

RESEARCH

LONDON
DEVELOPMENT
AGENCY

Procurement Development Programme
Interim Report
March 2005



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Disclaimer

This report was commissioned by the London Development Agency and undertaken by CSC Regeneration & Research Consultants. The views expressed in this report are those of the consultants and do not necessarily represent those of the London Development Agency. Whilst every effort has been made to ensure that the contents of the report are accurate, the London Development Agency does not accept responsibility for any errors.

1. REPORT OVERVIEW

This Interim Report provides an overview of the London Development Agency's Procurement Development Programme (PDP). It gives:

- an overview of what the PDP is and how it will benefit London's small & medium enterprises
- a summary of the main developments leading up to, and during the first year of the programme
- key messages and highlights from the work undertaken thus far
- the next steps to take the programme forward and build on the progress achieved to date.

This report draws together a selection of key findings from research undertaken during the first year of the programme in advance of the Full Stage One Strategic Report to be delivered in Spring 2005. The full report outlines all aspects of the first year research in detail and gives a comprehensive outline of programme delivery in the second and third years of the PDP.

2. WHAT IS THE PROCUREMENT DEVELOPMENT PROGRAMME?

The Procurement Development Programme is a flagship London Development Agency initiative which seeks to create greater opportunities for small & medium enterprises to effectively compete for the millions of pounds of contracts offered by major public sector and statutory bodies within London.

The programme specifically seeks to establish greater accessibility for SMEs within the procurement practices of the Greater London Authority and its functional bodies. These are:

- the Greater London Authority (GLA)
- the London Development Agency (LDA)
- Transport for London (TFL)
- the Metropolitan Police Authority (MPA)
- the London Fire & Emergency Planning Authority (LFEPA)

To achieve this, the PDP deploys a mixture of research, engagement, training and business development support over a three-year period. It will establish a legacy of influence within the procurement strategies and operational activities of the GLA Group; and will provide a bespoke programme of business diagnostics, mentoring, one-to-one consultancy and training for London's SMEs to improve their competitiveness and their ability to tender and win.

Whilst PDP is accessible to and of benefit to all London's SMEs, it is by design a targeted initiative which focuses on the needs of small and medium sized businesses led by people from Black and minority ethnic (BME) backgrounds¹ and other disadvantaged groups (including women, refugees, disabled people and young entrepreneurs) with specific programme beneficiary targets for each respective group.

The Greater London Authority (GLA) considers these groups to be significantly under-represented in its current procurement patterns, and recognises that SMEs led by disadvantaged groups are amongst the fastest growing drivers of economic growth within London.

¹ For the purposes of this research, Black & Minority Ethnic owned, or led businesses are considered to be those with over 50% shares of ownership or management.

3. THE NEED FOR THE PROCUREMENT DEVELOPMENT PROGRAMME

London's small businesses make an essential contribution to economic growth, employment and social well being within the capital, playing a vital role in both the economic and social regeneration agendas for London:

The roles of SMEs in the economic growth & regeneration in London

- The majority of businesses within London fall within the SME categorisation
 - 47% of London's businesses have less than five employees
 - 88% have 10 or fewer
 - only 0.5% of businesses have more than 200 employees².
- In 2003, small & medium enterprises accounted for approximately 45% of all employment within the capital and generated £227,359 million (40.7%) of all private sector turnover in London³.
- Small firms are acknowledged as key contributors to the regeneration plans for the UK's poorest and most marginalised communities and neighbourhoods. Business start-ups create wealth and employment opportunities locally, promote reinvestment in other goods and services offered locally and stimulate wider prosperity within a locality.
- Entrepreneurship can present important opportunities for individuals or groups who might otherwise be disadvantaged or excluded. For example, discrimination or disadvantage within the labour market is one of the factors inspiring members of Black and minority ethnic communities to start new businesses.
- London's SMEs are recognised as vital drivers of growth and innovation. BME-led SMEs and SMEs led by women in particular are regarded as key contributors to this growth.

The London Development Agency (LDA) has actively pursued its commitment to supporting the development of SME procurement skills both strategically through the **Fit To Supply** initiative and directly through the Supply London programme. Together with the findings of subsequent research and consultation activities, key recommendations from these activities highlighted the urgent need for a Procurement Development Programme, which would complement and enhance the progress made thus far and fulfil essential requirements of key LDA and GLA strategic agendas, including:

- **The LDA's Economic Development Strategy** action point 3.1.7 states: "The LDA will launch an initiative to explore the potential for equal opportunities procurement and contract compliance policies, working with the GLA Group and other public and private sector organisations and in the context of its obligations under national and European Law".
- **The LDA's Best Value Performance Improvement Plan 2002-2003**⁴ outlines the Agency's clear commitment to this initiative. The Review and Action Plan which have been developed as a key part of the Performance Improvement Plan have distinctly recommended that the LDA should establish a "scheme to develop the capacity of small firms".
- **The GLA's "Equalities for All Review"** published in March 2002⁵ states that "The LDA should be developing the capacity of small firms who find it difficult to comply with the GLA Group procurement frameworks".

The Procurement Development Programme is a direct response to the above action points. It draws together research into the procurement agendas of the GLA Group; practical evaluation of procurement development initiatives from the wider environment; and high-level business development support to help bridge the gap between demand and supply realms in the public sector procurement equation.

² The London Annual Business Survey 2003 – London Development Agency & Business Link for London (pp.21).
³ Small Business Service Analytical Unit.
⁴ (Page 34, Section 2.4)
⁵ Page 9, recommendation 4

4. HOW PDP WILL BENEFIT LONDON'S BUSINESSES

PDP can be considered to be the first demand-led initiative of its type which means that the training and business support package delivered through the programme is directly tailored to the actual procurement needs and practices of the GLA Group. Furthermore, it is intended that the programme's legacy will be the actual contracts won by businesses who have successfully completed the programme.

Achieving this legacy is an aim which has been addressed from the very beginning of the programme. Off-shoot development activities will take place as and when new opportunities arise to work towards this aim. An example of this is the delivery of high-quality targeted **Meet the Buyer** events which match specific procurement needs of GLA Group members together with SMEs with a product or service match to fulfill these needs.

Two hundred and fifty SMEs will initially be recruited to the training and business support programme in Spring 2005. The training and business support package offered through the PDP includes a mixture of mentoring, one-to-one consultation and training based on an initial diagnostic which identifies the needs, capabilities and potential for each beneficiary business. This package will also be officially accredited and recognised by the GLA Group.

The business support offered will cover a variety of themes pertinent to procurement and improving competitiveness for SMEs. The broad themes of the business support include the following.

- An introduction to public sector procurement.
- Identifying opportunities to supply the public sector.
- The tendering process and effective tendering.
- Diagnostics of procurement capacity.
- Forming consortia.
- E-procurement and the technology agenda.

Through the year-one research activity and the business support package, PDP will create the following benefits for London's SMEs.

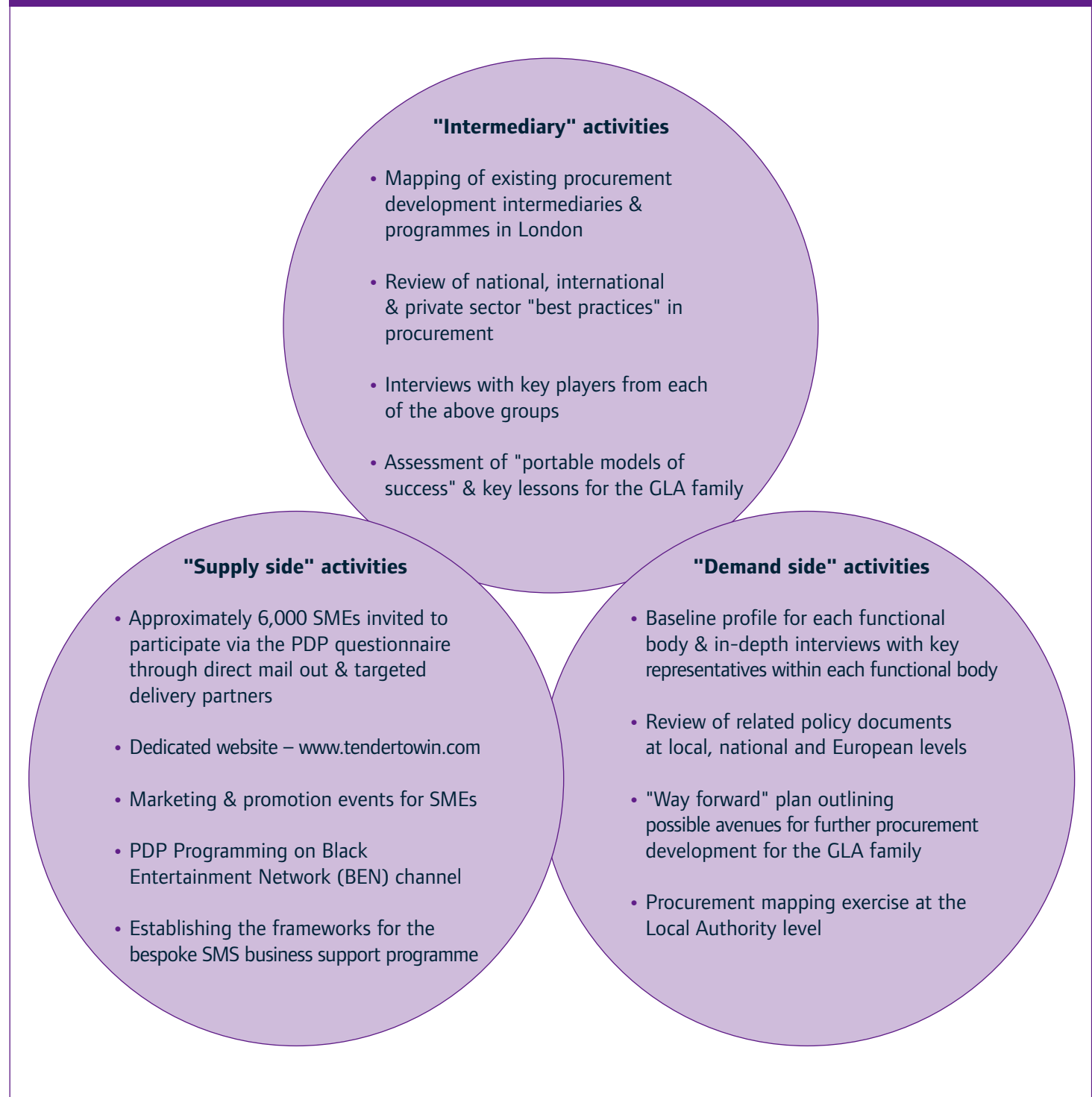
Benefits created for London's SMES through PDP

- Stimulate an increase in the number of SMEs accessing and winning contracts
- Create increased knowledge and understanding of public procurement processes by London's SMEs – more SMEs in London will become tender ready.
- Deliver transferable business skills which will improve the overall competitiveness of each business participating in the programme and its workforce.
- Provide a "sounding board" to reflect the real needs and procurement experiences of London's SMEs to influence public sector procurement policy decisions.
- Create a pathway to a more accessible public sector procurement environment for SMEs.

5. IMPLEMENTING & DELIVERING PDP

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Core PDP activities undertaken to-date



The LDA has commissioned the Nichols Consortium to help shape and deliver the Procurement Development Programme. The PDP Consortium is a team of active practitioners which combines the expertise of consortia members within the fields of SME and BME engagement, research and training together with a pan-London strategic partnership approach to delivery, which will open up new commercial opportunities for SME businesses throughout the capital. Four partners form the basis of the core delivery group:

- Nichols Employment Agency (NEA)
- CSC Regeneration & Research Consultants (CSC)
- Haringey Business Development Agency (HBDA)
- Enfield Enterprise Agency (EEA)

5.1 Progress to date

The second and third years of PDP will focus heavily on:

- marketing
- delivering business support
- monitoring the success and appropriateness of both the business support and the developing public sector procurement agenda
- reacting to these changes to ensure the programme content is current and useful.

Progress to date within the first year of PDP has been geared towards establishing the relationships, baseline research and marketing momentum necessary to develop the full Stage One Strategic Report which sets out the foundations for PDP, including the outcomes of all current research undertaken and the implications of this for the business support package and the GLA Group itself. The diagram on the opposite page illustrates the major activities which have taken in year one of the Programme.

PDP also involves a series of strategic partners representing business development agencies and special interest networks across London. These partners play vital roles in supporting the work of the core partners and in the delivery of the business support programme, ensuring that PDP can truly be considered a programme with pan-London impact.

6. KEY FINDINGS FROM YEAR ONE RESEARCH

6. KEY FINDINGS FROM YEAR ONE RESEARCH

- an overview of procurement within the GLA Group
- barriers to engaging with SMEs and BME-led SMEs faced by the GLA Group
- how the GLA Group addresses procurement development.

Key barriers & challenges to engaging with SME's through procurement

- **The Capabilities Of Monitoring Systems.** There are difficulties in actively identifying BME-led SMEs within the existing supplier base through existing monitoring systems. This means it is difficult to establish an initial baseline profile of which types of firms are already supplying the GLA Group and to assess the impact of supplier diversity initiatives upon the supplier base.
- **Contract size.** Many contracts offered by the GLA Group are too large for SMEs to effectively compete for and this may be difficult to change.
- **Engaging with SMEs.** Where are the SMEs and BME-led SMEs in categories relevant to us that can service our needs?
- **Guidance on assessment flexibility.** What balance can legally be drawn between inclusivity and lowest cost when choosing between competitive tenders within the framework of delivering best value?
- **The drive for rationalisation.** The governmental drive to reduce the number of suppliers to the public sector does not favour the use of SMEs as it aims to establish a supplier base which is made up of a smaller number of larger suppliers
- **Prime contractors.** How can the GLA Group's largest suppliers support the supplier diversity agenda further down the supplier chain?
- **Contract design.** The difficulty in developing terms and conditions within contracts that are favourable to smaller firms and support the supplier diversity agenda whilst upholding the legal regulations governing competitiveness and other best value concerns

6.1.1 An overview of GLA Group procurement

The GLA Group maintains a procurement budget of approximately £3 billion per annum, comprising a broad base of products and services which reflect the diverse scope, size of its functional bodies and the activities each undertakes. This represents a significant source of potential business for London's firms and a critical driver for economic growth and prosperity within the capital.

Procurement is implicit to each organisation's ability to deliver best value for Londoners, which means delivering value for money not only in terms of cost-effectiveness, risk minimisation and product quality, but also in terms of the positive social impacts that procurement spending can create as a means of economic re-investment. This must be achieved within a rigorous framework of statutory and legal stipulations such as the EU legislation concerning many categories of public procurement contracts above £153,376 which must be advertised in the Official Journal of the European Union (OJEU) and must adhere to prescribed and rigorous tendering processes.

With the aim of achieving best value, the GLA Group is continually seeking to review and develop its procurement policies and practice to create greater accessibility for all London's businesses whilst upholding legal and statutory requirements. The Procurement Development Programme will play a crucial role in working towards this objective.

Profiling the procurement protocols and practices of GLA Group is a key driver within the development of the PDP business support programme and will be profiled in detail within the full Stage One Strategic Report.

6.1.2 Barriers to engaging with SME's & BME-led SMEs

GLA Group representatives identified a series of barriers and challenges which prevent the functional bodies from engaging more with SMEs and BME-led SMEs in particular through procurement. The following table summarises the key issues they identified.

The above challenges are considered in depth in the full Stage One Strategic Report for PDP and will be considered further both within the Programme itself and through the ongoing equalities development agendas of the GLA Group.

How the research will shape the PDP

- Inform the business support programme offered to SMEs by identifying the needs and practices of GLA Group procurers.
- Inform the business support programme offered to SMEs by identifying the development needs and training/support delivery preferences of SMEs.
- Identify possible ways that the procurement policies, practices and engagement strategies of the GLA Group can adapt to create greater accessibility for SMEs.
- Identify synergies with the wider regeneration and procurement development agendas.

This section introduces the research methodology in more detail together with key findings from each of the three research elements outlined above and is organised into the following three sections:

- procurement within the GLA Group
- the experiences of Small & medium enterprises
- best practices from the wider environment

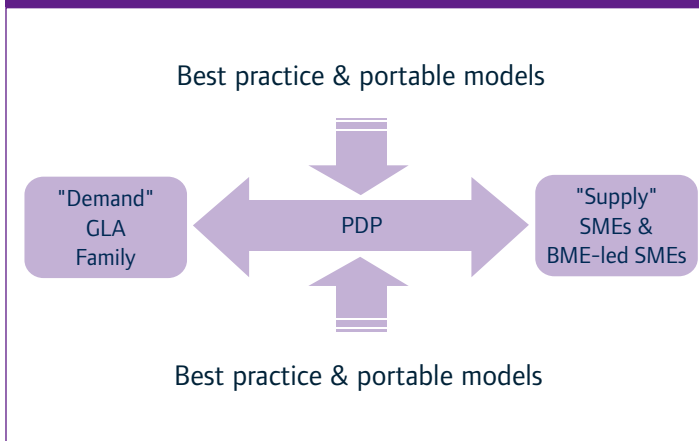
Each is considered in further detail below.

6.1 Procurement within the GLA Group

Profiling procurement within the GLA Group involved in-depth interviews with key representatives from procurement and strategic functions within the GLA and each of the functional bodies, which focused on existing procurement practices, initiatives undertaken to-date to engage with SMEs and BME-led SMEs through procurement, and possible ways that the engagement agenda could be furthered within procurement. This Interim report provides a flavour of the research findings and considers the following areas:

The summary of activities undertaken to-date introduced the three-tiered approach adopted to fulfilling the research needs of PDP.

How the three research elements will inform the development of PDP



The illustration above demonstrates how the research approach effectively captures information about both the demand and supply sides of the equation (the GLA Group as purchasers of goods and services, and SMEs as potential suppliers respectively). It also captures examples of best practice and portable models from local, national and international procurement development initiatives. The key findings will feed into the development of PDP and will develop the programme's ability to act as a "bridge between the demand and supply environments and actively enhance the ability of SMEs to secure contracts.

6. KEY FINDINGS FROM YEAR ONE RESEARCH

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6.1.3 How the GLA Group address procurement development

The GLA and each of the functional bodies have recognised the significant challenges faced in overcoming these issues and have pursued a number of procurement development activities which seek to champion equalities issues. Some of the key activities undertaken to date are outlined below.

Key procurement development activities undertaken by the GLA family

- Development of group statement of general principles – supplier diversity
- Action planning
- Communicating the procurement & evaluation process
- Engaging with the SME & BME business communities
- Opening up larger contracting opportunities for SMEs
Monitoring mechanisms
- Considering SMEs & BME-Led SMEs within contract design
- Working with the largest suppliers
- Capacity building
- Coordination

Development of Group Statement of General Principles – Supplier Diversity

The GLA Group has also recently formulated a statement of principles in relation to supplier diversity that is soon to be published. At the heart of the statement is the expressed intention to use its £2.9 billion spending power to increase the number of minority, women and disabled people's businesses that supply goods and services to the public sector. The group plans to develop a strategy and programme of work to achieve this and associated objectives.

6.1.3.1 Action planning

The development of a targeted Action Plan provides a distinct focus to the procurement development agenda and can raise its profile within the overall strategic direction of an operation. Action planning adds structure and measurability to the procurement development agenda; establishing aims and

objectives, milestones and expectations within a delivery framework of resources, responsibilities and timescales. This approach serves to structure the overall approach to procurement development and establish benchmarks of expectation which allow progress to be effectively managed.

6.1.3.2 Communicating the procurement and evaluation process

SMEs are often unable to establish a clear idea of what and how public sector organisations purchase. This means that they are unable to identify potential opportunities to do business with the public sector. Recognition of this issue has led to the publication of contracting opportunities, procurement process overviews, supplier requirements and frequently asked questions (FAQs) through Websites and other communications media.

6.1.3.3 Engaging the BME & SME business communities

The GLA Group has acknowledged the importance of a proactive approach to engaging with the SME and BME business communities and have pursued a variety of activities to deliver this engagement, including:

- assembling the Greater London Authority Procurement Advisory Group (GLAPAG)
- advertising new contracts in targeted press
- establishing links with business support agencies
- holding **Meet the buyer** events.

The GLA Group has acknowledged the important role that the consortium approach of core and strategic partners within the delivery of PDP can play in this area and will use the programme to support its engagement drive.

6.1.3.4 Opening up larger contracting opportunities for SMEs

Larger contracts that may otherwise be accessible only to major contractors may sometimes, depending on the nature of the contract, be broken up into 'lots' enabling SMEs to bid effectively for single or multiple lots. This is lawful provided this is not done with the intention of avoiding the EC threshold of £153,376 and consequent application of the relevant procurement directives and regulations and the rigorous procedural requirements contained within these. An example of this in practice is the award of the maintenance contract for City Hall, which allowed firms to bid for lots within the delivery requirement, such as the maintenance of

plants or cleaning for example. All lots were however advertised in OJEU and therefore remained subject to the relevant directives and regulations.

Additional measures to achieve greater accessibility, could include providing additional targeted SME-centric advertising which would further enhance accessibility for SMEs.

6.1.3.5 Monitoring mechanisms

The GLA Group acknowledges that an essential element of pursuing a procurement development agenda is the need to establish monitoring systems that allow each organisation to capture a profile of its supplier base (including size of business and ethnic diversity) and monitor changes in the supplier base over time. Several organisations within the GLA Group have sought to pilot this development by administering questionnaires to suppliers. It is believed that the introduction of SAP (or similar) supplier management software and new clauses within pre-qualification questionnaires and tendering requirements will further integrate this element into standard routine.

6.1.3.6 Considering SMEs & BME-led SMEs within contract design

The GLA and each functional body identified the need to exploit flexibility within the design of contracts to create conditions that were more favourable to SMEs and BME-led SMEs. This could include lowering threshold requirements for performance metrics (such as annual turnover) or commercial insurance as well as stipulations which promote the inclusion of these businesses in the decision making process. Whilst certain thresholds have sometimes been lowered to promote inclusion, all functional bodies felt that this was a difficult and grey area given the legal frameworks and restrictions within which public sector procurement operates but are keen to explore the issues and potential further.

6.1.3.7 Working with the largest suppliers

A significant tranche of public sector spending is with large organisation which then act as Prime Contractors or Master Vendors who sub-contract elements of delivery to other firms. The GLA Group recognises that there is a role to play in working with its largest suppliers to identify opportunities within the second and third tiers of the supply chains (subcontractors and suppliers to the prime contractor) to explore the procurement development agenda.

This is an area which has its roots within private sector supply chains. Large organisations consider their largest suppliers as extensions of their business with shared responsibility and a vested interest in the ongoing success of the organisation. Such relationships have been proven to work

when there is a cooperative approach taken to partnership development which considers mutual needs and benefits for each organisation whilst working towards a shared aim.

The portability of this idea for the GLA Group is in its infancy at present although functional bodies have made efforts to press larger suppliers to explore their diversity agendas. Again this area does include unique legal considerations because the functional bodies are public sector organisations; but the sheer scale of procurement activities with large private sector suppliers illustrates the importance of investigating this opportunity further. The GLA Group statement of principles on supplier diversity expresses a commitment to work with its suppliers to establish the contributions that those businesses can make in the supply chain to develop and support initiatives geared at opening up private sector supply chains to achieve diversity.

6.1.3.8 Capacity building

There is a recognition that the changing roles and responsibilities of demand-side procurement practitioners will require a package of tailored training and support to assist these individuals with the operational implications of the equalities agenda within procurement. As this field is currently experiencing a period of considerable development there is a need to ensure that procurement practitioners are involved in this process and do not feel alienated from the decisions which affect the way they do their jobs.

The GLA and the functional bodies have acknowledged the importance of this and have reflected this through demonstrating a commitment to integrating a programme of support for their respective professionals. Research undertaken as part of the PDP has drawn upon examples of best practice from the wider field to identify a number of suitable approaches to fulfilling this requirement.

6.1.3.9 Coordination

Whilst there is an overall commitment expressed to procurement development by the GLA and the functional bodies, variation in the scope and nature of organisations within the GLA family has meant that different stages of development have been reached in each case.

This research has revealed that there are best practices which can be shared and there is a case for an increased level of overall coordination, guidance and support to be introduced to facilitate the coordination of procurement development activities. Procurement officers within the GLA Group have begun to come together through the Greater London Authority Procurement Officers Network (GLAPON). The network has made positive progress but there is a recognition that a more strategic level of coordination is

6. KEY FINDINGS FROM YEAR ONE RESEARCH

required to exert the necessary strategic level changes that procurement development requires.

A number of possible ways to build on the progress made thus far whilst capturing and harnessing some of the best practices identified through PDP are considered in section 11 of this Interim report.

6.2 The experiences of small & medium enterprises

The views, experiences, business profiles and support needs of London's SMEs were captured through an in-depth procurement questionnaire. The questionnaire also served as a gateway pre-requisite for any organisations wishing to take part in the business development phase of the programme.

The SME procurement questionnaire was administered through PDP Consortium core partners and a number of selected support organisations ensuring that the opportunity to participate was extended to SMEs across the capital and that SMEs from the target beneficiary groups of PDP were effectively engaged. Over 6,000 businesses were given the opportunity to participate in the questionnaire. They were able to access and complete the questionnaire through a series of coordinated communications channels to effectively ensure that all efforts had been made to engage SMEs and BME-led SMEs in particular in this aspect of research. These channels included the following.

- Direct distribution through a targeted mailing to 3,400 SMEs across the capital, stratified by location to deliver balanced pan-London coverage
- Distribution at SME and BME business events.
- Inclusion in the newsletters or targeted mail-outs of PDP strategic partners and other organisations with active links to the target beneficiary groups.
- Available to download via the LDA website and the tender to win website, and to be completed online at the CSC website.

The findings of the SME procurement questionnaire fulfil a key element in bridging the demand and supply side realms, effectively shaping both the training, mentoring and business support offered to SMEs; as well as providing valuable input into the procurement development strategies of the GLA Group.

This Interim Report considers some of the early findings from the SME research; using a representative sample of 315

respondents to provide a flavour of the views, profiles, experiences and development needs of London's SMEs. This includes the following aspects:

- respondent profile
- creating business and winning new contracts
- business development.

6.2.1 Respondent profile

- Just under half of all respondents (42.2%) considered their business to be Black & minority ethnic owned or led⁶
- a further 52.2% of respondents did not consider this to be the case
- 5.7% of respondents declined to comment.

Of the 315 small & medium enterprises considered in the sample:

- the largest proportion of respondents had 10 or fewer employees (representing 54.1% of respondents)
- a further 30.9% had between 11 and 50 employees
- 9.4% had over 50 employees.

BME-owned firms which responded demonstrated a higher proportion of very small firms:

- 72.6% had 20 or fewer employees
- 17% had between 11 and 50 employees
- only 5.9% had more than 50 employees.

The largest proportion of all SMEs reported an annual turnover in excess of £1 million (28.7% of respondents). Focusing on the responses of BME-owned firms alone revealed that the largest proportion of these generated an annual turnover of under £50,000.

In all cases however there was a spread across all response categories which demonstrated that businesses at varying stages of their development lifecycle had responded to the questionnaire. Tabulating turnover against length of trading revealed a correlation between length of trading and turnover which is commensurate with the usual growth cycle of businesses.

6.2.2 Creating business and winning new contracts

Respondents were asked to outline how new business is won, with particular focus on their experiences of tendering for public sector contracts. This information will feed directly into the design of the training and mentoring element of the

⁶ A business with over 50% BME shares of ownership or management.

6. KEY FINDINGS FROM YEAR ONE RESEARCH

PDP; which will include tailored support for SMEs with little previous experience of tendering as well as businesses with more experience.

The largest proportion of businesses (32.1%) had yet to tender for contracts from either the public or private sectors, this proportion was higher for BME-led SMEs where 44.4% of these respondents have yet to enter a competitive tendering process.

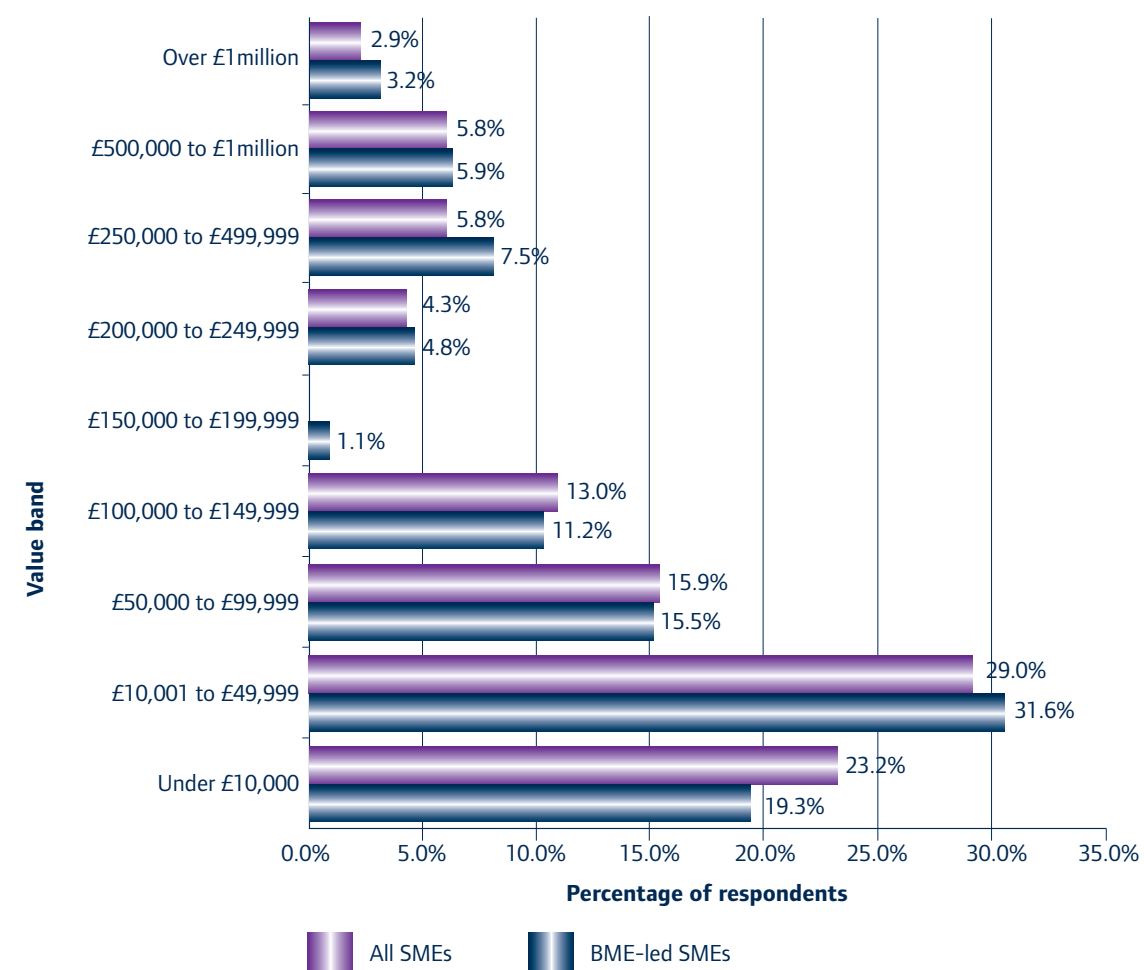
Of the respondents which had previously tendered for work, the largest proportion had targeted contracts valued between £10,001 and £49,999. The graph below illustrates the range of contracts targeted for all respondent firms and for BME-led SMEs in particular.

The distribution of the graph highlights the significance of relatively low-cost contracts to stability and growth within the SME sector, whilst the breadth of all responses illustrates the variety in commercial scale and scope inherent within the categorisation of a small and medium enterprise.

- The largest proportion of respondents (45.1%) had yet to win new contracts through a competitive tendering process
- a further 28.9% of respondents said that contracts of this nature accounted for up to one fifth of annual turnover
- 24.5% generated between one fifth and all of their annual turnover in this way.

The proportion of BME-led SMEs winning contracts through a tendered process was smaller than that of the overall sample:

Average value of contracts tendered for



6. KEY FINDINGS FROM YEAR ONE RESEARCH

- 59.4% of respondents had yet to secure a contract in this way
- 18% secured up to one-fifth of turnover in this way
- a further 21.9% stated that between one fifth and all of annual turnover was secured through tendered competition.

Focusing specifically on the public sector:

- approximately half of respondents (45.7% of all SMEs and 54.9% of BME-led SMEs) had yet to win public sector contracts
- a further 17.68% of all SMEs and 9.8% of BME-led SMEs said these contracts made up five percent or less of annual turnover
- 13% of all SMEs and 14.4% of BME-led SMEs stated that contracts with public sector bodies made up over half of annual turnover.

Considering these results in light of organisational growth, it appears that a majority of firms which rely on public sector contracts as significant contributors to annual turnover have enjoyed growth within this area. This supports the case that some small businesses are effectively able to service the needs of the public sector to standards equal or superior to larger incumbents.

Respondents were asked to identify what they considered to be the main barriers they faced when seeking to secure public sector contracts. The following illustration outlines the most frequently cited barriers by all SME respondents and by BME-led SMEs in particular.

The main barriers faced by SMEs when seeking to secure public sector contracts (Ranked: 1 is most frequently cited)

All SMEs

1. "Don't know what is available"
2. "Don't know how to achieve 'approved provider' status"
3. "Lack of opportunity to meet the decision makers/buyers"
4. "Insufficient knowledge of the formal tendering process & contractor expectations"
5. "We have not tried to win this type of tender before"

BME-led SMEs

1. "We are a 'new' company and don't have a long established trading record" Tied with "Discrimination of some type"
2. "Do not meet the Health & Safety requirements"
3. "Payment terms offered are not suitable for my company"
4. "Don't know how to write a formal tender"
5. "Don't know how to make a formal presentation" Tied with "No sub-contracting opportunities are available on large contracts"

*Further research is required to identify the type of discrimination being faced.

The issues surrounding barriers to engagement are to be considered in further detail in the full Strategic Report; which will yield significant implications both for the training and support offered to SMEs through the programme, and for the future procurement policy decisions of the GLA Group.

Firms which had secured public sector contracts previously were asked to identify where they had initially learned of these tendering opportunities. Over half of SMEs and BME-led SMEs stated that they had become aware of these opportunities through direct invitation or personal contact. The internet and trade magazines were also relatively popular sources of new opportunity used by 16.2% and 17.9% of respondents respectively whilst general newspapers, intermediary agencies, cold calling and other businesses were also cited as sources.

Over half of all BME-led SMEs which had previously won public sector contracts felt that an established trading record and company experience was crucial to this success. This draws interesting parallels with the main barrier identified by BME-led SMEs which illustrated that a lack of trading record was considered as a major issues which prevented these firms from securing public sector contracts. This could suggest that many newer businesses would not consider public sector contracts as a viable area of potential business until early growth had been achieved through other client types.

6. KEY FINDINGS FROM YEAR ONE RESEARCH

6.2.3 Business development

Small businesses recognise that business development investment such as quality assurances and training are highly effective tools when seeking to increase their competitive edge and win contracts. The SME Procurement Questionnaire sought to identify in detail the business development activities and needs of respondent organisations. This was to help ensure that the training and mentoring support delivered through the PDP is tailored to the needs and practicalities of SMEs and BME-led SMEs.

Business development and quality assurance achievement is recognised by many SMEs as a way they can demonstrate organisational robustness and perform more competitively in risk assessment analysis against larger competitors in the tendering process. Limited finance for training expenditure meant that a significant proportion of respondents had looked externally to business support services to meet their additional training and business development needs. For example, over 60% of SMEs and BME-led SMEs had used the services of London Business Links before and approximately 19.7% had used the services of Enterprise Agencies, the proportion of BME-led SMEs using these services was higher at 37%.

However, only a small proportion of firms indicated that they currently held, or were working towards achieving the major quality accreditations such as ISO 9000. This is because the time and financial investment required to achieve such accreditation is beyond the means of many SMEs. It also indicates that the business case for achieving accreditations may not be fully recognised by SMEs.

It is essential to deliver the business support element of PDP in a way that is both accessible and relevant to target SMEs. The following table outlines the most frequently identified barriers and reasons which would prevent SMEs and BME-led SMEs in particular from effectively engaging with a business support programme. The design of the PDP's business support package will take these issues into account to ensure that maximum accessibility can be achieved for the programmes target businesses.

The main barriers which prevent SMEs from engaging with business support (Ranked: 1 is most frequently cited)

All SMEs

1. "Insufficient funding available to cover costs"
2. "Insufficient staff resources available to commit to training" Tied with "Don't know what is available"
3. "Support offered does not reflect the needs of my company"
4. "Support used before hasn't helped my company access new business"
5. "Training and support often goes into too little detail to be useful or is too general"

BME-led SMEs

1. "Insufficient funding available to cover costs"
2. "Don't know what is available"
3. "Insufficient staff resources available to commit to training"
4. "Support offered does not reflect the needs of my company"
5. "Support used before hasn't helped my company access new business"

Respondents were asked to identify the particular types of business support which they considered would help them tender more effectively for public sector contracts. The following illustration outlines the most frequently cited types of support required by SMEs and BME-led SMEs in particular.

6. KEY FINDINGS FROM YEAR ONE RESEARCH

The responses illustrate a need for high quality support which focuses on the more technical aspects of tendering and business growth. It also suggests that many firms are able to meet their generic business support needs either internally or through existing business support agencies.

Support required by SMEs to compete more effectively for public sector contracts (Ranked: 1 is most frequently cited)

All SMEs

1. "The tendering and evaluation process"
2. "Completing tenders"
3. "Generating new business"
4. "Finding and engaging with customers"
5. "Effective marketing"

BME-led SMEs

1. "Completing tenders"
2. "The tendering & evaluation process"
3. "Negotiating contracts"
4. "Generating new business"
5. "Finding & engaging with customers"

The e-business agenda brings different challenges and opportunities for every small business. It was found that:

- just over two-thirds of respondents operate a broadband internet connection 11.7% accessed the Web via a 56k dial-up modem
- just under 2% had no Internet connection whatsoever.

Focus on the responses of BME-led SMEs alone reveals similar trends:

- 63.2% of firms operate a broadband connection
- 13.5% use a dial-up modem
- and just 3% are not connected to the internet.

Many firms believe that they do not yet have the systems and tools in place to fully develop competitive advantages through e-business. Whilst e-mail and traditional static websites were commonly used, electronic business tools such as interactive dynamic websites (such as online stores) and online banking had yet to be taken up by the majority. Turnover metrics illustrate that approximately half of SMEs (46.7% of all SMEs and 54.9% of BME-led SMEs) had yet to contribute to their annual turnover through online sales.

A majority of respondents were keen to integrate more dynamic uses of the Internet as a business tool into their business strategies, with most business citing a need for development training tailored to their individual needs.

6.3 Best practices from the wider environment

Increased recognition of the importance of procurement development policy in the fields of economic efficiency, best value and better regulation has led to an inevitable increase in activity around public sector purchasing. On local, national and international levels procurement has been acknowledged as one of the cornerstones of modern economic policy, pursuing financial effectiveness and acting as a conduit for local regeneration.

To ensure effective lessons are learnt and good practice is adopted at each stage of the development of the PDP, extensive research has been carried out to identify examples of practice which can influence developments in London either through established good practice or lessons learned in the development process. This Interim Report includes a snapshot of this work referring to examples with specific relevance to procurement activities in London. It focuses specifically on the following aspects:

- An overview of key practitioners and initiatives
- Capacity building SMEs
- Approving providers
- Improving communication
- Procurement portals
- Accessibility in the procurement process
- Other key areas of practice

6. KEY FINDINGS FROM YEAR ONE RESEARCH

6.3.1 An overview of key practitioners and initiatives

Research has focussed on a number of organisations with varying interests and foci under the rubric of public sector procurement. The diagram below lists these organisations, programmes and initiatives in relation to the geographic area.

Procurement Development Programmes and initiatives collated by geo graphic coverage area

Coverage area	Programmes & initiatives	
National	www.supplyinggovernment.gov.uk Source UK IDeA: Marketplace IDeA Procurement Fitness Programme NHS Purchasing and Supply Agency OGC Buying Solutions Centre for Research into Ethnic Minority Enterprise (CREME)	NHS Sid Black Enterprise DWP Unity Welsh Procurement Initiative National Minority Supplier Development council Inc. (USA) BT Procurement and Supply Chain
Regional	London Foodlink Project West Midlands Procurement Pilot Supplier Development East Midlands (SDEM) COMPETE	Houston Minority Business Council (USA) New South Wales Procurement Policy (Australia)
Pan-London	Fit2Supply Supply London Construction Partnerships London Remade	London Connects London Contracts & Suppliers Group (LCSG) & Select Database
Sub-Regional	Trade Local Cross River Partnership Supplier Network (Supplynet) Sustainable Food Initiative (South Gloucester)	
Borough	Haringey SME Pilot Corporation of London (Think Global, Buy Local)	

6. KEY FINDINGS FROM YEAR ONE RESEARCH

These programmes and initiatives do not only operate within the specific geographic category they have been assigned. A number of organisations also deliver procurement initiatives that cut across spatial boundaries and open up markets on both the supply and demand side. For example the NHS Purchasing and Supply Agency acknowledged that their local approach to purchasing was a flaw within its procurement activity because it tended to be focussed only on a local (each primary care trust) or national (through PASA) level.

To ensure that these two levels did not operate as separate entities a new regional level called Supply Management Confederations was developed. This was to enhance the benefits of collective purchasing at the local level and to link national strategic level decisions about trust level purchasing to create a more holistic procurement process.

6.3.2 Capacity building SMEs

If the PDP is to fulfil its potential in terms of community and local development and still remain an open and economically viable process, there must be equality in terms of the abilities of completing suppliers. To increase the potential of local SMEs entering the bidding process it is usually necessary to deliver training.

Both the West Midlands and Haringey Procurement pilots included specific training elements for SME businesses and procurers as part of their activities. Both programmes were considered successful and essential to the procurement development process locally. In both cases, it was suggested that training served an important function not only in terms of up-skilling, but also as a means of bringing businesses together and engaging them in subjects they would otherwise not discuss.

In London, the **Fit to Supply** programme has facilitated similar engagement in training amongst SME and BME businesses (80% of the 600 businesses engaged by **Fit to Supply** are BME owned). Activities have included business reviews, diagnostics, round table events and one to one advice sessions. Alongside Fit to Supply's success a number of key lessons have been learned which have pertinence to the PDP.

These are outlined below:

- Businesses must constantly engage with business support agencies
- Skills gaps need to be identified and addressed
- Soft skills should not be underestimated within the procurement development process.

As well as the specific training offered in the West Midlands and Haringey, the Society of Procurement Officers (SOPO) website offers practitioners an opportunity to keep a breast of relevant news stories whilst also communicating with each other via e-forums. This acts as a one-stop shop for procurement professionals allowing them to access information and discuss the following issues:

- events
- best practice
- job opportunities
- EU directives
- guidance on legal frameworks for smaller contracts.

The website also has a supplier area to aid discussion. However, this is a secure space, which gives users privacy but also limits access and this can be off-putting to first time visitors. The site also provides reports on specific procurement issues relevant to both procurers and suppliers.

6. KEY FINDINGS FROM YEAR ONE RESEARCH

6.3.3 Approving providers

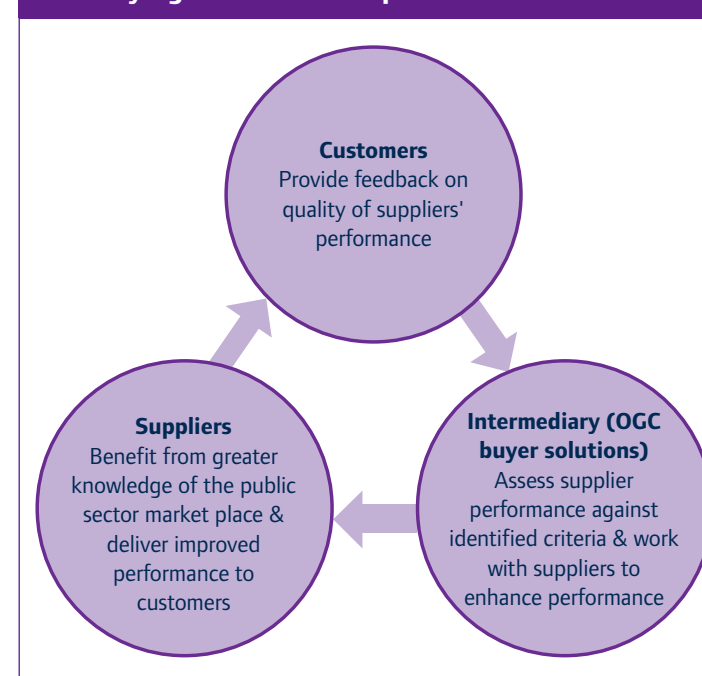
Capacity-building serves not only to enrich local supply chains but also to create an accepted standard for suppliers in a given geographical or business area. The next logical step beyond this is to develop a system of approving these providers via a recognised accreditation, thus creating a bank of recognised businesses and ideally a more efficient processes (through time savings at the pre-qualification and vetting stages).

One example of this is the Supplier Rating system at the Office of Government Commerce (OGC) Buying Solutions. To ensure that there is equality within the assessment process all suppliers are required to undergo assessment and marking against the same four criteria:

- Quality of customer service (possible 40 marks)
- Responsiveness to OGC (possible 20 marks)
- Delivery of consistent low costs (possible 20 marks)
- Provision of management information (possible 20 marks)

Following assessment those scoring below 70 are excluded from the approved provider process. Those scoring between 70 and 80 are requested to review their performance details and take corrective action. The OGC works closely with those scoring over 90 to strengthen relationships and identify future development opportunities. Ideally, this leads to a situation where best practice is not only the responsibility of suppliers but is also continually renewed as part of the self-assessment and review process. This process is illustrated below.

OGC Buying solutions best practice model



This programme has worked well for OGC buying solutions within their broad areas of purchasing – IT and Telecoms, Energy Buildings and Contents and Service and Support Arrangements. However, this also potentially creates an 'elite' amongst suppliers which could exclude some SME and BME businesses who may not be able to consistently meet the standards expected of approved providers. To counter this, unsuccessful organisations are informed of the reasons why they were not contracted and given contact details of the successful organisations to facilitate the development of further service agreements within the contract itself.

6.3.4 Improving communication

It is widely acknowledged that good communication is vital for supply chain development and the procurement development process. Developing solid routes of communication and creating space for suppliers to interface (both physically and electronically) is the starting point for developing new purchasing and partnership relationships and infiltrating existing supply chains.

In the USA, practices to encourage the development of networks of and to improve communications between businesses are more developed than in the UK. This allows us a useful insight into successful developed methodologies and consideration of their viability for London. The Houston Minority Business Council (HMBC) (which operates specifically as a conduit for network development and procurement) is recognised as an example of good practice on a state-wide level. Examples of their established programme of events are outlined below:

HMBC's methods of developing networks & including communication

- Business opportunities conference – This shows the benefits of links between SMEs and 'big business'
- BME mentoring programme – Certified BME businesses serve as mentors to new or existing BME businesses providing information and guidance in an increasingly competitive marketplace.
- Primary contact list – List members agree to share procurement information so that maximum benefit is achieved from the process
- Corporate in-house training for BME businesses – Local corporations open their in-house training programmes to local MBE Businesses
- Corporate buddying program – Affiliate corporations with specific business strengths are matched to BME businesses with that area of weakness

6. KEY FINDINGS FROM YEAR ONE RESEARCH

Whilst EU legislation makes it impossible to guarantee the same avenues into procurement that are afforded to US businesses, these programmes could nevertheless be adopted for London's BME businesses.

It should be acknowledged that some similar provision already exists in the UK. The West Midlands SME2SME links companies through their website (www.2wm.co.uk) whilst Chambers On Merseyside Promoting Enterprise and a Thriving Economy (COMPETE) has held a variety of events to maximise the impact of Objective 1 funding on local SMEs. In addition, the LDA also provides local SMEs with advice and training on how they can harness the potential of new technologies to benefit their business through the 'E-start for Business' programme.

6.3.5 Procurement portals

Beyond general network development and business support, web based procurement portals are commonplace as a means of communicating opportunities to potential suppliers. However, these tend to promote opportunities above the OJEU threshold of circa £154,000 which may be too high to encourage the involvement of SMEs and BME businesses. As a result, the development of portals for contracts below the OJEU threshold is a key development area in procurement policy. Both the Haringey and West Midlands procurement pilots developed portals to specifically service the needs of small and medium sized businesses in their area.

- **The West Midlands Procurement Portal (OTOP)**

The OGC Tender Opportunities Portal is a website listing opportunities below the EU threshold using a platform developed by 'Openscape' at a cost of £6,000. When the pilot ended on the 30th June 2004, 73 opportunities had been advertised. The portal remains operational under the management of Advantage West Midlands and further opportunities totalling over £3 million in value have been added to the site. There are now 1500 suppliers on the system and companies are joining at a rate of 31 companies a day (the majority of which employ less than 10 people). Aside from the recruitment of businesses the portal has also developed a lobbying function with the aim of building a network of business support organisations. This network is then informed of any opportunities and acts as a broker, communicating opportunities to as wide a base as possible.

- **Trade Local**

Trade Local aims to break down the barriers between local businesses and the public sector whilst also encouraging local trade as a conduit for local regeneration. It provides more than the basic access to opportunities offered by OTOP delving into core services such as integrated training and promotional material to encourage new (particularly larger businesses) into the Trade Local Community.

In response to the findings of the pilots in both the West Midlands and Haringey the Small Business Service (SBS) and the Office of Government Commerce (OGC) are developing a new national web portal which is intended to be the main gateway to sub-OJEU contracts.

6.3.6 Opening up the procurement process to SMEs & BME-led SMEs

In the past, there has been a tendency to over complicate procurement activity, and this has hindered the involvement of BME and SME businesses. This has related not only to the language that is used in relation to procurement but also in terms of processes particularly in accessing existing supply chains and overcoming problems with the pre-qualification stage of selection.

Numerous pilots are being developed to investigate the viability of awarding contracts in 'lots' to facilitate the inclusion of small and specialist suppliers into large multifaceted projects. The Welsh Procurement Initiative (WPI) has carried out successful work around food procurement by resolving key issues around contract agreements and the calculations of whole life costings. The NHS is also playing a leading developmental role in the refining of contracts into 'lots' and subsequent framework agreements through their Supply Chain Excellence Programme (SCEP). SCEP breaks down existing contracts and provides information on current suppliers, delivery areas and price and quality to provide examples of how SMEs and specialists can access lower level contracts in the future.

Parallel to the work of SCEP, the NHS has also played an important developmental role in simplifying the pre-qualification processes through the Supplier Information Database (SID). This aims to rationalise the management of pre-qualification data during the procurement process, thereby reducing the administrative burden on potential suppliers to the NHS. This has arisen from the Agency's

6. KEY FINDINGS FROM YEAR ONE RESEARCH

'once only' principle, which seeks to minimise any replication of effort. Managing commercial information electronically via NHS-SID should:

- reduce the costs to business associated with providing this data
- improve speed and efficiency
- establish a single source of uniform supplier information across the NHS.

As an example of practice NHS-SID is certainly worthy of consideration. However, for such a system to be successful it would need to be developed in tandem with a programme of capacity building to ensure local SME and BME businesses are familiar with the system.

6.3.7 Other key areas of practice

This Interim Report covers a number of key areas relevant to procurement development in London, but there is a great deal of other work going on which could also benefit the area. Other notable developments which will be discussed at length in subsequent reports include:

- Procurement for Housing (PfH) who have created a successful membership led structure (with an overall management group and sector specific sub groups)
- The DWP (Department for Work and Pensions) Unity project which has refined tendering processes and established 15 new framework agreements for IS/IT services.

The initial 12 months of the Centres of Procurement Excellence (whose aims and objectives ally themselves very closely with the LDA PDP) will be monitored as their initial outputs become evident and best practice emerges.

The private sector is increasingly playing a more prominent role in procurement development activities. BT are at the forefront of developments in this area and have been awarded by the Chartered Institute of Purchasing and Supply (CIPS) for their innovative practices as a master vendor. As well as running business to business mentoring and business development meetings for BME businesses within their supply chains they also ensure that suppliers act responsibly, using various contract clauses and carrying out international supply chain assessments. Currently 79% of BT's top suppliers have signed agreements taking responsibility for managing issues relating to their supply chain.

Large private sector companies will continue to play an important role as 'business champions' and guardians of supply chains. The PDP's ability to work with these organisations will have a considerable effect on the future success of the programme.

6.3.8 Considerations for the PDP

All of the above activities reveal important lessons and ideas that can be learned and developed. Many of these have implications on activities in London and should be acknowledged within the development process. Below are a series of conclusions drawn from ongoing research work which are particularly salient London:

- Initial groundwork needs to be done to ensure that BME businesses and SMEs generally are in position to take advantage of contracts tendered by large public sector developments such as London 2012 and Crossrail
- The role of private sector businesses should not be underestimated. They should be included in the evolution of PDP from the first instance
- The demand and supply side of the procurement 'transition' need to be acknowledged as 'joined up' particularly in relation to capacity building
- Capacity building needs to go beyond specific operational issues and also address deficiency with 'soft skills' amongst local businesses
- A simple process is essential to engage both SME and BME businesses
- Development of an 'approved provider' qualification should not be to the detriment of involvement of SME and BME businesses
- Provision of a portal will not necessarily guarantee increased interest and input from potential suppliers. To gain maximum impact this must be accompanied by an e mail alert system
- New practices in procurement process such as PQQs and framework agreements must acknowledge existing local practices and specific technical elements within any shared policies

7. LEARNING LESSONS & DELIVERING CHANGE

7. LEARNING LESSONS & DELIVERING CHANGE

As well as feeding into the business support package offered to SMEs through the PDP, this research yields a series of best practice examples and portable models which could be assimilated into the GLA Group's wider procurement development agenda.

However, effecting change cannot be achieved by using a one size fits all approach. Whilst there are suggestions which include implications for all functional bodies, a uniform approach will not be appropriate as each must respond to a different series of challenges and delivery parameters whilst seeking to achieve best value for its citizens.

Outlined below is a selection of recommendations emerging from the year one research phase. These and other recommendations must be considered in more detail by the GLA Group to identify the best way to proceed in each case. Further development of these and other recommendations will be presented in the full Stage One Strategic Report. Recommendations considered include the following.

- Formalising the business case for SMEs and BME-led SMEs and identifying an empirical economic model to support the anecdotal arguments for using these types of suppliers
- Developing mechanisms for sharing best practice within the GLA Group building on the progress of GLAPON to consider both strategic and operational level developments in a way which effectively feeds lessons learned back into Group

- Supporting London's SMEs in contract design whilst maintaining rigorous adherence to the legal frameworks which govern procurement through further exploration of the following opportunities.
 - As part of the tendering process for "larger" contracts, requiring suppliers to outline how they will further the SME and BME development agendas of the GLA Group & monitoring delivery
 - Investigating the flexibility within the risk assessment and evaluation phases of supplier assessment to identify what weighting (if any) can be placed on using SMEs and BME-led SMEs in a competitive decision making process whilst upholding best value principles.
 - Identifying any flexibilities within the contract design (such as terms of payment offered or value of insurances required) which could realistically be adjusted to increase the accessibility of the contract to SMEs
- Exploring the feasibility of developing a proactive SME engagement strategy for lower value contracts which involves simpler procurement systems. For example this could involve developing a central brokerage "hotline" with a dedicated team to match low value procurement needs and potential suppliers. This would pursue the supplier diversity agenda whilst providing a fast and efficient service which would not add undue complexity or significant time delays to this area of procurement
- Developing the role of prime contractors and establishing a London wide standard of corporate citizenry to actively encourage the largest suppliers to support the PDP agenda. This must be founded in a cooperative spirit and based on an open assessment of mutual needs.

- Many private sector models have generated greater success within their supply chains by establishing Procurement as a Board level consideration, with the supplier base considered as an extended arm of the organisation. This approach needs to be similarly developed within the public sector, so that similar successes can be achieved.
- Developing the use of the PDP accreditation within the decision-making systems of the GLA Group is a necessary consideration. It needs to be seen how the accreditation will influence the evaluation of an SME's proposal when that firm is a holder of the qualification.
- Exploring the potential of hubs for public sector procurement in London (including creative hubs, innovation hubs, business development hubs and marketplace hubs, etc). This activity would take the GLA Group as the initial focus and could align with existing developments within the wider procurement area.
- Increased support for procurement professionals and contract designers within the GLA Group is essential to achieving the aims of the PDP. Procurement functions within the GLA and each of the functional bodies have demonstrated firm commitment to the supplier diversity agenda. This must be built upon by developing the tools, training and support mechanisms necessary to undertake detailed evaluations of equalities issues as procurement criteria. These mechanisms must be founded in practicable principles which add value to the decision making process whilst not unduly adding to the levels of complexity.
- Sectoral or project-based pilots focused on identified needs – e.g. TFL has identified a need to engage with more SMEs providing quantity surveying services, or the Cross Rail development – would provide suitable mediums to test the possibilities and applications of PDP ideas in a manageable way.
- Establishing GLA Group-wide standards for supplier monitoring could help move towards successful profiling of the supplier base, allowing resources to be shared and the foundations of engagement strategies to be harmonised, and assisting all functional bodies to learn from internal best practices already in development
- There is a role for the GLA Group to build on its commitments and the positive progress made to date by leading change within the wider public procurement arena. This includes challenging the apparent dichotomy between the need to aggregate the supplier base and the need to create greater diversity within the supplier base, which is inherent in national policy by championing the supplier diversity agenda whilst achieving best value in procurement.

Other languages and formats

A summarised version of this document is also available in large print, braille, on disk, audio cassette and in the languages listed below.

For a copy, please email communications@lda.gov.uk, telephone 020 7954 4500 or write to London Development Agency, Devon House, 58-60 St Katharine's Way, London E1W 1JX.

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર કોલ કરી અથવા નીચેના સંપર્ક સ્થળો.

Vietnamese

Nếu bạn muốn bản sao của tài liệu này bằng ngôn ngữ của bạn, hãy gọi điện theo số hoặc liên lạc với địa chỉ dưới đây.

Bengali

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

Greek

Αν θα θέλατε ένα αντίγραφο του παρόντος εγγράφου στη γλώσσα σας, παρακαλώ να τηλεφωνήσετε στον αριθμό ή να επικοινωνήσετε στην παρακάτω διεύθυνση.

Turkish

Bu broşürü Türkçe olarak edinmek için lütfen aşağıdaki numaraya telefon edin ya da adrese başvurun.

Chinese

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Arabic

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Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براؤ کریم نیچے دینے گئے نمبر پر فون کریں یا دینے گئے پتہ پر رابطہ قائم کریں۔

Punjabi

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CONNECTION

www.lda.gov.uk

Devon House
58-60 St Katharine's Way
London E1W 1JX

T 020 7680 2000

F 020 7680 2040