

LONDON'S GROWING PLACES FUND ROUND 3 PROSPECTUS

REQUEST FOR PROPOSALS

SEPTEMBER 2015

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INTRODUCTION

Introduction to the Growing Places Fund Round 3

The Growing Places Fund (London) is a £110 million revolving capital fund that has been operating since April 2012; it is now entering its third round of allocating funding through which £7.5 million of capital funding is available. All applicant should note that this is a capital only round of funding and no application will be accepted which seeks revenue funding. The aim of the fund is to help deliver ambitious projects with tangible outcomes that respond to the Mayor's London Plan (www.london.gov.uk/priorities/planning/london-plan) and in particular, which aims to attract the investment in infrastructure and regeneration which London needs, and to maximise the benefits from this investment. The fund aims to use public sector funding to encourage private sector investment.

Public funding offers the opportunity to make strategic and long-term investment choices, which private sector investors are unable to undertake in the absence of market incentives, because of the risk associated with the scale of the proposals, or their dependence on adequate public infrastructure. The Growing Places Fund is used to support projects that are strategically important to London's economic growth, where its impact can be recaptured, repaid after time, and reused to fund new projects in other parts of London.

London needs to maintain its enduring success as a world class city - the city of choice for international employees, investors, businesses, students and visitors. Keeping London competitive will only happen by maintaining London's international leadership position, supporting a more diverse growth of businesses in the city and managing the infrastructure pressures associated with London's success

London has significant labour market opportunities and challenges. London's population aged between 16 and 64 (London's working age population) is projected to increase from 5.8 million in 2013 to over 6.7 million by 2036, and to a large extent, the success of London rests in large part on its people.

In London there is a strong history of joint working between business and the public sector to deliver economic growth and regeneration. The London Enterprise Panel (LEP) is the local enterprise partnership for London, with the aim of helping to maintain and develop London's competitiveness and economic growth. It is chaired by Mayor Boris Johnson MP and its membership is drawn from London's business community and local authorities. Further information on the Panel and its membership is available online at lep.london.

The purpose of the LEP is to advise the Mayor of London on action to:

- Provide strategic investment to support private sector growth and employment;
- Promote enterprise and innovation and the acquisition of skills for sustained employment in London; and
- Protect and enhance London's competitiveness.

Following on from the LEP's [Jobs and Growth Plan](#) published in 2013, the LEP are now taking forward a wider set of priorities based on the recommendations put forward in their '**London 2036: An Agenda for jobs and growth**' report in January 2015. This sets out a new economic development plan for London in order to identify the actions that could best deliver jobs, and long-term economic growth and resilience.

The most significant business-led, jobs and growth focussed consultation to date in a UK city, 'London 2036' sets out a formula for the capital to achieve world-beating income growth, a diverse and shock-proof economy, create more job opportunities than rival cities, deliver more homes and better transportation, as well as contributing to more balanced economic growth across the UK. As part of that formula, the report says that expanding the capital's ability to capture the uplift in property values from transport investment will be crucial to securing the long-term infrastructure investment that will help drive the city's growth. And it also concludes that London's fundamental strengths in research, talent, creativity and finance should make it an unparalleled location for commercial innovation. This business-led agenda for London identifies the actions that could best support the delivery of jobs and growth in London over the next twenty years.

To ensure the LEP are focusing its efforts on reaching the ambitions of the London 2036: An agenda for jobs and growth report, three core themes were identified:

- **The Global Hub** – to maintain London's international leadership position by ensuring London increases the focus on emerging markets, improves global access and stays open for business.
- **The Creative Engine** – to support a more diverse growth of businesses in London by training more technical talent, improving digital connectivity and creating the conditions needed to support the growth of SMEs.
- **The City that Works** – to manage the pressures associated with London's success as the global hub to create a city that works by accelerating housing delivery, developing Londoner's employability and securing infrastructure investment.

The LEP **is seeking proposals (with a preference on private sector-led proposals or those with significant private sector involvement) that will support innovative ways of supporting the delivery of jobs and growth in London**, as outlined in Chapter 8 of the London 2036. Acknowledging the LEP have already allocated £25 million to the SME Finance Fund, in Round 3 the LEP are focusing on a wider set of parameters around SMEs than what is identified in the London 2036: An agenda for jobs and growth report (where the focus is put on improving funding for growing SMEs). The LEP believes that more can be achieved by managing our funds in a strategic way and leveraging this funding pot against other available funding in order to maximise the growth that can be achieved. The LEP remains committed to ensuring our investments make a real impact on jobs, growth and resilience in the capital, particularly in terms of sustained employment outcomes.

The Growing Places Fund Round 3 is a revolving capital fund. The aim of the Fund is to help deliver ambitious projects with tangible outcomes that respond to the LEP's London 2036 report. Subject to the successful allocations of funding for proposals in the previous funding round, it is likely that £7.5 million will be made available for Round 3.

The Growing Places Fund offers a joint investment approach to meeting substantial initial costs which the private sector would otherwise be unable to undertake due to the level of risk, insufficient finance or a dependence on adequate public infrastructure. The Growing Places Fund will support projects that are strategically important to London's growth in jobs and the economy,

where its financial impact can be used to repay the initial fund after time, and reused to fund new projects in further bidding rounds. **The revolving nature is a key feature of this Fund.**

The Round 3 fund will concentrate on projects which fall into one or more of the following three core themes (and their respective priority areas) as identified by the LEP in their London 2036: An agenda for jobs and growth report:

- **The Global Hub**
- **The Creative Engine**
- **The City that Works**

Each of these three core themes has a series of priority areas for action where targeted intervention could make the biggest positive difference to London's economy and have maximum impact (full details available in Chapters 8 and 9 of the London 2036: An agenda for jobs and growth report¹).

The first round of funding in London (named the 'London Growth Fund') was announced in March 2012 and closed in May 2012. The GLA received 16 bids of a value of £150 million. Of these, 10 were for infrastructure projects (seven of which specifically related to transport projects), one proposed a land acquisition, three related to development and one proposed a skills and training centre. The second round of funding in London for the Growing Places Fund was announced in May 2013 and closed in July 2013. The GLA received 32 bids of a value of over £200 million. Of these, 18 related to SME Support, with £25 million being allocated for relevant proposals for the SME Finance Fund. The majority of bids were ambitious in scale and impact, and of the bids that were initially supported (approximately half), most are being developed into detailed proposals ready for investment. Further information is available on the LEP website (lep.london).

The Timetable at the end of this document sets out key dates for the Growing Places Fund process. In exceptional circumstances, proposals which fall outside the deadline will be considered. The following dates outline the key deadlines and milestones:

- 10 September 2015 – Invitation to submit proposals
- 21 October 2015 – Deadline for submission of proposals (under exceptional circumstances, proposals will be considered outside of the deadline)
- February 2016 – LEP meeting to consider proposals and publically announce proposals to receive support
- March – June 2016 – Detailed business case developed in consultation with the GLA
- July 2016 – GLA Investment Performance Board Stage 2 decision
- August 2016 – Directors Decision
- August 2016 – Funding Agreement signed

All bids should be submitted by 5pm on 21 October 2015 to Growingplacesfund@london.gov.uk.

¹ Full report available at <https://lep.london/sites/default/files/documents/publication/London%202036%20%28reduced%29.pdf>

OBJECTIVES

The LEP invites interested parties to submit proposals to the Growing Places Fund Round 3 on the basis of the objectives set out in the LEPs London 2036: An agenda for jobs and growth report. The revolving capital fund will be used to help establish financially sustainable projects, and should target projects which represent good value for money, and should relate to the three core themes (and their respective priority areas) as identified by the LEP in their London 2036: An agenda for jobs and growth report.

Round 3 will support the implementation of the ten priority areas outlined in LEP's 'London 2036: An Agenda for Jobs and Growth' paper. In particular the LEP expect to receive applications in relation to the following three priority areas: accelerate housing delivery; secure long-term infrastructure investment; and create conditions to support the growth of SMEs. The LEP would be interested in projects which show alignment with existing funds, including funds captured by the European Structural Investment Funds (ESIF), such as the European Social Fund (ESF) and the European Regional Development Fund (ERDF).

In Round 3 priority will be given to projects that are private sector led or that have significant private sector involvement. And in order to support a range of projects in line with London 2036 goals, individual applications should not exceed £3 million of GPF funding. The LEP are looking to allocate up to £7.5 million in Round 3, but reserve the right not to allocate the full funds. All proposals will be assessed on their individual merit.

Proposals to the Growing Places Fund in Round 3 will be prioritised on the following basis:

For All Proposals

- **Skills and Employment** (all projects should meet this objective): Delivers direct and measurable long-term economic growth and/or private sector employment.
- Offers large scale impact within one or more of the ten priority areas set out in Chapter 8 of the LEPs London 2036: An agenda for jobs and growth report².
- The project can make direct repayment of the fund (100% in real terms, or on commercial terms where schemes would otherwise be non-compliant with EU State aid rules), and can demonstrate that direct repayment is based on the recapturing secured and tested growth (e.g. through anticipated rents, s106, land disposal, private sector funding sources, etc). Only repayment terms of 100% will be accepted in Round 3.
- Secures match funding or has secured additional up-front investment from partner(s). To help Round 3 support a wider portfolio of projects, a priority will be given to bids which provide at least 25% match funding.
- Complies or can be made to comply with State aid rules³.
- Levers a substantial, quantified amount of additional investment that will lead to a self-financing business model.
- Is supported by a strong business case demonstrating strong strategic, economic, commercial, financial and project management fundamentals.
- Secures demonstrative support from the private sector, public sector bodies and relevant institutions.
- Has secured or is in train to secure all the necessary approvals where required.

² Full report available at

<https://lep.london/sites/default/files/documents/publication/London%202036%20%28reduced%29.pdf>

³ (see: http://europa.eu/legislation_summaries/competition/state_aid/index_en.htm)

All Proposals

Proposals should make clear:

- The jobs and growth outcomes that the scheme will deliver.
- How such a scheme will be structured, managed and delivered to achieve maximum scale and impact.
- Which of the London 2036: An agenda for jobs and growth reports three core themes and priority areas the scheme will seek to address.

For The Global Hub Related Proposals

The LEP invites proposals which:

- Will develop new approaches and radically step up promotion to win **emerging market** investment, business, visitors, talent and students, starting with Asia
- Will **improve global access** to London for businesses, visitors and students.
- Will help London **stay open for business** by strengthening London's voice on national policies that could put London's status as the global hub for business and finance at risk: particularly immigration and the UK's relationship with Europe

For Creative Engine Related Proposals

The LEP invites proposals which:

- Will **train more technical talent** in response to market shortages of technically capable workers by improving education and training at all levels from school through to adult education
- Will ensure high speed, affordable, secure and resilient digital connectivity across the whole of London to **improve the cities digital connectivity**
- Will **create the conditions needed to support the growth of SMEs** by stimulating innovation, strengthening internal capacity and capability building and improve other key enablers of business success where interventions can have the greatest impact
- Will help micro and small businesses in London's creative digital, science and technology sector to grow
- Will ensure London has the technological infrastructure to underpin future growth

For The City That Works Related Proposals

The LEP invites proposals which:

- Will **secure long-term infrastructure investment** by expanding London's ability to capture the uplift in property values from transport investment
- Will improve incentives, coordination, capabilities and resourcing across the GLA and the boroughs to increase dramatically the planning and building of new homes to **accelerate housing delivery** in London
- Will dramatically scale up efforts to **develop Londoners' employability** to ensure that everyone who grows up in London is equipped to compete for jobs

London as part of the UK

The LEP invites proposals which (in addition to at least one of the other nine priorities) will:

- **Support UK-wide growth:** step up support to economic development across the UK, with a stronger role in promoting city devolution, forging regional co-operation and designing complementary growth strategies.

It is not intended that this Round 3 is meant for transport infrastructure projects. £37 million has already been ring-fenced for transport projects, and Round 1 proposals together with Round 2 proposals exceeded this amount.

ELIGIBILITY

Eligibility: Bidders

Bids will generally be made by:

- Private sector, business-led organisations or investment organisations. The private sector will usually include companies, organisations and local business groups representing private sector interests, or companies registered abroad
- SMEs or local business groups, either coming together to submit a joint bid or bidding to deliver a package of projects
- Higher education and research institutions, alone or in collaboration with private sector partners
- Public sector applicants with significant private sector involvement

Due Diligence

The GLA will carry out a number of due diligence checks in order to assure itself that any risk to either the success of the programme and project objectives, or to the funding itself, has been considered and any risk is deemed acceptable. A comparison of the results on a number of tests weighed against the value of the GLA's financial investment and the volume of outputs and outcomes as a proportion of the overall programme targets is taken into consideration in the assessment.

Due diligence checks will comprise of tests against the following areas; the value of funding requested as a percentage of turnover, liquidity, profitability, the return on capital employed, gearing, the debtors and creditors cycle, D&B reports check, Charity Commission check, insurance level (including parent guarantee/performance bond checks where appropriate).

State Aid

All projects need to be compliant with State aid.

State aid policy regulates the granting of subsidies by the public sector on the grounds that can potentially distort competition and trade between member states. Aid to reduce businesses current operating costs (wages, rents etc) are only allowable in very restricted circumstances, and not in London, unless aid is below the 'de minimis' ceiling of approx. £175,000 over three fiscal years. Projects would usually be required to demonstrate that they deliver a benefit to the wider community or that it would not distort competition by favouring one organisation over another.

PROJECT INFORMATION

Proposal

Proposals should be accompanied with a summary business case and a statement demonstrating how it complies with the objectives. The summary business case should set out the strategic case for the investment; the economic case including quantification and monetisation as far as possible of the costs, risks and benefits; the commercial case including how the proposal will be approved or procured as applicable; the financial case including the full costs, sources of funding, and how repayments will be made; and the project management case setting out how the proposal will be managed through to completion, noting any major risks to delivery.

The following basic information will be required for all proposals:

Information Outline	Details
Summary	Submit an overall summary of the proposal in no more than 3 pages stating how the proposal complies with the objectives, and under which three core themes it is being submitted. Applicants are required to clearly demonstrate how they meet one or more of the ten priority areas outlined in Chapter 8 of the 'London 2036: An Agenda for Jobs and Growth' report ⁴ .
Costs	Indicate total project costs, the proportion which is requested from Growing Places Fund, and how much will be leveraged. Delivery partners must be able to demonstrate match funding in their proposal.
Timetable	Set out a timetable for implementation. If a project has commenced but stalled, give reasons for why this has occurred
Approvals	Identify any approvals and funding sources or other which need to be secured in order to implement the project
Repayment Options	Specify the timeline for repayments and demonstrate how the repayments will be funded. Proposals are required to convey in their explanation the mechanism, methodology and timing of repayment. Projects which rely on securing future funding (such as through rents, equity investment or s106) must demonstrate the level of risk in any potential shortfall, setting out details of projected cash-flow, income, profits and surplus
Risk and Mitigation	Identify risks and mitigation measures in the project, including the repayment of the Fund, and any issues regarding State aid compliance
Support	Demonstrate level of support from external partners and/or how partnerships will work together
Jobs Retention and Economic Growth	Identify how the proposal will lead to the retention or creation of new jobs and economic growth. Estimate the number of new jobs created directly and indirectly and where possible the GVA uplift or value of investment from the proposal with an explanation of how the figures have been estimated
Skills and employability opportunities	Specify how the proposal retains, improves or creates new skills and whether there are any wider training and traineeship/apprenticeship opportunities

Proposals should be no more than 10 pages long, including the three-page summary.

⁴ Full report available at

<https://lep.london/sites/default/files/documents/publication/London%202036%20%28reduced%29.pdf>

Guidance on appendices of proposal submission

All proposals are required to submit supporting information in the form of appendices in Round 3. The appendices submitted to support GPF proposals are not included in the 10 page limit above.

All proposals are required to include the following information in their appendices:

- Project plan
- Summary business case and a statement demonstrating how it complies with the objectives
- Drawdown profile of the project for the applied GPF funding
- A response to how the project will meet relevant areas of the GLA Regeneration Units' Outputs and Outcomes Handbook (see Appendix 1)
- Statement of repayment, repayment profile and associated timescale of repayment
- Options analysis that demonstrates the rationale for selection of the preferred option
- Risk register
- Statement on how the scheme meets the Public Sector Equality Duty (www.gov.uk/equality-act-2010-guidance)
- An explanation of how the project will contribute to delivering the Mayor's London Plan environmental policies. The Sustainability Charter (Appendix 2) has been developed to help GPF applicants to identify and implement appropriate local environmental and place making measures.
- Demonstration of market demand

The LEP encourage proposals to include additional appendices relevant to the core theme under which they are applying. Examples include, but are not limited to, the following:

- Valuation – preferably proved by an independent valuer in accordance with the RICS's Red Book Guidance
- Development Appraisal
- Cash flow
- Estates Strategy or Corporate Strategy
- Concept designs, sketches and/or photographs

Evaluation of bids

All bids will go through a basic eligibility check to ensure the bid is a capital scheme, the business case offers a reasonable repayment to the fund in the light of all the other costs and benefits and that the bid would be likely to be state aid compliant.

Eligible bids will then be objectively assessed and scored against a pre-determined set of criteria. This includes all bids being scored against:

- Overall strategic fit
- Measurable long-term economic growth and private sector employment
- Strength and validity of the net economic benefits in the business case
- Percentage of match funding, evidence and level of support from public / private partners, and levels of existing involvement between partners
- Robustness of delivery, repayment mechanism and early payback

- Benefit cost ratio in respect to level of jobs and growth outcomes
- Robustness of business case in addressing market conditions

The full eligibility and evaluation criteria against which all bids will be assessed can be found in Appendix 3.

Due diligence

Following the submission of an initial proposal, bidders may be requested to make available the following documentation for the purpose of due diligence;

- A copy of the most recent audited accounts or copy of the most recent accounts signed by an independent and qualified accountant. The accounts must include a full set of notes to the accounts, Directors report, balance sheet, statement of the organisation's turnover, profit & loss/income & expenditure (not abbreviated) and cash flow position for the most recent full year of trading/operations, where this information is not available in audited form (this is also a mandatory item for Parent Companies and for all partners applying as a Consortium);
- A statement of the organisation's cash flow forecast for the current year (this is also a mandatory item for Parent Companies but will not be relevant to consortiums with limited or no trading history)
- Evidence of Insurance Liability (Employers and Public Liability)

For large-scale complex projects, bidders may be requested to make available supplementary information to support their proposals following the initial submission.

REPAYMENT: OPTIONS FOR THE REPAYMENT OF INVESTMENT

Proposals are required to:

- *Illustrate how they are going to repay the GPF loan*
- *Demonstrate they can repay or recover all of the funding*
- *Provide a repayment profile which sets out the amount of loan repaid each financial year*
- *Provide evidence and reassurance of repayment*

Where proposals would otherwise be non-compliant with State aid rules, repayment should include interest.

All projects are expected to make direct repayment of the fund. This would require the successful recipient of the Fund to make the repayment within the timescales as set out in a contract with the Greater London Authority. The maximum repayment term is five years for Round 3 and this will be reflected in the contract with the GLA. The risks regarding the ability to make the repayment, particularly where it is predicated on securing other funding sources to enable the direct repayment, will be considered when setting out the timetable for repayment. Public sector, higher education institution and research institution delivery partners will be responsible for underwriting the repayment. Through negotiation with the GLA a maximum repayment term will be agreed with delivery partners. For Round 3 the repayment term is not expected to exceed a maximum of 5 years.

The funding sources that might enable repayment could include (but are not restricted to) the following:

Ticketing, Membership and other User Charges

Some forms of user/beneficiary charges for a product or service could be appropriate for certain activities. Options might include introducing fares or taking a proportion of existing fares to repay the fund, where adequate contribution can be set aside to repay the loan. These could include (but are not limited to) the following:

- **Membership:** Some organisations such as professional institutions are able to charge membership fees as part of a subscription business model. This could offer a source of repayment over time.
- **Ticketing:** For some activities, ticketing such as event entrance fees or ticket box fares could be applied and could be a viable revenue stream for the repay the initial investment.
- **Tolls:** Tolls have been introduced to fund the building or improvement of estuarial and other crossings (e.g the Dartford Crossing, the two Severn bridges, the Humber and Forth bridges etc). Tolloed crossings in these cases were financed with publicly funded loans and the income from tolls were expected to meet annual running costs; maintenance and repair costs; interest charges; and eventually pay off the construction debt.
- **Others:** Other sources of user charges could include tuition fees, service charges (such as those which apply to utilities) and application fees.

Equity Investment and Crowd Funding

Some projects may be capable of attracting equity investment once an initial start-up investment through the Fund has increased a project's viability. Equity investment could be used to repay the Fund. Equity crowd funding may offer an alternative to this, where a network of individuals are able to raise funds collectively (such as campaigns, start-up funding, civic activities, product development, collectives or philanthropic projects).

Developer Contributions through s106 Agreements

S106 Agreements allow a local planning authority to enter into a legally-binding agreement with a landowner in association with the granting of planning permission. S106 Agreements provide a way of delivering or addressing matters that are necessary to make a development acceptable in planning terms such as the provision of affordable workspace, skills and employment outcomes, highways, and other facilities, through requiring the developer to pay financial contributions towards these provisions.

Collection through s106 contributions could offer a repayment mechanism. However a bidder will need to demonstrate that:

- The sufficient development sites surrounding the project can make sufficient contribution (e.g. have not already been granted planning approval where s106 contribution has already been agreed without the inclusion of the project)
- The development sites are viable and likely to come forward
- Where financial contributions are renegotiated with a developer for financial reasons, that the borough will not reprioritise contributions that would result in less contributions being allocated towards the repayment of the loan

Business Improvement Districts (BID)

Business Improvement Districts are areas within which businesses have voted in favour of business rate levies to fund services for those areas – such as marketing, crime reduction or enhanced street cleaning. There are over 30 bids in London set out in the maps overleaf.

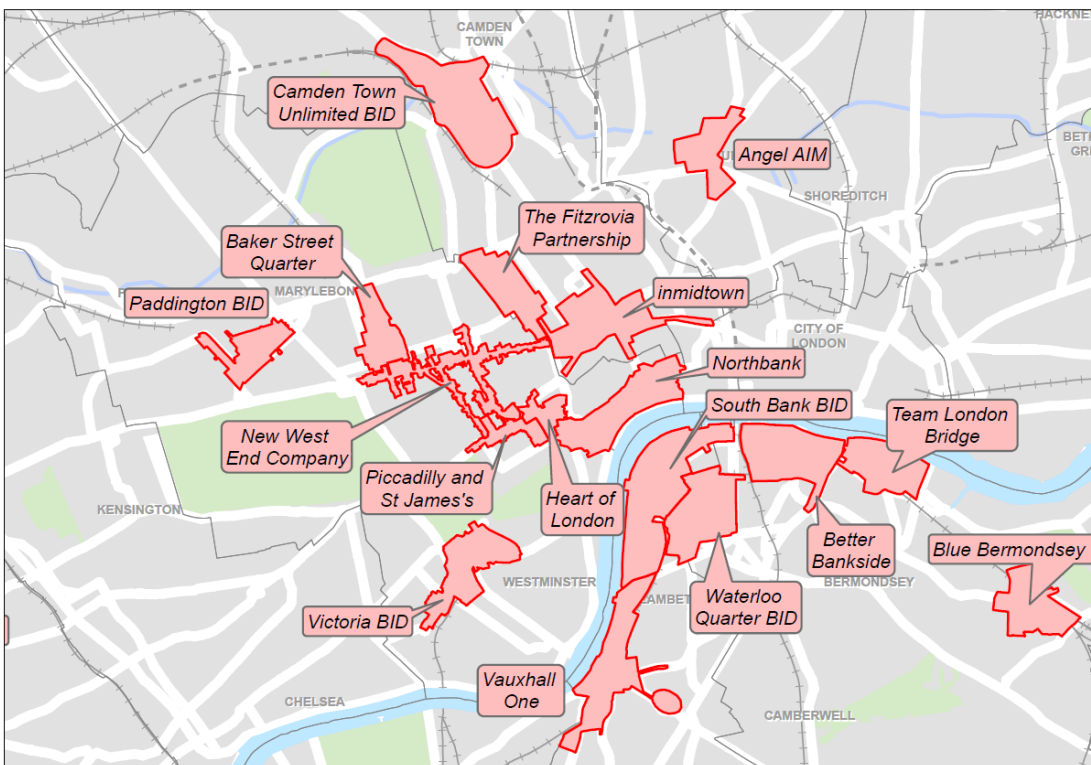
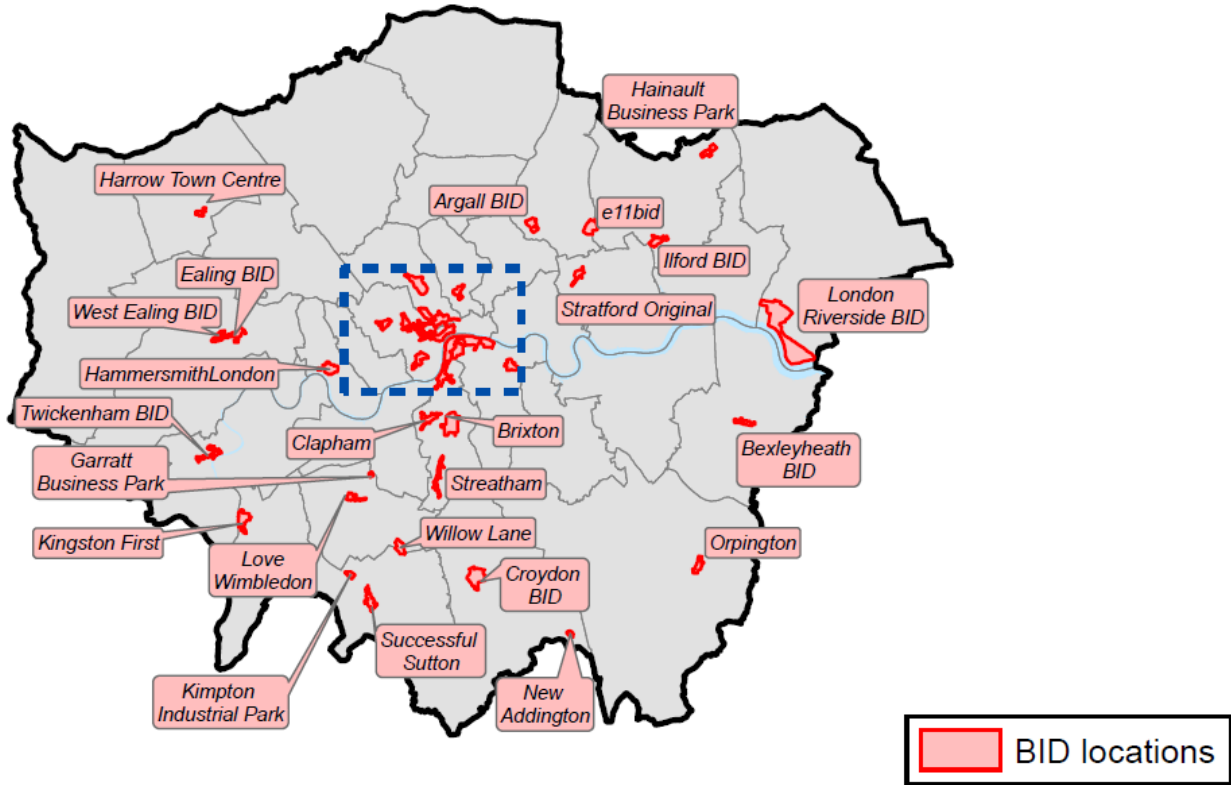
BIDs establish an enforceable supplementary business rate levy for up to five years (once businesses have voted for such a tax – so far nearly all BID proposals have been voted for by businesses, including all renewal ballots to date, in London).

Repayment of the loan could be suitable for proposals where there is an existing, renewed or proposed BID, where the levy generates sufficient funds to repay the bid over time. Repayment could involve capturing a proportion of the levy which the BID receives, increasing the levy or ring-fencing any additional levy through the creation of new businesses.

Business Rate Retention

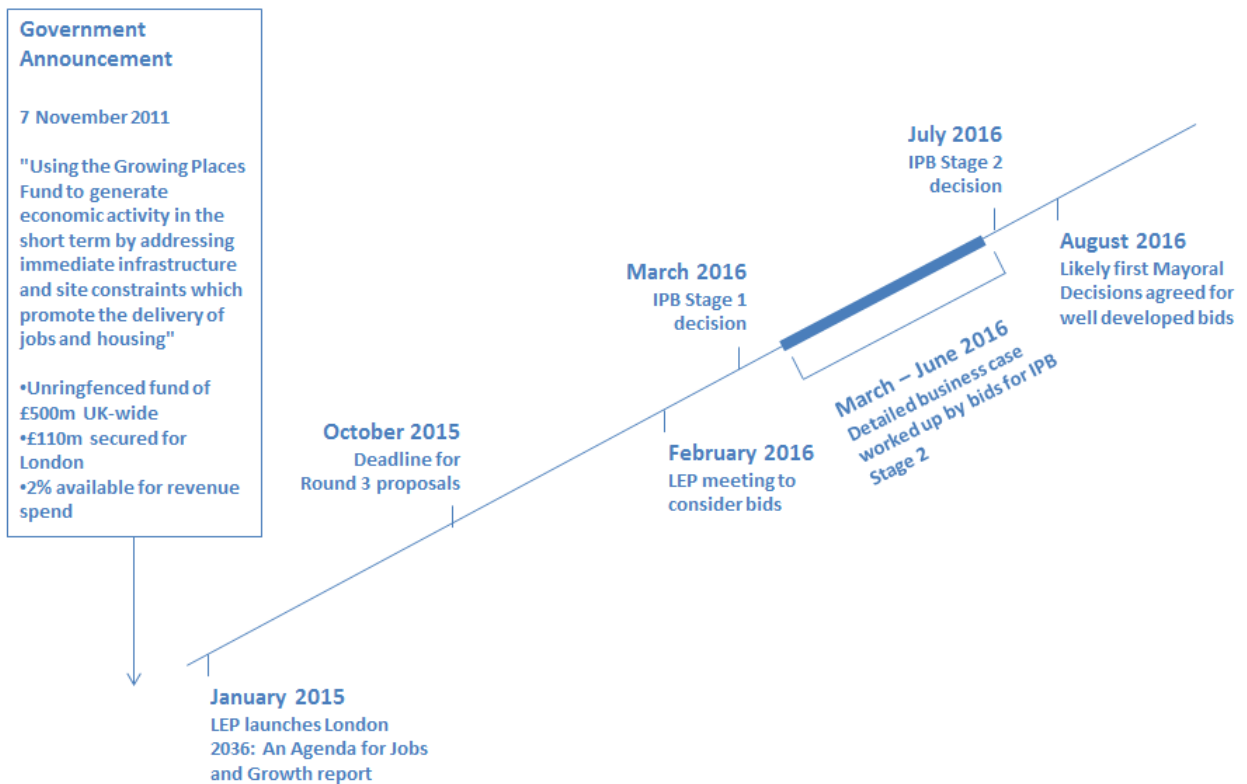
Major schemes which can demonstrate that there will be significant business rates growth in a local authority area may present a viable, if partial, repayment mechanism. Local authorities could estimate their projected additional income from their share of business rate growth (currently 30%), and commit to repaying funds from this additional income.

Business Improvement Districts (BID) Maps



TIMETABLE

Growing Places Fund Timeline 2015



Any project interested in putting a bid forward for the GPF Round 3 should call the GLA for a pre-application discussion.

APPENDICES

APPENDIX 1

OUTPUTS AND OUTCOMES HANDBOOK

GLA REGENERATION

AUGUST 2015

Introduction

The outputs and outcomes handbook identifies the key outputs and outcomes to be delivered by regeneration projects funded by the GLA. It also defines how these should be quantified and verified.

The purpose of the document is to define the core regeneration outputs and outcomes and to set out an approach to appraising the economic, social and physical impact of regeneration interventions. This guidance document is therefore intended to assist potential internal and external project applicants in writing their business plans for project funding proposals.

Strategic Context

All projects and programmes should support delivery of the Mayor's vision and economic development objectives as set out in the following key strategic documents:

- The London Enterprise Panel's 'London 2036: An Agenda for jobs and growth' report
- The Mayor's London Plan

Funded projects should directly contribute to the delivery of one or more of the ten priority areas set out in the London 2036: An Agenda for jobs and growth report.

Approach

The approach taken in this document is to set out an indicative logic chain for Regeneration interventions overall and for each identified project typology.

During the development process, projects should utilise the logic chains provided as a tool to support both the development of the business case and ongoing monitoring and evaluation of the impact of the intervention. The definitions and verification for each output and outcome should be used to structure requirements in project grant agreements.

Definition of terms

Output

Outputs measure the benefits that specific projects or programmes deliver for target beneficiaries (individuals and businesses) and areas.

Outputs are the specific and quantifiable and frequently represent a step towards achieving successful outcomes. Outputs are usually attached to milestones which are determined by project timescales. Outputs vary significantly across different projects, but within a particular regeneration programme certain projects might share similar characteristics that can be categorised into themes.

Outputs must be clearly defined in order to quantify the impact on delivery and measure the benefits accruing from regeneration expenditure. Without clearly defined outputs, projects will be difficult to analyse and evaluate. This handbook provides definitions of common outputs, where these are not appropriate, and definitions should be sought from previous baseline statistical data/research studies.

The output is what we actually deliver:

- Conducting business support activities.
- Events include conferences, websites, workshops, and training.
- Services include consulting.

Outcomes

Outcomes are the result of outputs (i.e. they are longer term measures). The value of any project cannot be measured without defining success. It requires focus on outcomes. Outcomes are the events, occurrences, or changes in conditions, behaviour, or attitudes that indicate progress toward a project's goals. Outcomes are specific, measurable, and meaningful.

Outcomes are not activity-based, such as "conduct five training workshops" or "install a salad bar in 20 schools" or "develop a new pest testing protocol", These are outputs and do not reflect results achieved and will not demonstrate the value of the project; rather they are activities or products of work that support outcomes.

Outcomes are:

- Changes in behaviour or condition that reflect a positive impact to the specialty crop industry. Note: outcomes generally begin with a verb like increase, expand, or improve.
- Specific and measurable: tracking data to monitor outcomes is practical and timely.
- Meaningful achieving an outcome indicates fulfilment of purpose and program toward long-term impact.

Key Performance Indicators

Key Performance Indicators, or KPIs, selected outputs aligned to the Greater London Authority's Business Plan.

Milestone

A milestone is a significant stage or event in the development or delivery of a project.

Logic chain

A project's logic chain is a way to demonstrate the linkages between the inputs to a project and the outputs, outcomes and benefits delivered.

LOGIC CHAIN

Regeneration			
Strategic and local context	Strategic context	Supports the Mayor's Economic Development strategy to enhance the competitiveness of the business environment, Vision 2020.	
	Local context	As demonstrated through local plans and town centre strategies	
Rationale	Market failure	Public goods, externalities, imperfect information	
Delivery	Objectives	Inputs	Delivery mechanism (s)
	<p>Public realm and place making: to enhance the aesthetic appeal of public spaces, strengthen and differentiate town centres' identify, ensure that public realm supports wider regeneration and investment and to improve gateways into towns.</p> <p>Transport infrastructure and fixed assets: ensure traffic flows and routes support wider regeneration projects, improve gateways and facilitate pedestrian and vehicle movement.</p> <p>Enterprise and business support, skills and employment and community: assist businesses to overcome barriers to strong performance, attract further businesses to the area, improve residents' employment opportunities.</p> <p>Transformational impacts: to deliver a step change in long term direction of travel, decrease in deprivation, improvement in individual's' life chances, change of use in space.</p>	<p>GLA Funding Additional partner match funding and leverage</p>	<p>Investment in new public realm, improved paving, shop front improvements, installation of new street furniture.</p> <p>New footways, carriageways, railway. Reconfiguration of junctions, removal / installation of street furniture and lighting. Business advice, support and mentoring, apprenticeships, training schemes. Strategic influence and partnerships</p>
Outputs	Number of jobs created, number of job starts, number of jobs safeguarded, number of construction jobs created / facilitated, number of apprenticeship starts, number of adult Londoners' receiving support which helps them to progress in further learning or employment, number of SMEs assisted with information advice and guidance, number of SMEs support to increase their turnover, number of SMEs supported to start up, number of SMEs accessing finance, m2 of public realm improved, new or improved commercial space (m2) value of match funding £		
Outcomes	Increase in footfall, decrease in vacancy rates, increased turnover, passenger time savings, number of housing units unlocked, leverage and inward investment		
Wider benefits	<ul style="list-style-type: none"> • Satisfaction as a place to do business or to live • Visitor satisfaction • Improved perceptions of crime • Increase in the number of businesses • Increase in rents • Reduction in traffic accidents • Decrease in unemployment • Reduced inequality 		
Additionality, displacement, substitution, leakage	It is likely that a proportion of the new investment in the town centre will be displaced from other local high streets etc Resident and business migration. Increased rents. Reduced footfall elsewhere. Reduced turnover elsewhere. Reduced jobs elsewhere. Increased unemployment. Social exclusion. Economic polarisation. Lack of investment elsewhere. Higher rents and property values may force displacement.		

Public realm and place making			
Strategic and local context	Strategic context	Supports the Mayor's Economic Development strategy to enhance the competitiveness of the business environment, Vision 2020, High Streets in business plan	
	Local context	Local development plan, town centre, demonstrates fit with other local projects and programmes	
Rationale	Market failure	The provision of public goods, negative externalities	
Delivery	Objectives	Inputs	Delivery mechanism (s)
	<ul style="list-style-type: none"> To improve the aesthetic appeal of public spaces including shopping areas. Strengthen and differentiate town centres' identity. Ensure that public realm supports wider regeneration and investment projects. Improve gateways into towns. Facilitate pedestrian and vehicle movement. Community cohesion. 	GLA Funding Match funding Coordination	<ul style="list-style-type: none"> Pre-feasibility - design and development work. New high quality pavement. Increased public realm (removal of road etc) Installation of new street furniture, lighting, trees Shop front improvements etc.
Outputs	<ul style="list-style-type: none"> Number of construction jobs created / facilitated Number of jobs safeguarded Apprenticeship starts Public realm improvements m2 Increase in business rates 		
Outcomes	<ul style="list-style-type: none"> Increase in footfall Decrease in vacancy rates Leverage 	<ul style="list-style-type: none"> Increase in business turnover Journey time savings (walking) 	
Wider benefits	Improved perceptions increased satisfaction as a place to do business or to live improved visitor satisfaction improved perceptions of crime increase in employment Increase in Gross Added Value (GVA).		
Additionality, displacement, substitution, leakage	It is likely that a proportion of the new investment in the town centre will be displaced from other local high streets etc		

Transport, infrastructure and fixed assets			
Strategic and local context	Strategic context	London Plan promotes infrastructure as supporting economic growth while Vision 2020 supports improved public transport and cycling.	
	Local context	Poor flow of pedestrians and other traffic to link to commercial centres, poor junction layouts and shared space for road users, cluttered street furniture such as railings and inappropriately placed crossings.	
Rationale	Market failure	Transport system as a public good leading to coordination failure and responsibility of public sector to provide. Positive externalities, i.e. benefits a wide range of businesses (improvements to the area can result in an uplift in property prices).	
Delivery	Objectives	Inputs	Delivery mechanism (s)
	<ul style="list-style-type: none"> • Ensure that traffic flows and routes support wider regeneration and investment projects. • Improve gateways into towns. • Facilitate pedestrian and vehicle movement and highlight town centre assets. 	GLA Funding Additional partner resources	<ul style="list-style-type: none"> • New footway & carriage way. Junction reconfiguration. • Removal of guardrails. • Installation of new lighting • Pre-delivery work. • Feasibility studies
Outputs	<ul style="list-style-type: none"> • Number of jobs created / job starts • Number of jobs safeguarded • Number of construction jobs created / facilitated 	<ul style="list-style-type: none"> • Number of apprenticeship starts • New or improved business or commercial /business floor space(m2) • Public realm improvements m2 	
Outcomes	<ul style="list-style-type: none"> • Increased footfall • Increased business turnover • Decrease in vacancy rate 	<ul style="list-style-type: none"> • Journey time savings • Number of housing units unlocked • Investment levered 	
Wider benefits	<ul style="list-style-type: none"> • Improved satisfaction in location as a place to do business or live, • visitor satisfaction • Reduction in traffic accidents 		
Additionality, displacement, substitution, leakage	Resident and business migration. Increased rents. Reduced footfall elsewhere. Reduced turnover elsewhere. Reduced jobs elsewhere.		

Enterprise, business support, skills / employment & community			
Strategic and local context	Strategic context	At the regional level business support directly contributes to the Mayor's aspiration of created a competitive business environment.	
	Local context	Local businesses experiencing poor performance, low levels of business survival, lack of a coordinated marketing message for local offer, and limited communication between businesses and coordinating body (if present). High unemployment and crime and lack of community engagement amongst some residents.	
Rationale	Market failure	Imperfect Information. Businesses may not be aware of the benefits of investing in their business, visual merchandising or good customer care. Businesses may also not recognise the market opportunity in an area and require financial or other incentives to de-risk moving into an area. Individuals may not be aware of the quality of life and economic benefits of up-skilling. Businesses are also reluctant to hire individuals who have been out of the labour market for some time or those with low or no qualifications.	
Delivery	Objectives	Inputs	Delivery mechanism (s)
	<ul style="list-style-type: none"> Assist businesses to overcome barriers to strong performance. Help businesses take advantage of local events and other improvements. Develop a stronger local business network with high levels of involvement in addressing traders needs. Attract further business investment into area. Improve residents' employment opportunities 	GLA Funding Additional partner resources.	Business advice to support, sustain and grow new and existing businesses, including around specific sectors. Specific support for local entrepreneurs through mentoring sessions. Business space initiatives such as innovation centre and business rate relief. Apprenticeship and training schemes for unemployed and low skilled residents.
Outputs	<ul style="list-style-type: none"> Number of jobs created Number of job starts Number of jobs safeguarded Number of apprenticeship starts Number of adult Londoners receiving support which helps them to progress in further learning or employment 	<ul style="list-style-type: none"> Number of SMEs assisted/IAG Number of SMEs supported to increase their turnover Number of SMEs supported to start up Number of SMEs accessing finance 	
Outcomes	<ul style="list-style-type: none"> Increase in business turnover Investment levered 		
Wider benefits	Health benefits. Improved individual aspirations. More economic and social opportunities available. Increase in skills and qualifications. Increase Income Tax revenues and National Insurance contributions. Less welfare benefit dependency. Increase in Gross Added Value.		
Additionality, displacement, substitution, leakage	Increased unemployment. Failure of the Education system. Anti-Social behaviour or other crimes committed. Increase in young persons Not in Employment, Education or Training (NEETS). Reduced health benefits.		

Long term transformational interventions			
Strategic and local context	Strategic context	Mayor's ambitions to ensure economic growth, long term sustainability and decrease in prosperity gap. Also place making around Opportunity Areas in London Plan.	
	Local context	Lack of co-ordination focus around long term direction of travel in terms of economic development and place making. A need to invest locally to drive change and growth both for local people and business.	
Rationale	Market failure	Failure Positive externalities, i.e. benefits a wide range of businesses (improvements to the area can result in an uplift in property prices). Co-ordination failure and free rider problem prevents co-ordination of activities. The role of public realm and transport as public goods means that businesses, residents and visitors benefit from improvements but due to the shared benefits are reluctant to pay for them alone.	
Delivery	Objectives	Inputs	Delivery mechanism (s)
	<ul style="list-style-type: none"> • Step change in long term direction of travel. • Place making and physical improvements. • Change in use of space. • Improvements to business base and economic growth. • Improvements to individuals' life chances and economic opportunities through investment in employment and skills. • Decrease deprivation 	GLA Funding Private Investment Local Authority Investment. Other +/-external factors	Mix of interventions across public realm, transport improvements, business support and employment/skills. Part of wider investment and planning of areas. Multitude of delivery partners across public, private and quasi-public spheres. Significant investment of resources. Strategic influence and partnerships
Outputs	<ul style="list-style-type: none"> • Number of jobs created / job starts • Number of jobs safeguarded • Number of construction jobs created / facilitated • Number of apprenticeship starts 	<ul style="list-style-type: none"> • Public realm improvements (m2) • New or improved commercial / business pace (m2) • Value of match funding 	
Outcomes	<ul style="list-style-type: none"> • Increase in footfall • Decrease in vacancy rate • Journey time savings 	<ul style="list-style-type: none"> • Number of housing units unlocked • Leverage and inward investment • Increase in business rate income 	
Wider benefits	Increased economic and social confidence. Perceptions of area change. Increased land values.		
Additionality, displacement, substitution, leakage	Increased unemployment. Social exclusion. Economic polarisation. Lack of investment elsewhere. Higher rents and property values may force displacement.		

CORE OUTPUTS AND KEY PERFORMANCE INDICATORS

Outputs	Definitions	Verification
No. of jobs created	<p>New - should not have existed in the London borough or the employer before the intervention.</p> <p>Permanent - should have a life expectancy of at least 26 wks. FTE - 35hrs or more per wk.</p>	<p>Business – name, address, post code, telephone number, ownership and number of employees.</p> <p>Job – title of the new or attracted job, contract of employment with expected start date, hours of work.</p> <p>Letter or form signed by employer to confirm jobs are as a result of the project.</p> <p>To avoid double counting, a job must not be counted again if it is filled over time by different people.</p> <p>Safeguarded jobs (i.e. those that may have been lost without the intervention) are not included.</p> <p>Positions created before the start of the current Mayoral term are not to be included, even if they are recorded as achieved after the start of the Mayoral term (for example referring to outcomes recorded after 26 weeks).</p>
No. of job starts	<p>Unit of measurement either F-T or P-T position. F-T refers to a job of at least 35hrs per wk; P-T refers to less than 35hrs per wk. To be considered permanent, it must be expected to last for at least 26 weeks. Number of hours worked should be recorded. For a job to be recorded it must be located in a London borough.</p>	<p>Confirmation from the employer/ delivery partner of the following :</p> <ul style="list-style-type: none"> •job title •job start date •typical hours worked per week •name address and telephone number of employer •confirmation that the participant is receiving minimum wage (based on age) / London Living <p>Wage or confirmation that the job is paid and details of starting salary either national minimum wage, between national minimum wage (£6.19 from 1 Oct 2012) and London Living Wage (£8.30) or London Living Wage and above.</p>
No. of jobs safeguarded	<p>Must be a permanent, FT equivalent job which is at risk when the project is approved. At risk is defined as being forecast to be lost normally within one year (i.e. must be specified or if the sector is in longer term decline a longer period might be appropriate).</p>	<p>Business – name, address, post code, telephone number, contact details, ownership, number of employees</p> <p>Safeguarded – job title, contract of employment and duration (1 year of longer), hours of work (for FTE calculation)</p> <p>A letter from employer or form at end of project confirming that safeguarded job is as a result of project.</p>

<p>No. of construction jobs created/facilitated</p>	<p>Permanent jobs that have resulted through the construction phase of a project through GLA and associated spend. Relate to employment site acquisition or preparation, physical construction, or procurement, legal and business operations related to a development.</p>	<p>Name, address and postcode of contractor.</p> <p>Title of new job, contract of employment, start date and duration and hours of work.</p> <p>Letter of confirmation or signed form from employer to demonstrate that job is as a result of the associated project/programme contract.</p>
<p>No. of Apprenticeship starts</p>	<p>A job with an accompanying skills development programme designed by employers in the sector. Allowing apprentice to gain technical knowledge, real practical experience, with functional and personal skills.</p>	<p>Name or employee number, details of previous employment (or worklessness), employee start date, apprenticeship start date (if different), postcode, date of birth, gender, ethnic origin, disability, criminal convictions, job title, details of apprenticeship framework, level, provider of apprenticeship.</p> <p>Apprenticeships can be counted only if they represent a new post in a company.</p> <p>An existing post in a business replaced by an apprenticeship post cannot be recorded</p>
<p>No. of adult Londoners receiving support which helps them progress in further learning or employment.</p>	<p>Employment: Must be paid at or above the London living wage; expected to last at least 26 wks; may be P-T; may be self-employment; may be located outside a London borough but participant must be a resident of a London borough; excludes apprenticeships; excludes placements (i.e. employment not expected to last at least 26 wks); if participant on a placement goes on to permanent employment it can be reported against this KPI.</p> <p>Further training: Must be accredited; separately funded from the GLA intervention that has supported the participant to achieve progression outcome; to result in the participant achieving a higher level or more appropriate qualification to secure employment.</p> <p>Progress in work: if participant progresses to a post at a higher grade or secures a higher salary with current employer, also working additional hours.</p> <p>Adult: London residents aged 18 yrs</p>	<p>Individual – name, address, post code, date of birth, evidence that they were unemployed or economically inactive, or employment at risk (e.g. P45)</p> <p>Type of assistance – letter or forms signed and dated by the person on what assistance they received and date, proof of qualifications achieved.</p>

	+ on day engage with the relevant GLA funded intervention. Projects considered adult with other age definitions subject to review by data owner.	
No. of SMEs assisted/IAG	A minimum of either two days (or 12hrs) consultancy advice or other non-financial assistance. When a business is already trading in the borough and expands as a result of the intervention it can be counted when premises are expanded, number of employees increase, uplift in sales/contracts.	<p>Business – name, address including post code, telephone number, contact details, ownership, number of employees</p> <p>Support – details of the provider of any support (name and address). Details of the assistance provided to the pre-start or business to include a record of hours of assistance. Form or letter confirming consultancy support and hours.</p>
No. of SMEs supported to increase their turnover	<p>The increase in the value of goods and services provided by a business over a target period.</p> <p>Business turnover = The average aggregated value of goods and services provided by businesses over that target period.</p>	<p>Baseline position collected at commencement of project and follow up survey undertaken at an agreed point (this may be some time after the project close to capture full impacts).</p> <p>Business – name, address including post code, telephone number, contact details, ownership, number of employees</p> <p>Support – details of the provider of any support (name and address). Details of the assistance provided to the pre-start or business to include a record of hours of assistance. Form or letter confirming consultancy support and hours.</p>
No. of SMEs supported to start up	Business must not be trading but enquiring about or trying to start-up. Counted as a new business when it is still in operation 12 months after it started trading. Start trading - date when business registers for VAT or for National Insurance contributions.	<p>Business – name, address including post code, telephone number, contact details, ownership, number of employees</p> <p>Start of trading – Company Registration Number / VAT Number and date of registration of NI Class 2 date of registration and date of first transaction.</p>
No. of SMEs accessing finance (to reduce the gap in debt finance from Banks, Angel and Venture Capital funding).	<p>An SME is defined as a business that meets the following two conditions:</p> <ul style="list-style-type: none"> • It employs fewer than 250 persons; and • Its annual turnover is below €50m (approximately £45m) and/or its balance sheet is below €43m (approximately £39m). 	<p>Ensuring the flow of credit to viable SMEs is essential to support growth. This includes ensuring access to bank finance, equity finance and other sources of finance. There are various measures in place to support access to finance for SMEs, including the Enterprise Finance Guarantee (EFG), the Enterprise Capital Funds programme, lending commitments agreed with RBS and Lloyds Banking Group and the</p>

	<p>SMEs accessing public or private sector grants or loans that are non-bank related for the purposes of providing:</p> <ul style="list-style-type: none"> • Working capital • Finance to grow (including, risk finance in terms of Start-Up/Seed finance and Venture Capital funding). 	<p><u>Financial Ombudsman Service.</u></p> <p>Evidence: SMEs will need to provide a/or financial statement(s) justifying access to alternative sources of funding as a result of public intervention. The access to finance must be additional to the SMEs standard generated revenue or capital income flows.</p>
Public Realm improvements (m2)	<p>Improved: significant improvement in the quality of the built environment through improved use of space, urban design and improved quality of materials used. Could be linked to measurement of time savings, reductions in road safety incidents, increased perception etc.</p> <p>New: space which was previously not for public use which is transformed into pavement, road, street furniture & park area.</p>	<p>Architect drawings demonstrating the area improved (before and after) and invoices and contracts to demonstrate work has been commissioned and completed. The designs should be supplied as part of invoicing.</p>
New or improved commercial/business space (m2)	<p>New or upgraded: new buildings constructed as part of the project, refurbished, improved or adapted for productive use as part of the project. Improved: Actual floor space or potential market value has been increased by some physical improvement.</p>	<p>An architect's floor plan drawings showing floor space area.</p> <p>Copy of completion certificate to demonstrate works undertaken.</p> <p>Surveyor reports from pre and post completion of works.</p>
Value of match funding (£) from partner bodies as a result of GLA investment	<p>Covers all funding committed to Mayoral projects or programmes. Two types recorded include: 1) Direct match in the Grant Agreement and monitored as part of the project quarterly claims; 2) Match committed to a programme or area-based intervention where there is a series of complementary investments.</p>	<p>Value of other funding attracted to the target area in addition to GLA funding.</p> <p>Gross funds spent - completed schedule signed by Finance Director, validated by receipts.</p> <p>In kind contributions – all contributions should be converted to cash and signed off by Finance Director. Validated as above by receipts, time sheets, invoices.</p>

Outcomes	Definitions	Verification
Increase in footfall	Also known as People Counting or Shopper Counting, as the measurement of the number of people entering passing a certain location or entering a shop or shopping mall. An increase in footfall is measure from the baseline position over a period of time compared to another survey after an expected change or trend has taken place.	Survey count verification comparing baseline position at two particular locations where people are expected to pass or enter and a new survey count at a different time or date.
Decrease in vacancy rate	Vacancy rates are statistics kept on vacancies in rental properties, homes for sale, and hotels. High vacancy rates are usually viewed as a sign that the market is struggling, while low rates are desirable, because they indicate that property is a hot commodity and that vacancies rarely remain unfilled for very long.	Consulting census data, local government offices.
Increase in business turnover	Increased financial turnover can be defined as the volume of a business output in terms of profits over a given number of years or period of time	Annual audited business accounts, via Company House.
Journey time savings	In transport economics, the value of time is the opportunity cost of the time that a traveler/passenger spends on his/her journey. In essence, this makes it the amount that a traveler/passenger would be willing to pay in order to save time, or the amount they would accept as compensation for lost time. [See GLA KPI Output Table below for further explanation].	Baseline position should be collected at commencement of project for scoping purposes, and a follow up survey or assessment at an agreed point during or at end of project. Must include: <ul style="list-style-type: none"> • Pure in-vehicle journey time reductions • Reductions in wait time as a result of increased frequency • Reduction in dissatisfaction as a result of reduced crowding • Improved reliability • Reduction in time accessing or interchanging between modes (for example reduced interchange time through a station through either more direct links, additional entrance or reduced crowding leading to increased walking speed)
No. of Housing Units unlocked (in reference to urban areas).	Refers to the total number of housing units developed on brownfield land as a result of public sector intervention which supports an increase in land values. [See GLA KPI Output Table below for further explanation].	Site area: full postal address including post code and borough; land registry record/deeds; and local authority/NLUD (National Land Use Database) register details (for previous use to ensure not excluded category). No of housing units identified in the

		<p>local plan Evidence of submission of planning application</p> <p>Works: Certificate of Practical Completion of the Works; and QS certification of works carried out, for example:</p> <ul style="list-style-type: none"> • site services/utilities and infrastructure • foundations laid • walls and roofs built • landscaping completed
Leverage and inward investment	Leverage: funds which are not part of the eligible expenditure. Inward investment: quantified investment in the area from a third party (private sector) as a result of GLA intervention.	<p>Value of additional funding (non-match funding so not eligible expenditure) or value of investment in the area from a private investor.</p> <p>Certification from either the borough (or relevant) Finance Director of the investment in the target area, or signed confirmation from the investor.</p>
Increase in business rates	Percentage increase in business rates within the target area. The increase in commercial rates paid by businesses with in the target intervention area.	Baseline position identified through use of local authority records, subsequent analysis of rates at project close and agreed period following project close to identify level of change in target area.

Wider benefits

- Satisfaction as a place to do business or to live
- Visitor satisfaction
- Improved perceptions of crime
- Increase in the number of businesses
- Increase in rents
- Reduction in traffic accidents
- Decrease in unemployment
- Reduced inequality

The definition for SMEs is an official definition used by the European Commission for economic policy whilst, Passenger Time Savings is a recognised economic measurement for quantifying financial cost and benefits. As regards housing units unlocked the definition has been guided by the closest approximation of what the GPF team believe the outcome should be in accordance with a GLA investment decision.

Market Failure

The starting point for appraising any project requiring public funding is to assess the basis for intervention through identifying a market failure. Normally a proposal to intervene using public funding would be expected to demonstrate that the market has failed to ensure efficient resource allocation; and that the proposed intervention will ameliorate or remove the identified market failure.

Examples of market failures include:

- The provision of public goods
- Externalities
- Imperfect information
- Market Power

In some cases, other justifications for intervention may be put forward to correct a previous failed intervention, or to protect or advance the welfare of disadvantaged groups.

Project appraisal will also consider those benefits providing strategic added value which may arise from the following.

Strategic Added Value

Strategic Added Value	
Strategic leadership	Articulation and communication of regional development needs, opportunities and solutions to partners in the region and elsewhere, which improves confidence and capacity for growth.
Strategic influence	Stimulating activity that defines the distinctive role of partners, gets them to commit to shared strategic objectives and to behave and allocate their funds appropriately. Generating cross-regional partnerships.
Leverage	Provision of financial and other incentives to mobilise partner and stakeholder resources – equipment, people as well as funding.
Synergy	Using organisational capacity, knowledge and expertise to improve transfer and coordination and / or integration of the design and delivery of interventions amongst partners.
Engagement	Setting up mechanisms and incentives for more effective and deliberative engagement of stakeholders in the delivery of regional and sub-regional priorities and programmes.

Additionality

Additionality is the **difference between the reference case position** (what would happen anyway) and the **position if the intervention option** was implemented.

Additionality may relate to:

- **Scale** (a greater quantity of outputs & outcomes)
- **Timing** (where large timing differences, may be appropriate to discount the profiles of quantified outputs and outcomes. E.g. Cost Benefit Analysis)
- **Specific area or group** (target beneficiaries benefit from an intervention)

It is the **difference between the reference case position** (what would happen anyway) and the **position if the intervention option** was implemented⁵.

Assessing Additionality of outputs by intervention type

Intervention Type	Intervention Category	Leakage	Displacement	Substitution	Multiplier effects	Reference Case (Deadweight)
Transport Infrastructure and Fixed Assets	Economic & Environmental	Always need to access	May affect modal split	Not likely to be relevant	Local labour and materials used in construction. Induced effects	Always need to assess
Public Realm & Place Making	Environmental	Always need to access	N/A	Not likely to be relevant	Not likely to be relevant	Always need to assess
Enterprise & Business Support, Skills & Employment, and Community	Economic/ Social	Always need to access	Displacement may arise in relation to private sector business support (e.g. banks) and product and factor market displacement	May be relevant	Relevant to employment investment and income. Depends if local labour and materials are used	Always need to assess
Longer Term Transformational Impacts	Economic/ Social & Environmental	Always need to access	May result in displacement or other provision	May be relevant	Employment investment and social change	Always need to assess

Baseline Data

Baseline information is important for measuring the long term impact of an intervention. The term "baseline" refers to the collection of background social, economic and environmental information and data which will support the measurement of the impact of an intervention. Normally, information is obtained from secondary sources where there exists a database, or the acquisition of new information through updated research. Alternatively, information can be acquired from primary sources (i.e. field research of the area to be generated) without relying on secondary sources. The task of collecting baseline data should begin before project inception at the scoping stage but can continue during the project application process when negotiations take place between the GLA and the organisation making the project application.

Baseline information is usually described quantitatively but depending on the nature of the intervention, can often also involve qualitative descriptions of important features. An assessment of policy context will also normally form part of a baseline assessment.

Interventions with economic objectives will generally focus on describing the 'economic state' of the target group or area in terms of the level of employment, unemployment, skills, job vacancies and industrial classification of employers in the travel to work area. Whereas, interventions to promote community capacity building would draw on socio-economic statistics but are also likely to describe the existing infrastructure and agency relationships such as attendance at community events.

Baseline data are collected for two main purposes:

- To provide a description of the status and trends against which predicted changes can be compared and evaluated in terms of importance; and
- To provide a means of detecting actual change by monitoring once a project has been initiated.

Useful baseline data websites:

- National Government Policy
www.gov.uk/government/policies
- Regional(GLA) Government Policy
www.london.gov.uk
- Office for National Statistics
www.ons.gov.uk/ons/index.html
- Department of Communities and Local Government
www.gov.uk/government/organisations/departments-for-communities-and-local-government
- Department of Education
www.education.gov.uk
- National Index of Deprivation
www.gov.uk/government/collections/english-indices-of-deprivation
- Homes and Community Agency
www.gov.uk/government/organisations/homes-and-communities-agency
- Planning Policy Guidance Notes & Legislation
www.planningportal.gov.uk/planning/planningpolicyandlegislation/currentenglishpolicy
- London Data store
data.london.gov.uk
- UK Foreign Trade & Industry
www.ukti.gov.uk/home.html?guid=none
- European Union Policy
ec.europa.eu/policies/index_en.htm
- NOMIS official labour market statistics
www.nomisweb.co.uk

Glossary of Reference terms

Additionality – An impact arising from an intervention is additional if it would not have occurred in the absence of the intervention.

Agglomeration effects – The benefits businesses obtain when they locate near to each other. These effects are related to the concepts of economies of scale and network effects.

Appraisal – The process of defining objectives, examining options and weighing up the costs benefits, risks and uncertainties.

Crowding out – The extent to which an increase in demand due to government intervention is offset by a decrease in private sector demand.

Cost Benefit Analysis – A decision-making tool that compares costs and benefits of a proposed policy or project in monetary terms.

Deadweight – The proportion of total outputs/outcomes that would have been secured anyway (sometimes referred to as non-additionality).

Displacement – The degree to which an increase in productive capacity promoted by government policy is offset by reductions in productive capacity elsewhere within London?

Evaluation – Retrospective analysis of a project, programme or policy to assess how successful or otherwise it has been, and what lessons can be learnt for the future. The terms 'policy evaluation' and 'post-project evaluation' are often used to describe evaluation in those two areas.

Impact – is the outcome change which can be attributed to the intervention.

Intervention – Project, programme or policy implemented or supported by the public sector to achieve its objectives.

Leakage – The proportion of outputs that benefit those outside the intervention's target area.

Market failure – When a situation occurs where barriers exist to the "normal" and efficient operation of a local economy.

Multiplier effect – Further economic activity (jobs, expenditure or income) associated with additional local income and local supplier purchases.

Persistence – The period of time over which the benefits generate will endure.

Present value – The future value of a cost or benefit expressed in present terms by means of discounting.

Programme - A group of projects and activities that are coordinated and managed as a unit such that they achieve outcomes and realise benefits.

Project – A unique set of coordinated activities with definite starting and finishing points undertaken by an individual or team, to meet specific objectives with defined time, cost and performance parameters.

Substitution – The situation in which a business substitutes one activity for a similar activity (such as recruiting a different job applicant) to take advantage of government assistance.

Target area – The spatial area within which benefits will be assessed.

Value transfer – Process by which readily available economic valuation evidence is applied in a new context for which valuation is required.

Passenger Time Savings –

Please refer to Transport for London's, **Business Case Development Manual** (BCDM) as the single source for the economic values of time. The document is annually updated with unique cost variables regarding different transportation interchanges and modes of transport.

GLA KPI Output

Key Performance Indicators (KPIs)
Jobs created supported through GLA Group investment
No. of new apprenticeships started
Square metres of public realm improved or created through GLA investment and associated spend (i.e. Levered or match funded)
No. of employers signed up to the London Living Wage
No. young Londoners who are actively engaged in a project
No. of young Londoners who are engaged in a project for 12 months or who move into education, employment or training
No. of volunteering opportunities signed up to through Team London
No. of pocket parks established
Area of green space created or restored in acres
No. of affordable homes delivered
Return on investment made to secure outside sponsorship

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APPENDIX 2

SUSTAINABILITY CHARTER

GROWING PLACES FUND, ROUND 3

Context: Delivering environmental benefits, supporting green skills and the green economy

The green economy (Low Carbon Environmental Goods and Services Sector) is worth around £30bn to London each year, has grown approximately 6 per cent year on year, and employs over 163,000 people. In addition to helping London become a clean, green, resource efficient and resilient city, growing London's green economy will bring multiple additional benefits: it will create the skills and services we need to deliver our housing our infrastructure and maintain our international competitiveness, it will enable London to compete for a greater share of the national and global demand for services, and it will help us improve the quality of lives of Londoners.

This Sustainability Charter outlines specific areas of focus where our Growing Places investment fund can be utilised to bring forward integrated infrastructure developments delivering environmental and financial benefits, and create wider place making and regeneration opportunities where businesses want to be based and people want to live and work. The core skills essential to facilitate London's transition to a green economy and be a beacon of best practice are mainly centered on the STEM subjects, which increasingly along with digital technology will need to become more interconnected with the natural environment to unlock innovative ways to respond to key sustainability challenges including climate change, energy and natural resource security, biodiversity, air quality, water and waste.

Applicants should review the Charter to inform measures they could take to help London become a more green, resource efficient, and resilient city supporting the core themes of the Growing Places Fund: **The Global Hub, The Creative Engine, and The City That Works**. The Charter supports collaborative working amongst developers, investors, residents, local businesses, local authorities and other partners to explore and implement measures to grow London's green economy. Case studies, programmes delivered or supported by the Mayor, and further contact details are also provided should additional support be needed.

The Charter has been developed to help deliver the Mayor's environmental priorities across all his programmes. The main sustainability themes are taken from the environment policies set out in the [London Plan](#) (LP) – the Mayor's spatial development plan for London. We hope that you find the Charter useful in delivering your projects.

SUSTAINABILITY CHARTER

Environment Opportunity	Examples/measures	Benefits	Support available/ case studies/examples	Contact
<p>Energy Efficiency(LP) policy ref. 4.11, 5.1 – 5.8</p> <p>a) new estate or refurbishment</p> <p>b) local energy supply</p> <p>c) energy saving measures</p>	<p>New build developments should aim to meet excellent BREEAM rating. Refurbishments should meet very high BREEAM rating</p> <p>Improved performance, replacing old with new – e.g. boilers, lighting, heating</p>	<p>Lower energy/utility bills, CO2 savings</p>	<p>RE:NEW and RE:FIT – helping London’s homes, businesses and public buildings to use less energy and save money on their energy bills: http://www.london.gov.uk/priorities/environment/energy</p>	<p>Re:NEW and RE:FIT Kore Mason Kore.Mason@london.gov.uk Rob Spender Rob.spender@london.gov.uk</p>
	<p>Local energy generation installations; linking to local energy generation schemes</p>	<p>As above. Unlock investment opportunities for local energy supply networks</p>	<p>London energy supply support programmes: http://www.london.gov.uk/priorities/environment/energy/energy-supply</p>	<p>Energy Supply Peter North Peter.north@london.gov.uk</p>
	<p>SMART cities – using digital technology to monitor/reduce/manage energy demand including transport</p>	<p>As above, improved customer travel and engagement experience</p> <p>Potential savings from increase in automated service</p>	<p>Mayor’s Business Energy Challenge – helping business measure and reduce energy use: http://www.london.gov.uk/priorities/environment/energy/business-energy-challenge</p> <p>SMART London Plan: http://www.london.gov.uk/sites/default/files/smart_london_plan.pdf</p>	<p>Business Energy Challenge Louise Clancy Louise.clancy@london.gov.uk</p> <p>SMART London Daniel Barrett Daniel.barrett@london.gov.uk</p>
<p>Green skills learning and development LP Policy ref as above plus new and emerging sectors policies 4.10 and 4.11</p>	<p>Accredited courses and skills development supporting the low carbon goods and services sector</p> <p>Encouraging innovation and entrepreneurial behaviour</p>	<p>Green skills development, integrated learning and development</p> <p>Students gaining practical experience linked to qualifications</p> <p>Apprenticeships, platform for green start-ups, innovative low</p>	<p>See SMART London Plan above</p> <p>Mayor’s Low Carbon Entrepreneur: https://www.london.gov.uk/priorities/environment/mayors-low-carbon-entrepreneur</p>	<p>Mayor’s Low Carbon Entrepreneur Katherine Eames Katherine.eames@london.gov.uk</p>

Environment Opportunity	Examples/measures	Benefits	Support available/ case studies/examples	Contact
		carbon techs and skills		
Supporting positive action for transition to a green economy LP policy ref. Response to Climate Change and London living spaces policies	Participation in schemes to improve environmental performance of individual businesses and/or local area	Green skills and training opportunities Resource efficiency benefits Positive staff engagement and collaboration	Green Actions Plan for SMEs: http://ec.europa.eu/growth/smes/business-friendly-environment/green-action-plan/index_en.htm Green Impact: www.green-impact.org.uk Circular economy thinking: http://www.ellenmacarthurfoundation.org/business/ce100	Doug Simpson Doug.simpson@london.gov.uk
Flood risk and sustainable drainage LP policy ref 5.11 – 5.13 Over heating and cooling LP Policy ref. 5.9 Flood risk and sustainable drainage LP policy ref 5.11 – 5.13 Water efficiency LP policy ref. 5.14 and 5.15	Interventions including improved metering, repairs and water efficiency installations Sustainable urban drainage systems (SUDS) that manage surface water These can include green infrastructure based measures like rain gardens, permeable paving, swales, reed beds, attenuation ponds etc. – and green roofs	Water and cost savings Improved amenity and wellbeing Increased resilience to extreme weather, reducing local temperature in heatwaves, attenuating rainfall during storms to reduce localised flooding etc.	Drain London – flood risk management: http://www.london.gov.uk/priorities/environment/tackling-climate-change/drain-london Delivering SUDS: http://www.susdrain.org/delivering-suds/ Water sensitive urban design: http://www.susdrain.org/files/resources/ciria_guidance/wsud_ideas_book.pdf Thames Water programmes: http://www.thameswater.co.uk/about-us/11462.htm	Flood risk Kevin Reid Kevin.reid@london.gov.uk SUDS and green roofs Matt Thomas matthew.thomas@london.gov.uk Water efficiency Alex Nickson alex.nickson@london.gov.uk
Waste reduction, reuse and recycling LP policy ref.	Innovative/zero waste building design. Waste minimisation and recycling plan for construction phase	Resource efficiency, innovation, designing waste out of products	Innovative design: http://inhabitat.com/trash-to-treasure-6-awesome-buildings-made-of-recycled-materials	Waste reduction reuse and Recycling Doug Simpson Doug.simpson@london.gov.uk

Environment Opportunity	Examples/asures	Benefits	Support available/ case studies/examples	Contact
5.16-5.22	<p>Procuring and donating used furniture and fittings; using reusable/recycled building materials. Supporting local reuse schemes</p> <p>Introduce waste reduction measures, recycling policy and collection schemes</p> <p>Explore communal waste/recycling storage and collective contract arrangements with HS neighbours</p>	<p>Lower procurement costs and social benefits</p> <p>Reduced costs though less waste, lower contract costs/hassle, improved street scene</p> <p>Safety and air quality improvement from less waste collection vehicles</p>	<p>Procuring and donating used products: www.globechain.com https://www.warp-it.co.uk/ www.londonreuse.org</p> <p>Reducing food waste: http://www.lovefoodhatewaste.com/ http://www.foodsave.org/</p> <p>Collective waste contracts In-midtown and London Bridge BIDS</p>	<p>FoodSave Adam Batchelor Adam.batchelor@london.gov.uk</p> <p>BIDS and collective contracts Mitch Steprans, In midtown BID Camden mitch@inmidtown.org Shane Clarke, Team London Bridge BID shane@teamlondonbridge.co.uk</p>
Greener , cleaner neighbourhoods LP policy ref. 5.10 and 7.15	<p>Increasing tree canopy cover</p> <p>Greening of the public realm through pocket parks and green links</p> <p>Taking positive action to reduce litter, graffiti and anti-social behaviour</p>	<p>Shade, aesthetics and localised air quality improvements</p> <p>Improving public realm with green infrastructure to ameliorate the impacts of climate change, improve air quality and encourage public participation in management of amenity spaces</p> <p>Safer, cleaner streets</p> <p>Community engagement</p> <p>Better high street experience</p>	<p>Trees in the Hard Landscape: http://www.tdag.org.uk/uploads/4/2/8/0/4280686/tdag_trees-in-hard-landscapes_september_2014_colour.pdf</p> <p>Green infrastructure: http://www.landscapeinstitute.co.uk/PDF/Contribute/2013GreenInfrastructureLIPositionStatement.pdf</p> <p>Community engagement for cleaner, greener safer streets and open spaces:- Pocket Parks: http://www.london.gov.uk/priorities/environment/greening-london/improving-londons-parks-green-spaces/pocket-parks</p> <p>Groundwork – Creating Better Places: http://www.groundwork.org.uk/Sites/london/</p>	<p>Green infrastructure Peter Massini Peter.massini@london.gov.uk</p> <p>Greener and cleaner Katrina Ramsey Katrina.ramsey@london.gov.uk</p>

Environment Opportunity	Examples/measures	Benefits	Support available/ case studies/examples	Contact
Air quality LP policy ref. 7.14	<p>Measures to reduce exposure to air pollution which could include:</p> <ul style="list-style-type: none"> Contractors implementing dust reduction measures for street works Screens between the source of pollution (i.e. busy roads) and people (i.e. playgrounds or pavements). Screens could be: green walls, trees, planting or hedgerows Consider screen positioning – anything that increases the distance between the source of pollution (the road) and people will help to reduce exposure as pollution dissipates rapidly. A small distance can make a big difference Positioning seating or other amenity areas as far as possible from the source of pollution (avoid placing benches on the edge of busy junctions, for example) <p>Reduced emissions of air pollution at or near High streets, from measures such as:</p> <ul style="list-style-type: none"> Providing cycling infrastructure (such as cycle parking or secure cycle parking) 	<p>Improved public health and reduced health related costs</p> <p>Increased awareness of air pollution</p> <p>Enhanced high street quality experience</p> <p>The visual impact as well as the reduction in pollution levels may encourage more walking and cycling (by making these options more attractive)</p> <p>Less vehicles reducing traffic and improving safety</p> <p>Potential cost savings on deliveries</p>	<p>pages/Category/creating-better-places-lon</p> <p>Mitigating air pollution: http://www.llecp.org.uk/</p> <p>http://www.tfl.gov.uk/cdn/static/cms/documents/role-gi-pmpollution.pdf</p>	<p>Air Quality Poppy Lyle Poppy.lyle@london.gov.uk</p>

Environment Opportunity	Examples/measures	Benefits	Support available/ case studies/examples	Contact
	<ul style="list-style-type: none">• Using low or zero carbon delivery services, including cycle-deliveries• Reducing parking or limiting parking to only lower emission vehicles• Signage to discourage vehicle idling			

APPENDIX 3

ELIGIBILITY AND EVALUATION CRITERIA GROWING PLACES FUND, ROUND 3

Criteria and Scoring Framework

All projects in Round 3 will be assessed against the following eligibility and evaluation criteria:

Criteria	Description	Score (Y/N)	Weighting
Eligibility and minimum requirements	Does the business case offer a reasonable repayment to the fund in the light of all the other costs and benefits?	Y/N	N/A
	Would the requested loan be likely to be state aid compliant?	Y/N	N/A
	Is this a capital project?	Y/N	N/A
	Secured match funding or has secured additional up-front investment from partner(s)	Y/N	N/A
	Does the bid clearly support the delivery of one or more of the core themes (and their respective priority areas) in the LEP's London 2036 report?	Y/N	N/A
	Skills and Employment: Does the bid deliver direct and measurable long-term economic growth, skills training and/ or private sector employment?	Y/N	N/A
	Has the bid provided a full set of key documents as appendices to qualify for consideration (in line with appendices requirements outlined in prospectus)	Y/N	N/A
Criteria	Description	Score (0-5)	Weighting
Rationale and strategic fit with LEP priorities			25%
	Strategic fit with the LEP's priorities in the London 2036 report*	0-5	35%
	Contribution to the priorities and outcomes in the LEP Jobs and Growth Plan (2013)* and/or responds to the Mayor's London Plan	0-5	15%
	Robustness of business case in addressing market conditions and market failures	0-5	25%
	Evidence of significant private sector involvement/support	0-5	25%
Measurable outputs, outcomes and benefits			25%
	Overall impact, including measurable long-term economic growth and/or private sector employment and wider economic impact	0-5	50%
	Clear explanation of how the project will contribute to delivering the Mayor's London Plan environmental policies	0-5	20%
	Leveraging of additional investment	0-5	30%
Value for money			15%
	Cost benefit analysis	0-5	50%
	Strength and validity of the net economic benefits and quantity of benefits in the business case	0-5	50%
Deliverability of proposed project			35%
	Bid clearly demonstrated how they will deliver the project and early delivery	0-5	20%
	Strength of the financial and commercial business case	0-5	10%
	Bid demonstrates good financial capacity, organisational capacity and governance arrangements	0-5	10%
	Bid demonstrates realistic planned programme and clear and robust risk register and mitigation strategy	0-5	10%
	Robustness of repayment mechanism and early payback	0-5	40%
	Evidence and level of support from public / private partners, and levels of existing involvement between partners	0-5	10%

Scoring

Score	Allocation Description
5	Excellent, meets criteria exactly
4	Good, most aspects of criteria are met
3	Satisfactory, not met exactly but acceptably
2	Poor, criteria not met and unacceptable
1	Unsatisfactory, no real evidence
0	No Response

LEP Objectives (London 2036 report and London Jobs and Growth Plan)

London 2036: An Agenda for jobs and growth report:

Cementing existing leadership: The Global Hub

1. Stay open for business: strengthen London's voice on national policies that could put London's status as the global hub for business and finance at risk: particularly immigration and the UK's relationship with Europe.
2. Increase focus on emerging markets: develop new approaches and radically step up promotion to win emerging market investment, business, visitors, talent and students, starting with Asia.
3. Improve global access: accelerate the creation of aviation capacity in the South East and improve the visa system for global visitors.

Fuelling more diverse growth: The Creative Engine

4. Train more technical talent: respond to market shortages of technically capable workers by improving education and training at all levels from school through to adult education.
5. Improve digital connectivity: ensure high speed, affordable, secure and resilient digital connectivity across the whole of London.
6. Will create the conditions needed to support the growth of SMEs by stimulating innovation, strengthening internal capacity and capability building and improve other key enablers of business success where interventions can have the greatest impact

Addressing weaknesses: The City that Works

7. Secure long-term infrastructure investment: negotiate greater devolution of taxes raised in London and expand London's ability to capture the uplift in property values from transport investment.
8. Accelerate housing delivery: improve incentives, coordination, capabilities and resourcing across the GLA and the boroughs to increase dramatically the planning and building of new homes.
9. Develop Londoners' employability: dramatically scale up efforts to ensure that everyone who grows up in London is equipped to compete for jobs in a changing and increasingly competitive labour market.

London as part of the UK**

10. Support UK-wide growth: step up support to economic development across the UK, with a stronger role in promoting city devolution, forging regional co-operation and designing complementary growth strategies.

** Any bids addressing the 'London as part of the UK' priority area must be doing so in support of at least one of the other nine priority areas

Jobs & Growth Plan for London:

1. Raise skill levels and increase employment opportunities to ensure Londoners can compete for London's job needs
2. Champion small and medium sized enterprises to support and grow businesses
3. Support the digital creative, science and technology sectors to position the capital globally as a world leading hub
4. Encourage infrastructure investment into London to keep the city moving and functioning

Other formats and languages

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Chinese

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Hindi

यदि आप इस दस्तावेज की प्रति अपनी
भाषा में चाहते हैं, तो कृपया निम्नलिखित
नंबर पर फोन करें अथवा नीचे दिये गये
पते पर संपर्क करें

Vietnamese

Nếu bạn muốn có văn bản tài liệu
này bằng ngôn ngữ của mình, hãy
liên hệ theo số điện thoại hoặc địa
chỉ dưới đây.

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি
(কপি) চান, তা হলে নিচের ফোন নম্বরে
বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος
εγγράφου στη δική σας γλώσσα, παρακαλείστε να
επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυ-
δρομικά στην παρακάτω διεύθυνση.

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں
چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر
پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Turkish

Bu belgenin kendi dilinizde
hazırlanmış bir nüshasını
edinmek için, lütfen aşağıdaki
telefon numarasını arayınız
veya adrese başvurunuz.

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى
الاتصال برقم الهاتف أو مراسلة العنوان
أدناه

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ
ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਹੇਠ
ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં
જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર
ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

