

TOTTENHAM SOCIAL IMPACT EVALUATION

INTRODUCTION

The Greater London Authority (GLA) is seeking to appoint a consultancy (or consultancy team) to undertake a study assessing the social impact of a range of GLA supported interventions in the Tottenham area. The study should seek to capture data and stories with a view to understanding whether interventions in Tottenham have delivered inclusive growth that provides opportunities for all local groups.

Tottenham has been a focus of Mayoral investment for the last 5 years. Working closely with LB Haringey and other stakeholders, public sector investment can be said to have catalysed a significant regeneration programme for Tottenham which is attracting major private investment and signalling a resurgence for the area as a place of choice for business and families.

Impact evaluations of GLA interventions have tended to be programme based and emphasised assessments of economic benefit. With the opportunity presented by a new Mayoralty and a renewed focus on equality of opportunity and inclusion, the GLA Regeneration Team are commissioning this study to gain a detailed understanding of the impacts of a variety of projects at different scales in a focussed geography. Furthermore, the commission seeks to pilot and develop a framework that can be applied to assess the social impact of place-based interventions across London.

BACKGROUND

Tottenham is a key area of change that is helping to deliver homes and jobs for London. The 2013 Upper Lea Valley Opportunity Area Planning Framework (OAPF) identified capacity for 10,000 new homes and 5,000 new jobs in Tottenham. The emerging Tottenham Area Action Plan sets the policy framework for delivering these new homes jobs. This capacity is made possible through coordination and investment into the public transport network - specifically the new station at Tottenham Hale, the Stratford Angel Road (STAR) scheme, planned upgrade of the West Anglia Mainline, and anticipated benefits of Crossrail 2. It is also a result of Housing Zone investment - which is enabling the delivery of infrastructure that unlocks key sites in the regeneration area.

Convergence is a key principle underpinning the OAPF. It aims to ensure that the regeneration of the growth areas does not result in isolated islands of prosperity, but will raise the social and economic well-being of this part of London as a whole. Tottenham is furthest ahead in the process. Good quality place-making, alongside the growth and diversification of the local economy needs to be informed by the positive qualities of Tottenham. The existing community needs be supported in securing the appropriate skills and opportunities to benefit from the process of change under way.

As early collaborators, GLA Regeneration with Haringey Council have been part of the process of shaping the ambitious programme of regeneration. As a result of these relationships and our position as the strategic authority - we have taken a lead on resolving strategic issues such as the limited train service in Northumberland Park; and coordinating GLA investment decisions such as the National College for Digital Skills. The public sector role has focussed on engagement on the quality of design, growing the local economy, skills and training and ensuring that regeneration delivers places that people can be proud of, and raises social and economic well-being in the Upper Lea Valley.

Tottenham has been the focus of significant GLA investment since 2011. Early investment through the Mayors Regeneration Fund (MRF) can be said to have catalysed a significant regeneration programme for

Tottenham which is attracting major private investment and signalling a resurgence for the area as a place of choice for business and families.

£42m has been invested in Tottenham since the riots. This includes:

£18m from the Mayor's Regeneration Fund

£10m Government Funding from the London Enterprise Fund

£14m match funding from LB Haringey (LBH).

The £28 million funding includes:

£2.5m for the Growth on the High Road Project to rejuvenate Tottenham High Road

£1.1m to invest in employment and training support

£3.6m to transform 639 Tottenham High Road

£18m for North Tottenham, including £3.5m to deliver new highways and parking improvements, £2.5m investment in a District Energy Network, £8.5m to transform the area immediately adjacent to the new Tottenham Hotspur Stadium, £3.5m investment in Tottenham Hale Station (Plus (£9m from the Council))

£2.6m for an Opportunity Investment Fund to invest in key sites on the High Street, informed by the findings of the Tottenham Physical Development framework.

Close working between the GLA and LB Haringey has helped to leverage significant private (£790m – THFC and current property development) and public (£282m) investment to deliver the regeneration in Tottenham. The primary sources of public funding are transport infrastructure (£152m), Housing Zone phase 1 and 2 (£99.8m), and Growing Places/BiS funding (£31m) for the National College for Digital Skills. A further £2bn private investment (future property development) is anticipated through the phase 1 Housing Zone.

The strategy has been set and in a number of parts of the Tottenham Regeneration Area the current focus is on either procurement or coordination of delivery partners. Other parts of the Tottenham Regeneration Area - along the High Road in particular - need to continue to evolve, building on existing strengths and recent successes, to create a high street that's fit for the future.

The stage of the process in Tottenham means significant investments have been made across a specific geography. This - combined with our strategic

function - presents an opportunity to look in detail at the impact of GLA investments and test and pilot an approach to evaluation that captures the wider social impact of the work we do in collaboration with local authorities.

Challenges Facing London's Local Economies and Places

The social value that results from the intrinsic qualities of London's places is under threat. The restructure of retail, employment land, places of learning and other civic institutions are on-going, if not accelerating. All of this will be further emphasised by advances in digital technology, which will continue to redefine the interactions among citizens, businesses, public services and every other component of London's local economies.

The impact of demographic change is beginning to be borne out all over the capital - by 2035 the number of over 60s in London is expected to increase to 2 million: the fastest growing demographic across the city.

London is a global city with a strong, growing economy. It attracts thousands of working age people to set up a life in the city, and offers most of its residents the opportunity to thrive. However, the chance of being in work varies widely across different groups, and relatively high proportions of Londoners are unable to access the job opportunities on their doorsteps. For instance, although London's unemployment rate is 6.1%, the unemployment rate for people from ethnic minority backgrounds and disabled people is 9.2% and 11.6% respectively.

Inequalities hurt individuals but they also hurt economic potential. Whilst London has experienced the highest growth in the country over the last 5 years, London is also the most unequal city in the UK for wage inequality. Inclusive growth is a concept that advances equitable opportunities for all segments of the population and distributes increased wealth among every section of society. It is important we understand what inclusive growth means so Londoners can improve their economic and social well-being and participate in shaping the future of their city. When applied to regeneration initiatives, inclusive growth will create opportunities for new and existing communities alike, and will foster a built environment that encourages and supports groups of different ages, ethnicities, and socio-economic backgrounds to interact with one another

As such it's imperative to assess strategic interventions and understand whether action is improving local economies so that they meet the needs of all Londoners. In turn this assessment will help to define and recommend future strategic initiatives.

This study forms part of the GLA's wider research to better understand the current challenges London faces in terms of changes in provision of accommodation, digital innovation and changing demography.

STUDY OBJECTIVES/ TASKS

The primary objective of this commission is to gather qualitative and quantitative data on the social impact of changes in the defined Tottenham area and determine the extent to which observed impacts are attributable to the range of GLA supported interventions delivered over the past 5 years.

This work will contribute to the GLA and local authorities' understanding of the social impact of regeneration interventions at different scales and inform future place based regeneration approaches.

Furthermore, in understanding the social impact of previous interventions, this study should recommend a framework for assessing and measuring the social impact of other ongoing and future activity.

The study will, for the specified area and range of listed interventions:

- Develop and agree a methodology for assessing their social impact with a clear and appropriate theory of change
- Build an understanding of the GLA supported interventions in the Tottenham area and other related investments that may have been catalysed as a result
- Working with the local authority, identify organisations and social groups that need to be engaged in this work – both direct beneficiaries of specific interventions and those for whom some indirect benefit might be expected.
- Conduct primary research, in accordance with a proposed and agreed methodology that seeks to understand the social impact of the specified investments – how they affected existing community assets or created new ones, what affect they have had on social capital and to what extent they have created inclusive opportunities.
- Analyse and interpret results from quantitative and qualitative data collected, making use of existing datasets from delivery partners
- Identify key lessons learnt as part of a coherent and comprehensive set of conclusions that can be used to inform future policymaking within the GLA and the development of future Regeneration funding initiatives.
- Make recommendations on a framework for assessing the social impact of similar place based interventions; including suggestions

on data or indicators that are deemed most appropriate, how to record and define baselines for this data and a methodology for collecting it.

The primary audience for this study will be political decision makers and policy officers at local authority and GLA level. However the final reporting output should be written and communicated in such a way that allows messages to be shared with a wider audience - be that powerful stories, statements, facts or figures. We welcome ideas that incorporate the use of other visual and aural media.

The final output should use clear, concise and accessible language.

Specific tasks:

Primary objective: To gather qualitative and quantitative data on the social impact of interventions in the defined Tottenham area and determine the extent to which observed impacts are attributable to the range of GLA supported interventions.

Secondary objective: The study has a wider aim to recommend a framework for assessing and measuring the social impact of regeneration in London. The framework should be accessible and usable by a wide range of partners.

1. Understanding the scale and breadth of the interventions:

Consultants should initially agree with GLA and LB Haringey officers the interventions that sit within the scope of this study. The list of projects in the scope will represent a range of GLA supported activity in the Tottenham area. This will be discussed and agreed with the selected consultant(s) at the inception of the work.

A suitable sample of direct beneficiaries and those who might have reasonably expected to be the beneficiaries of these interventions should then be identified. A robust methodology should be developed for gathering primary data from these beneficiaries and assessing impact which is attributable to GLA supported interventions at a local level.

2. Establishing an understanding of social value

Definitions of social value vary. This study takes it broadly to refer to the wider non-financial impacts of GLA supported interventions including the well-being of individuals and communities, social capital and the environment. Whilst this study does not expect a full social return on investment approach for the listed interventions, it does task the consultant to address the extent to which the agreed interventions have delivered against a spectrum of value measures. Some suggested quantitative and qualitative measures are outlined below but the consultant will develop a robust set of agreed indicators.

The study should identify the persistent challenges for communities in the study area and make an assessment as to whether these challenges have been addressed by public sector and other catalysed interventions. This should include an assessment of the demographic groups and how interventions have benefitted or failed to engage them.

Consultants should consider the social impact of the listed interventions – whether they have nurtured widespread local opportunity and outreach to existing communities. Other non-economic benefits such as environmental and health benefits may also be considered.

Suggested research measures:

- Trends in IMD indicators
- In-work benefit receipts
- % of local employment opportunities generated by interventions
- % of employment opportunities secured by existing communities
- Value of contracts issued locally
- Links into local business supply chains of newly formed or supported businesses
- Direct and indirect beneficiary perceptions
- Perceptions of non-beneficiaries

3. A framework for assessing social value

The consultant should provide recommendations for how to prioritise investments that can address the challenges identified in the study and therefore help deliver inclusive growth for London. It should suggest a

framework for project appraisal, design and evaluation that incorporates a range of social value and inclusion indicators.

Budget and timescale

£50K

The commission is to begin in September 2016 and deliver a final report in the fourth quarter of 2016-17.

Governance and reporting requirements

A steering group consisting GLA officers from the Regeneration Unit, the Diversity and Social Policy Team and GLA Economics and Intelligence and LB Haringey officers will oversee the commission with the purpose of facilitating the study and validating findings as they emerge.

Typically the steering group will meet at key stages (linked to the delivery of key outputs) to review progress as set out in the timetable and agreed in the detailed work programme. The consultant will be expected to present a progress report at meetings following an agreed reporting format.

References

Tottenham's Future consultation report (2014)

Tottenham Strategic Regeneration Framework (SRF, March 2014)

Tottenham SRF Delivery Plan (2014, updates published in 2015 and 2016)

Masterplans:

Arup Physical Development Framework (2014)

High Road West masterplan (2014)

Northumberland Park masterplan framework options (2015)

Tottenham Hale District Centre Framework and supporting strategies (2016)

Evaluation studies:

Mayors Regeneration Fund: interim monitoring and evaluation (2014)

639 Community and Enterprise Centre evaluation and forward strategy (2016)