance and employment sustainability for clients for the HEART project in Roehampton, South West London.

**Prospectus for Business: Making the most of the Olympic Opportunity - London First, London Chamber of Commerce, CBI London, Visit London and Think London (2006).** As part of an Arup consortium, Innovacion provided expert advice on optimal business support and procurement approaches, business volunteering / CSR opportunities and the needs and characteristics of London's business population to support the development of a prospectus for London's business community.

## **Development of City Region Development Plans – Northern Way (2006)**

Innovacion reviewed the eight City Region Development Plans across the three Northern RDAs to develop a City Region business case as part of the Northern Way's submission to CSR 2007.

**Diversity Works for London Programme – London Development Agency (2005).** Innovacion drafted contracts for specific business support services to be delivered by the LDA's Diversity Works for London providers prior to the launch of trial services in January 2006.

**Evaluation of ESF Training Programmes – Internet Exchange (2006).** Innovacion undertook evaluations of two ESF funded ICT training programme operating across London. Each project helped more than 1,000 economically inactive beneficiaries in London.

**Bid Writing for ESF Applications – Bovis Lend Lease, Internet Exchange, and Prevista (2004-6).** Innovacion have provided bid writing services to a small group of clients since 2004 and have a success rate of around 50%. In February 2006 in the LDA's £50 million Opportunities Fund, three bids written by Innovacion received funding. Only 95 bids out of 766 applications were funded demonstrating the level of competition.

**LEGI Baseline Research - London Borough of Haringey (2005).** With EDAW Innovacion conducted enterprise and entrepreneurially focused economic analysis and completing a major business survey (500 firms) to provide a robust evidence base for the development of a bid to the Local Economic Growth Initiative (LEGI) and for the continued delivery of Haringey City Growth Strategy actions. We have been retained to develop presentational and promotional materials.

**Statement of Case for Stratford International Extension - Docklands Light Railways / Transport for London (2005)** Innovacion produced the Statement of Case for the Stratford International Extension of the Docklands Light Railway which will connect Stratford to Royal Victoria through the Lower Lea Valley. Planning consent was granted in October 2006.

**Evaluation of Business Champions Initiative - East Midlands Development Agency (2005)** Innovacion reviewed the network of 500 business leaders who volunteer their time and expertise to support and promote the development of the East Midlands economy. The recommendations informed the development of the Business Champions Initiative over the next three years and re-contracting process.

**Business and Enterprise Strategy – London Borough of Newham (2005).** With EDAW, Innovacion reviewed current business development activities and consulted stakeholders and businesses to develop a new strategy to improve the economic and business performance of one of the Olympic host boroughs.

**Procurement of London Innovation Centre - London Development Agency (2005).** Innovacion provided expert business support and property specification advice for the procurement process for the London Innovation Centre which is a flagship project to meet the LDA's ambitions for fostering innovation and developing the creative sector in London.

**Dublin Office Market – Private Developer (2005).** As part of a DEGW consortium designing an office development in the Dublin Docklands for a major property developer, Innovacion reviewed the current and future economic drivers affecting the likely demand profile and provided a detailed property specification from interviews with key market agents.

**Strategy Planning and Knowledge Management – Business Link Kent (2005).** Innovacion worked with Business Link Kent's Senior Management Team to facilitate their strategic development of the IDB model and a range of developmental workstreams including a Knowledge Management strategy to integrate information sources for services to their 55,000 SME clients.

**Economic Appraisal of Development Options for Crystal Palace – London Development Agency (2005).** As part of an Ove Arup consortium, Innovacion researched and forecast likely future visitor levels, types and spend and resultant employment impacts for four different

development options for Crystal Palace using a range of national and international visitor comparators.

**Socio-economic assessment of Lower Hamworthy Development – Private Developer (2005).** As part of an Ove Arup consortium, Innovacion completed a socio-economic assessment of the impacts of a 2,000 unit mixed use riverside development in Poole as part of the Environmental Statement. The assessment considered the likely effects of the development on employment, education and housing and health provision under two development scenarios.

**Haringey City Growth Strategy Delivery Plan - London Development Agency (2005).** In partnership with EDAW, Innovacion developed a detailed delivery plan and framework to guide all the LDA's investment in businesses in Haringey's City Growth area. The project involved a detailed implementation plan together with securing a wider range of private sector engagement including refreshing the governance structures and representation profile.

**Business Space Trends Study and Business Support Needs - Northamptonshire County Council, Northamptonshire Partnership and Invest Northamptonshire (2005).** In partnership with international design firm DEGW - leading thinkers on the future of workplace - Innovacion developed innovative and catalytic property concepts to increase Northamptonshire's economy by 50% over the next 25 years and thus meet its targets as one of the four growth areas in the national Sustainable Communities Plan.

**Inward Migrant Access to Services in the Highlands – Communities Scotland (2005).** Innovacion completed an expert review of a survey completed by Parallel 56 which investigated the scope of local services required by new inward migrants within the Highlands. The aim of the survey was to provide direct consultation with local front-line public and voluntary service providers about service delivery to new inward migrants.

**Communications Strategy and Website - Inspire East (2005).** With Parallel 56, Innovacion produced a communications strategy and corporate website for Inspire East, the regional centre of excellence for sustainable communities in the East of England. Innovacion provided the expert built environment input and conducted a range of national stakeholder interviews.

**Broadband for All Campaign - East Midlands Development Agency (2005).** Innovacion completed a review of the Broadband for All marketing campaign, which involved an assessment of the promotional techniques employed, performance statistics, programme management and financial administration. The campaign aimed to increase ICT and E-business activity amongst households and businesses while triggering a step change in the ICT infrastructure of the region.

**ICT Youth Challenge Programme 2003-2005 Evaluation - Highlands and Islands Enterprise (2005).** In partnership with Parallel 56 Innovacion evaluated a youth challenge ICT competition which aimed to develop new propositions for business development and venture funding. Key outputs were lessons learned and optimal operating and financial models for the future.

**Product Marketing Advice – Private Sector client (2005).** Innovacion advised a private sector client on product values, customer insight and a marketing strategy for a range of products aimed at public sector clients.

**Supplier Development Strategy - Business Link for London (2005).** Innovacion produced a Supplier Development strategy to enable Business Link for London to develop a new corporate function that will increase the outsourced provision of business support services in the Capital. The method involved the development of bases of strategic choice, conducting an appraisal of options and planning strategic implementation.

**Business Consultation Strategy - North London Chamber of Commerce (2004).** Innovacion delivered a business consultation programme covering major transport and physical developments in around Tottenham Hale to ensure the full engagement of local firms with the

London Borough of Haringey. This involved six neutrally facilitated estate- and sector-based workshops each quarter and research into business characteristics including an online survey. Reported as best practice in New Start (April 2005).

**Online Service Scenario Planning - Business Link for London (2004).** Following an assessment of a range of complicated external influences, Innovacion developed future online service scenarios using a modified Bowman's strategy clock and scenario planning techniques. Innovacion are currently completing a second study that is strategically mapping Business Link for London's online service offering.