

MAYOR OF LONDON

HIGH STREETS & TOWN CENTRES

APPENDICES

GOOD GROWTH BY DESIGN

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APPENDIX 1
EVALUATION
AND
MONITORING

EVALUATION APPROACHES THAT SUPPORT ADAPTIVE STRATEGIES

Evaluation and reflection is critical to understanding what works and the impact of adaptive strategies and projects on high streets, evaluation and reflection becomes a more important and fundamental approach. An honest approach which tracks failure as well as success can inform ongoing experimentation and help embed positive practices.

An evolved approach to evidence-gathering, insight, monitoring and evaluation of high street interventions and investments is needed to maximise their success and support the introduction of more innovative and open ways of developing 'adaptive' high street strategies. In turn this will support the case for a 'public value' approach advocated within this report. If high streets are to be considered through a more social or environmental prism, then it is important that approaches to evidence reflects this.

Understanding the value, importance, and performance of high streets has a fundamental role to play in informing future approaches to their management and investment approaches. Good evidence should not just be used to form a 'summative view, but also to provide insight in ongoing development.

This section provides a review of current approaches to monitoring and evaluation on high streets, focusing on the relative strengths and weaknesses. It provides guidance on how the process of evidence collection, research design and evaluation processes can itself evolve to support better insights and improved delivery.

Rationale for evolution of approach

The process of 'monitoring' and 'evaluation' has become synonymous with project administration and bureaucracy; a necessary burden which comes with the successful pursuit of public funding. However, the terms should be recast as a more dynamic creative process which gathers information and insights, empowering partners to improve and innovate. Monitoring and evaluation should be the foundation upon which new mission-orientated, public value seeking approaches are built and the basis for new provocations and challenge.

Although the Treasury Green Book, encourages a broader consideration of public value, the current appraisal guidance issued to support the government's Future High Street Fund, focusses heavily on land value uplift as the principle measure of impact. However, an approach focused on land value, which ignores the social and civic functions identified in this report, has the potential to undermine much of what makes high streets such valuable and important spaces for Londoners.

Current approaches to monitoring and evaluation

Who is measuring high street value and performance?

Value and performance is to a certain extent, measured by all actors involved in high streets. Most typically, this includes:

- Local authorities seeking to develop evidence to support plan making and to prioritise and understand the impact of investment.
- Town centre management agencies, such as Business Improvement Districts, seeking to understand their members, and to inform decision making regarding expenditure.
- Property agents, owners and investors collating evidence (typically financial) to inform their investment decisions.
- Businesses tracking footfall and turnover levels to inform business planning.
- Community interest and civil society groups, such as Neighbourhood Forums, collating evidence to inform lobbying or local plan making.

Despite this, the most common and consistent measurement of value and performance is done by the public sector, reflecting statutory and plan making responsibilities and the need for scrutiny and transparency on expenditure.

When is high street value and performance measured?

The process of measuring the value and performance of high streets can take place at several stages:

- General monitoring, where considering overall town centre performance, evidence has typically been collected on an ad hoc or periodic basis – usually to coincide with plan making timetables (e.g. Town Centre Health Checks to inform Local Plan development). However, increasingly some agencies (particularly BIDs) are adopting 'live approaches to data collections, using data platforms to provide a sense of metrics such as vacancy, footfall, and values on a day-to-day basis.

Collection of evidence can take place through-out the project lifecycle:

- Before project delivery commences, value or impact may be assessed at project design stage to support the case for investment or planning permission. This may take the form of a technical business case or impact appraisal, particularly for public sector projects.
- Impacts can be valued during project delivery. This is more typical in projects with longer timescales and often focuses on the tracking of core project deliverables and direct results. Larger public sector projects may include a formative evaluation to guide this process.
- Impacts are most typically measured at project completion. In many cases this is a one- off process at a certain interval after delivery is complete. For public sector projects, this is often integrated within an end of project 'summative' evaluation and usually takes place very soon after project completion.

How is high street value and performance currently measured?

There are a wide range of documents, frameworks and toolkits which provide guidance on how value and performance should be measured. These include the Government's evaluation guidance (The Magenta Book), The GLA's guidance on Evaluating Good Growth; industry specific guidance delivered by RIBA, RICS and UK Green Building Council (amongst others); and measurement tools such as TOMs and HACT Social Value Bank. These support current approaches to appraisal, monitoring, and evaluation and also decision making on investments and funding (particularly for the public sector).

Each element of this advice and guidance is useful and can be applied to different projects, potentially being brought to bear in considering adaptive strategies. The challenge is to use it in an agile way which responds to the diversity of actions and activities being delivered on high streets. This is not to say that this needs specific new guidance for high streets, but rather that public sector partners need to work together to ensure that those delivering projects are able to easily access the most appropriate guidance.

The diagram starting on the opposite page highlights the different tiers of advice and guidance and how these inform and relate to the process of monitoring and evaluation.

Measuring value and impact: Technical guidance

This chart outlines the various pieces of guidance which could be used to evaluate the impact of high street projects. This includes formal government guidance as well as thematic and programme-specific sources. Any future approaches to evaluation need to reflect on the practicality of these approaches, ensuring that the best elements are used to assess impact of investment.

Critical review

Focus:
Critical review of evaluations of public sector investment.

Examples:
What Works Centre for Local Growth.

Implications for high streets:
This work highlights the lack of robust evaluation of public sector investment. The focus is on technical impact evaluations.

Policy impact review

Focus:
Research to assess overall impact of policy / investment areas (e.g. investment in public realm). It can be based on bespoke research or aggregated findings of evaluations.

Examples:
Valuing the Benefits of Placemaking (CABE), the Value of Public Space (CABE), the Pedestrian Pound (Living Streets).

Implications for high streets:
They can provide useful benchmarks on value of investment, but can lack in robustness as the research is often based on relatively small samples. There is also a lack of consistency in use.



National Government Guidance

- Overarching technical guidance from national government on impact assessment, appraisal, and evaluation.
- The **HM Treasury Green Book** sets out fundamentals for robust economic appraisal.
- Supplemented by supporting guidance documents such as the **Magenta Book** (focus on evaluation) and theme specific guidance such as Department for Transport WebTAG (focus on transport appraisal).

Implications for high streets:

A strong starting point for appraisal, which is highly robust, with an emphasis on demonstrating additionality, but the focus is on economics and is perhaps overly technical.



Thematic impact frameworks

Focus:

Toolkits or frameworks produced by range of bodies to support measurement of thematic areas or specific intervention types.

Examples:

TfLs Pedestrian Environment Review System (PERS), Association of Town Centre Managers Town Centre Health Check framework, HACT Social Value toolkit

Implications for high streets:

A number of relevant frameworks, often well researched, covering a broad set of indicators, but there is a lack of consistency in uptake, they are geared towards public sector intervention, and often focused on the economic and to a lesser extent environmental.

Programme specific impact frameworks

Focus:

Frameworks devised to support monitoring and/or evaluation of specific project or programmes.

Examples:

The GLA's Good Growth Handbook, European Regional Development Fund Output and Evaluation toolkits

Implications for high streets:

Provide a consistent basis for measurement, but often cut across a number of investment areas so theme specific relevance can be constrained. They are also focused around public sector investment, the most tangible impact measures (typically economic), and on shorter term measurement of impact - reflecting the investment cycle.



Appraisal

Focus:

Appraisal of impact in advance of project delivery, often to make the case for public sector investment.

Examples:

Various formal Appraisals & Business Cases

Implications for high streets:

Ensures early thought given to type of impacts a project may deliver, but often lacks thought given to 'theory of change.' The focus is on tangible economic measures and often lacks in robustness due to a need for benchmarks and/or appraisal expertise. The focus is generally on public sector investment.

Monitoring

Focus:

Ongoing tracking of delivery progress and / or impact.

Examples:

Live town centre dashboards

Implications for high streets:

Can provide early evidence on which to influence delivery or decision making, but robust tracking systems are often not put in place at inception. Coverage of monitoring is often patchy and the focus is on the easiest elements to measure / most tangible aspects of delivery. The focus is often on the economic and/or physical.

Evaluation

Focus:

Formative or summative evaluation of public sector investment projects.

Examples:

Outer London Fund , GLA Project Self Evaluations

Implications for high

streets: Can provide valuable intelligence on impact and lessons learnt, but the focus is often on summative evaluation rather than ongoing formative evaluation and reflection. It's too often seen as a box ticking exercise versus lesson learning. The focus is on core measures of economic impact, short assessment timeframes, and the public sector.

Learning from past investment

Over the past decade, London's town centres have benefited from an extended and concentrated period of focus and investment, underpinned by successive rounds of GLA regeneration funding. The nature of investment has varied over this period, from an initial focus on 'celebrating high streets,' to a focus on more transformational public realm and environmental enhancements, to efforts to strengthen the small business economy (via open workspace) and to support grass roots and community action (via Crowdfund London).

Evidence on the impacts of these investments remains patchy (mainly as a result of the full benefits not having yet been realised when evaluations are completed), reflecting the ongoing challenge in evaluating a complex and diverse programme of activity in a consistent way. Where evidence does exist, (as shown in the Outer London Fund Evaluation) it has highlighted the significant value that can be unlocked via high street interventions.

The Outer London Fund Evaluation, examined the impacts of similar projects in more than 30 locations in London and found that in 86 per cent of locations footfall had increased, in 90 per cent of locations vacancies had decreased, and in 88 per cent of locations visitor satisfaction had improved. In total, the projects generated £1.26 back for every £1 invested. The evaluation found that investment was most effective where it took place within the context of a coherent town centre / high street strategy, and where it was concentrated within specific locales within a town centre (as opposed to spread out more thinly).

In the early stages of the Outer London Fund (2009), the GLA and its partners relied heavily upon the HM Treasury guidance and specifically the Magenta Book. Through an iterative process of development to produce the latest guidance to support Good Growth Fund investments, the process has become broader and more inclusive of a wider range of types of value.

London High Streets Fund

The last significant focussed GLA investment in high streets was through the High Streets Fund (HSF) in 2015. HSF originally funded

42 projects across London, this included significant investments in Romford town centre, Wembley High Road, Walthamstow High Street and Pop Brixton / Electric Avenue amongst others.

A review of monitoring and evaluation processes can provide some important learning points about how behaviours and practices need to improve to support the wider objectives set out within this document. To date only 10 of the 42 projects have been completed and have provided final project closure forms (reflecting and evaluating their performance). This in itself, demonstrates the challenge of assembling a strong evidence base from a disparate set of high street projects. Despite this, it is still possible to provide an aggregate position on the impact of the programme.

Notwithstanding the challenge of gathering good insight in the short term, there is useful learning which helps improve new approaches to measurement.

Perhaps of most relevance to this report, projects have recognised where new types of success have emerged from flexibility/adaptation.

- In Romford, when it became apparent that location and lack of demand made retail incubation aspect of the project problematic, the model was quickly shifted to providing food and beverage activities on the ground floor. This has now become a well-loved local amenity.
- A flexible approach was also taken in the Chrisp St Exchange project, where the decision was made to redirect funding from placemaking to a co-working space component.
- In Wembley, the reorientation of shopfront improvements to a significant single 'anchor' supported a more impactful project, but there was not opportunity to track this adaptation and consider its added value.

This element of the evaluation, starts to capture the value of adaptive approaches, but this represents a relatively small part of the overall reflection of project success. A deeper understanding could provide

more valuable formative evidence

Other specific observations from the High Street Fund:

- Three of the six projects that sought to increase footfall did not measure it, partly due to a lack of resource.
- Four of the five projects that sought to provide apprenticeships identified apprenticeship 'starts' as a target output, rather than completion or longer-term retention – this made it difficult to see whether impacts had longevity.
- There was inconsistency in wording across outputs and outcomes between projects. This caused difficulties in assessing the programme as a whole.
- Despite being delivered, there was no inclusion of affordable workspace as an output measurement.
- Only one project included an increase in community space as a target output.

Project partners have said that HSF projects have generated enthusiasm, created improvements for businesses, enhanced indirect benefits in the creative and night time economies and enabled more enlightened approaches to asset strategy. These are all important elements and contributors to impact which have not been adequately captured through monitoring and evaluation, making it difficult to track change and see how HSF investment have influenced the wider evolutions of the areas where they are located.

High Street Fund Programme Impacts across the 10 completed projects

The table below provides a summary of the performance of the High Street Fund against target measures within the programme. This includes an overall assessment versus planned outputs (variance).

Category	Measure	Value	Variance
PROACTIVE STEWARDSHIP			
	Local Partnerships	7 community groups and associates supported	Variance not calculated
	Strategy development	4 High Street Action Plans or Local Strategies delivered	Variance not calculated
OCCUPYING EMPTY SPACE			
	Footfall	181 per cent increase in footfall	Average across projects. Compared to 3 per cent target = high positive variance
	Events	275 events hosted	57 per cent variance
STIMULATING ACTIVITY			
	Public realm	5,422 sqm public realm improved	-40 per cent variance
	Buildings & shopfronts	40 buildings/shopfronts improved	No variance
ACCOMMODATING GROWTH			
	Jobs & apprenticeships	198 jobs created or safeguarded	£13.8m in GVA. 41 per cent variance
		7 apprenticeships	-14 per cent variance
	Businesses	596 Businesses supported	33 per cent variance
		58 new start-ups / businesses created	21 per cent variance
	Workspace	4,575 new or improved commercial or work space	Capacity to support £12.7m in GVA. 6 per cent variance

Assessment of current approaches

Based on the experience of previous GLA town centre and high street interventions, especially the HSF, there are several overarching strengths and challenges associated with current approaches to collecting evidence on the value and performance of investments. These challenges impact on the extent to which our current understanding of high streets is consistent, comprehensive and robust. Using these as a starting point, it is possible to develop new approaches which better respond to changing practices in high street investments.

Fundamentals and Strengths of Existing Approaches		
	Robust framework for measuring economic impact	Government guidance provides a clear framework for appraising and evaluating economic impact - in terms of direct, indirect and induced impacts and against a set of identified measures such as land value uplift, employment and GVA. This provides a robust approach and allows for benchmarking of impact.
	Strategic impact	Strategic added value is also a focus of the current approach looking at how projects have improved leadership, leveraged further resource, promoted synergy, and improved engagement. This moves beyond quantitative assessment to demonstrate wider benefits.
	Project Added Value ('Additionality')	Current guidance places emphasis on the need to assess added value (or 'additionality') of any project and provides technical guidance and benchmarks to do so. The focus is on understanding the extent to which outcomes are better than they would have been in the absence of the intervention, and the extent to which impact is 'retained' locally (displacement).

Challenges in Current Approaches and High Streets

✘	<p>Focus on appraisal and evaluation - less on monitoring / formative evaluation</p>	<p>In the public sector, much of the focus is on demonstrating the case for investment (appraisal) and assessing impact at project close (evaluation). Ongoing longitudinal reflection would help refine delivery to maximise success and impact, reflecting the agility and rapid change on London's high streets.</p> <p>In monitoring adaptive behaviours (prototyping, innovation etc). There needs to be more ongoing collection of evidence and reflection on what is working, what can be replicated and what can be scaled.</p>
✘	<p>Inconsistent approaches in private and civil society sectors</p>	<p>Adaptive strategies on high streets are rarely delivered the public sector in isolation. Appraisal and evaluation guidance has however, largely been produced by (and hence is largely focused towards the needs of) the public sector.</p> <p>Despite this, much high street investment will be led by the private and civil society sectors, whose capacity and guidance is typically less consistent.</p> <p>Ongoing training and advice will be needed to ensure partners are able to collect and assemble strong evidence.</p>
✘	<p>Project design: Responding to local context</p>	<p>There is often a lack of early research and baseline information to support project design in relation to local context. In rapidly developing environments like high streets, this should be seen as fundamental.</p> <p>Assembling good information centrally (and promoting it) is an important part of this. The evolution of the GLA Town Centre Health Check to be more accessible will help to address this, but needs to be accompanied by additional digital resources which can be accessible to a wide range of partners.</p>
✘	<p>Difficulties in measuring social and community impact</p>	<p>Current guidance focuses on core economic measures of impact and provides a weaker framework for assessing social and community impacts – particularly where these are less tangible. Given the community importance of high streets (as highlighted by the GLA's High Streets for All), this is a major issue.</p> <p>Focussed empirical research should be seen as more fundamental to the future of local project design and development. Use of local citizen scientists can help drive deeper local reflection. It is also critical that where possible, this is done with a robust counterfactual to help understand the nature of the social change delivered.</p>

✘	Appreciating wider area change	<p>Despite the focus in the guidance on additionality, it is difficult to apply in a local context. In the context of multiple layers of investment and social and economic change in London's places, assessing the role of a specific strand of delivery in wider area change is ever more difficult. The number and diversity of London's high streets mean that it can be difficult to isolate whether an intervention has been successful.</p> <p>Theories of change can help develop a wider understanding of external influencers and enablers when it comes to developing evaluation and data collection.</p>
✘	Technical nature of guidance	<p>Given its focus on additionality and quantitative impact assessment, current guidance is highly technical. This may deter those without experience or expertise in this kind of analysis.</p> <p>Simple 'plain English' guidance should be used to provide more accessible guidance for those evaluating high street projects.</p> <p>Funders should also be clear on the need for evaluation to be proportionate to funding – demystifying the process for smaller investments in particular.</p>
✘	Monitoring and evaluation timescales	<p>Evaluation typically focuses on short-term outputs and impacts, usually measured very soon after the end of delivery. While this reflects funding cycles, it means that longer term outcomes and legacy are often not understood.</p> <p>Long term, longitudinal evaluation should become the 'norm', with funders revisiting projects after they are complete.</p>
✘	Monitoring and evaluation 'image'	<p>Monitoring and evaluation is too often seen as an administrative, a 'box-ticking' exercise at the end of delivery, rather than a process which adapts with high streets, integral to successful delivery and learning for the future.</p> <p>Moving away from the terms 'monitoring' and 'evaluation' to research, insights and reflection will help people think differently about the process of tracking change.</p>
✘	Large number of frameworks and toolkits	<p>As highlighted previously, the impact assessment and evaluation landscape is complex, with a broad range of frameworks and toolkits. This impacts on the clarity of how impact can be measured and the extent to which a consistent approach is taken.</p> <p>Good central guidance, provided by the GLA will help to ensure that high street projects can select the best and most appropriate tools.</p>

PRACTICAL GUIDANCE TO SUPPORT RESEARCH, INSIGHTS, MONITORING AND EVALUATION

If partners are to be supported in developing and delivering more innovative and adaptive approaches to high streets, good evidence, evaluation and proper reflection will play a critical role. It will help debunk myths and challenge accepted norms. It will also help build the case for action and empower people to think and act differently.

Partners will continue to look to the GLA for guidance on evaluation and monitoring. It is therefore important that approaches to changing the way evidence is used and influenced is supported centrally. This should include ensuring that partners ringfence appropriate budgets for this activity and are able to track impact over longer periods of time to establish what works.

Following some basic principles can help ensure that partners individually are able to access better information to inform future high street initiatives. Based upon past experience and reflecting upon recent monitoring and evaluation, below are five recommended enhancements to the process of collecting and analysing evidence which can help with gathering better project insights and ultimately delivering better projects.

1: Always baseline

Design of a strong framework for monitoring and evaluation is important in any location. While this will necessarily vary according to local context and project type, there are nonetheless a number of overarching considerations for any assessment. These include the impact area(s) which need to be assessed, the nature of the beneficiary group(s) and the need to understand the true added value of a project (or 'additionality') in the context of wider 'area change.'

Partners should always seek to understand the existing context, where they are now and what they think would have happened without intervention (i.e. the reference case). This in and of itself can be a

significant task in the rapidly changing, complex places which make up London. Quantitative and qualitative pre-project reflection is critical, not only to more nuanced delivery, but also ensuring that any assessment of success achieves a higher standard of evidence.

The easiest way to do this, is to identify similar comparator areas and track change against these; this however, is a tricky task given the other factors which will influence high streets (social, economic, commercial and environmental). As such, it is crucial to blend the baseline with robust consideration of a Theory of Change (see below) to support a better understanding of what would have happened otherwise.

In reviewing existing approaches to monitoring and evaluation, it is clear that efforts to baselining high street performance are variable. The GLA Town Centre Health Check provides an initial starting point but is a static data source, it requires some technical skill to use, and it is not a complete record (it relies on submission from borough partners to complete). In short, it is a valuable but underused resource.

New consultation platforms such as Commonplace are enabling a more open and collaborative approach to community engagement. This has the potential to help partners design solutions which respond more closely to local needs and requirements, and to track how perceptions and impacts change over time.

It is also possible to extract data from social media to provide a view on sentiment for a place. However, there is no real substitute for talking to people to baseline a position to assess social value. Value adding social research and anthropology, should not be left behind in favour of hard statistics; indeed, having identified how critical the social function of London's high streets is, it is arguably of greater importance.

2: Use Theory of Change

Adaptive high streets (as demonstrated by the examples in this report) are about securing positive change through innovation and new practices. This makes the application of Theory of Change particularly relevant.

Theory of Change is an attempt to provide a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It aims to describe the complex social, economic, political and institutional processes that underlie societal change. It also shows all the different pathways that might lead to change, even if those pathways are not related to the programme. It is a useful exercise in thinking about context and enables us to better reflect and respond to the complex environment in which high streets adapt.

New Philanthropy Capital provide a simple structure which can help partners develop a theory of change, alongside guidance on how to do this.

Challenge	What is the evidence that change is needed?
Enablers	Things that need to be in place to enable change to happen
Activity	What are we going to do?
Differentiators	Why can we support this change?
Intermediate Outcomes	How will we know that things are changing?
Final Goals	How do we describe the change we want to achieve?

In line with government guidance, most London high street projects will tend to ask project leads to provide a logic chain/model to support their impact. It is common for logic chains and theories of change to be confused, but they are very different (albeit often complementary tools).

Unlike a logic chain which starts from the point of view of an input (normally funding), the development of a Theory of Change usually begins from the 'top', with the identification of a big fundamental goal and then works backwards to map pathways toward bringing about that change.

It should be noticed that when compared to the simple 'logic model' approach favoured in existing evaluations, a Theory of Change is more time consuming and complicated. That said, done well, it helps partners prepare for adaptation and deliver more impactful projects which respond to their local context. Indeed, without doing this, the ability to track innovation in delivery and response to change becomes difficult to evaluate.

3: Widen perspective of value

Government guidance on measuring impact leads us to seek an economic approach to evaluation, collecting information which enables benefits to be monetised. Whilst this enables some standardisation and comparison of investments, it does not do enough to help understand the wider benefits of high streets promoted within this report or further the consideration of additional public value delivered within the high street investment case.

The GLA has developed guidance for the Good Growth Fund to encourage applicants to think about the wider benefits of their investments, balancing social and environmental outcomes with the more 'traditional' economic and commercial measures of success.

By adopting a more balanced approach when considering high streets, partners will be able to better capture the essence of different places and ultimately plan and intervene in a more progressive way. Based on the four (Economic, Commercial, Environmental and Social) components of value, set out in the first section of this report, it is possible to reprofile selected Good Growth Fund indicators to apply to adaptive high streets activities. A selection of indicators are identified on the opposite page, with additional data, which could help more accurately tell the stories of this activity.

Measuring this will require partners to think differently and track new types of impact. Like adaptive behaviours in project delivery, partners should experiment and prototype new approaches. This experience should be shared to establish a fuller understanding of what should be valued (and how) on London's high streets.

GOOD GROWTH FUND INDICATORS

ADDITIONAL DATA

Social: How can the high street better function as a local hub for social value?

- Personal Wellbeing
- General happiness
- Life satisfaction
- Ability to access advice locally
- Perception of safety
- Trust in neighbours
- Perceptions of crime
- Decrease in gang activity
- Creation and safeguarding of community space
- Number of people volunteering and engaging with civil society

- Perceptions (Social Media and Surveys)
- New experiences (self reported surveys)
- Use of spaces by target groups (surveys, and mobile data)

Economic: How can more value be generated and retained within localities?

- SME growth
- Start-ups
- Jobs created and safeguarded
- Support for personal financial resilience
- Participation in training
- Profit and turnover of businesses
- Active businesses participating in CSR

- Direct financial support received and additional funding levered to business (monitoring)
- Innovation projects and collaborations (self-reported surveyed)
- Retained spending (credit and debit card)
- New markets and visitors (journey planning)

Environmental: How can high streets drive behavioural change and address climate breakdown at a local level?

- Change in personal travel behaviour (car use, cycling, walking and use of public transport)
- Improvement in green infrastructure water and waste management
- Amount of space with improved energy efficiency
- Reduction in overall CO2 emissions
- SMEs receiving low carbon support
- Pollution (NOx, PM10 & 2.5)
- Net increase in green cover

- Localised pollution (through air quality monitoring)
- Local goods and last mile delivery (survey)
- Reduction in food waste (survey)
- Reduction in municipal waste (partner monitoring)

Financial & Commercial: How can financial and commercial value be maximised to support social and economic objectives?

- Affordable space delivered (subsidy)
- Change in commercial value
- Change in residential value
- Space delivered/improved

- Footfall (mobile phone and cameras)
- General spend (Credit and debit card)

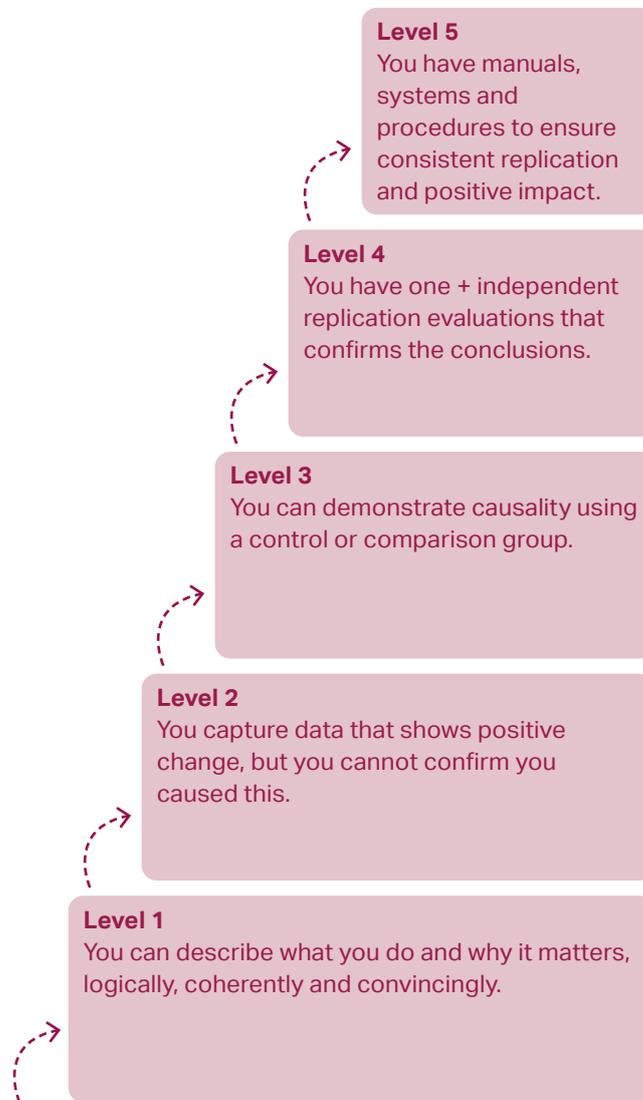
4: Recognise the importance of and be honest about standards of evidence

Standards of evidence are important but often overlooked. They provide structure and scale which can help partners think about the difference they are making. In the case of high streets, they can provide the basis for understanding change, but also for understanding how partners can make the most difference.

Nesta and the Alliance for Useful Evidence have identified five levels of evidence which enable those seeking to measure their impact to assess the strength of the data they collect. The levels range from one, where partners can make informed observations of positive impact, through to five, where they can provide definitive evidence that an innovation or action can be replicated and scaled elsewhere. The key challenge for most projects is moving beyond level two where you would normally require an external control group to show progress or impact.

It is important to note that these (and other) standards of evidence are not a test. In some cases (particularly where projects are small) it is perfectly reasonable to operate at level one, taking time to reflect and make observational judgments. However, if projects are actively seeking to pilot innovative activity to scale up for the benefit of the city, evidence collection and insight should reflect this and seek to make a more rigorous assessment of change.

In developing strategies for evidence, insights and reflection, high street partners need to be honest about the level of evidence that can be gathered. The temptation, understandably, can be to reach for the highest possible impact figure, when better more accurate evidence could actually be of more value to inform future intervention and lead to better policy.



Five levels of evidence identified by Nesta and the Alliance for Useful Evidence

5: Use and share new data and evidence

We now have access to an unprecedented amount of data and information on high streets and town centres. Increasingly accurate mobile phone data, real time detail on transactions, sentiment analysis from social media and data from journey planners all have the potential to give us a richer view of high streets and town centres than has been accessible before.

In using and sharing these new data sets, it is important that partners working in high streets do so in line with the fundamentals of good research methodologies. Data should not be gathered for its own sake; users need to think about what this new evidence is telling them in the context of their own aspirations and (where one exists) their Theory of Change.

The GLA is already leading on the use of new data sets through initiatives such as City Data Analytics and London Office for Technology and Innovation LOTI. These pan-London projects are able to lever the benefits of collective purchasing and analysis. The key will be to ensure that this work can be used to address the needs of high streets recognising their role in the city.

Linked to the use of new data is the sharing of evidence between originations regionally and locally. If London's high streets are to become more inclusive places (In line with the Mayor's strategy for social integration), and a greater understanding of public value is to be promoted, data needs to be democratised and made more available.

Making more information publicly available and accessible, will generate more ideas and promote accountability. It will also help policy makers demonstrate clearer reasoning as to why they are pursuing the action they are. Plans are already in place to share some relevant information through the London Night Time Data Observatory. In addition, there is an opportunity to create a platform which enables insights and research generated locally to be shared centrally for consideration by those involved in other high street projects. This, alongside more regular meet-ups to share innovations and experiences, will help to establish greater adoption of new behaviours.

DATA SETS

Infrastructure & services data	<ul style="list-style-type: none"> - Connectivity (PT, cycle, walking routes) - Air quality - Smart infrastructure (bins & energy consumption) - Store type / vacancy - Store opening times - Rateable value - Pedestrian comfort 	<ul style="list-style-type: none"> - Open data feeds (TFL, London Data Store) - Crowdsourced data (Waze) - Survey data - Retailers' websites
Real time information	<ul style="list-style-type: none"> - Stock, orders, prices, and promotions - Routes and schedules (including traffic status) - Accessibility (for mobility impaired) - Car park space availability - Travel status (public transport services and cycle availability) 	<ul style="list-style-type: none"> - Retailers' websites - Journey planners (CityMapper) - Real time marketing comms
Consumer data	<ul style="list-style-type: none"> - Census - Consumer demographics - Home/work location distribution - Frequency of visit - Online behaviour 	<ul style="list-style-type: none"> - Consumer insight specialist (CACI) - Mobile phone data (O2, Vodafone) - B2C Platforms (Uber)
Activity data	<ul style="list-style-type: none"> - Footfall counting - Itinerary mapping - Point of sale data from retailers - Credit / debit card spend - Crime and incidents - Consumer journeys & transport mode to/from high street - Freight movements 	<ul style="list-style-type: none"> - Cameras (Spring Board) - Mobile phone data - Wifi networks - GPS data via Apps - Credit / debit card providers (Visa)
Sentiment data	<ul style="list-style-type: none"> - Reviews - Social media postings - Happy or not 	<ul style="list-style-type: none"> - Twitter - Trip Advisor - Facebook - Data from bespoke surveys

PRACTICAL GUIDANCE

The adaptations outlined above are linked and summarised as an outline process below. This recognises the need and opportunity around data and evidence as well as the chance to reflect on local investment in high streets, and subsequently think practically about the extent to which investments can be scaled and delivered in other areas.

To support partners in implementing such an approach, three (Walthamstow, Harrow and Brixton) successful investments from the Mayor's High Street Fund (2015–17) are considered below as case studies in terms of the methods they used and how the approaches above could be adopted.

Judgements (of the consultant team) are made on the approach taken to evaluation and evidence collection as well as recommendations as to how this could be improved or diversified in the future.

LOCAL

Adaptation 1:

Carry out local research, develop baseline, and establish the Reference Case

Adaptation 2:

Understand the challenge and build Theory of Change

Adaptation 3:

Understand outcomes and recognise value

Lessons:

Reflect upon lessons learned

Adaptation 5:

Identify and use new data, where this can add value

Adaptation 4:

Select measures of success and be realistic about standards

EXTERNAL

Consider ability to replicate and scale

Share and collaborate with other areas

Deliver in new places

Case Study 1: Walthamstow Town Centre

The aim of the HSF investment was to enhance Walthamstow's reputation as a cultural destination by raising the profile of Waltham Forest's active community of artists, artisans and creatives providing funding for supported activities to generate footfall to the town centre and further improve the physical environment, thereby distinguishing it from other town centres.

There were four distinct project strands:

- Central Parade Meanwhile Space – Stimulating and supporting the development of the creative / cultural economy in Walthamstow town centre through the provision of start-up spaces with opportunities to sell/ promote both on the high street and in the street market.
- Twilight Market – Stimulating and supporting the evening economy in the Town Centre through the creation of more evening activities such as the establishment of a twilight market and supporting businesses already operated in the evening.
- Homes Behind the High Street – Exploring housing innovation related to under-used land at the back of the high street to improved this for existing users (such as market traders) as well as providing an opportunity for additional infill housing using alternative forms of land assembly and developer procurement.
- Ross Wyld Hall – Providing community space for youth and artists, through the refurbishment of an existing community hall (and previous nursery) which forms part of the Central Parade estate.

Reflections on monitoring and evaluation

Core monitoring has given a clear idea of project outputs, most of which have seen a significant over achievement.

There is reflection on what has not worked (housing delivery and workspace take up) and clear reasons for this. The project has already sought to scale delivery of Twilight Markets to other locations within the borough. Current reflection is also provided on the design quality (and subsequent awards and recognition) as well as the catalytic impact

of investment, supporting further investment into the town centre. Evidence collected is generally detailed and of a reasonable standard. With greater consideration of comparators and the reference case, the project could perhaps achieve level 3 in standards of evidence. There is some consideration of the implications of scaling projects which could provide a platform for even more effective use of evidence and data.

Output & Outcomes	Definition	Target	Actual	Performance against target (%)
New or improved commercial/ business space (m2)	New or improved commercial or business space delivered as part of Central Parade indoor mall, café and workspace hub	658	658	0%
Number of business supported	Support communal space activities for local businesses and residents, operational management support	65	86	132%
New of new market pitches	New market pitches and trading hours per annum	20	79	295%
Number of new markets held	Project scoped initially in August 2015 (monthly Twilight Markets on Thursday evenings), redesigned in June 2016 (weekly Night Feast markets on Friday evenings July-August). Infrastructure, Set-up, licensing, operations support.	8	23	187%
Increase in footfall	Associated with the Twilight Market	3%	46%	43%
Jobs safeguarded	Full-time employment, directly and indirectly related to the delivery of the project	6	24	266%
No. new start-up businesses		12	44	266%
No. new homes unlocked		10	0	n/a
No. new homes delivered		2	0	n/a

Adapting the measurement and evaluation

Reflecting upon the experience of delivery and reflecting on the experience of the case studies in this report, the following improvements to the process of tracking, measuring and evaluating projects are suggested.

LOCAL

A1. Baseline:
Undertake research into the needs of the local creative freelance economy and identify the current barriers to part letting commercial space. More clearly identify a target cohort of potential beneficiaries.

A2. Theory of Change:
More clearly communicate the line of causality towards the town centre being more distinctive. Include outcomes and measures specifically related to this.

A3. Value:
Recognise and monitor the induced social benefits of the delivery of a new café, performance space, and twilight markets. Consider if 'graduates' from incubator spaces can stimulate local commercial markets.

(See Relevant GGF Measures)

Lessons:
Clearer outline of why Homes Behind the High Street was not delivered and identify the lessons that can be realised by others.

A5. Data:
Use social media data to track sentiment on the town centre. Use TfL to track origin of town centre users. Use 'citizen scientist' local research to collect ongoing information on local perspectives and feeling towards the town centre and perceptions of belonging and safety.

A4. Evidence Standards:
Develop a control group linked to businesses receiving subsidised space. Continue to track supported businesses for five years after support. Establish statistical neighbours for the town centre as a whole to track performance.

EXTERNAL

Share lessons on the scaling of the twilight market to Chingford and Highams Park. Outline the conditions needed to deliver Central Parade Space elsewhere.

Share experience with other town centres.

Support delivery in other places with practical support and insights.

RELEVANT GGF MEASURES

Social:

- General happiness
- Life satisfaction
- Ability to access advice locally
- Perception of safety
- Creation and safeguarding of community space

Commercial:

- Change in commercial value

Case study 2: Harrow Station Road

Investment focussed on Station Road, a key route connecting Harrow Town Centre and Wealdstone. The project sought to link proactive stewardship activity with public realm improvements to two of the main shopping parades. It also helped improve the identity of the road through light touch shopfront improvements and graphic surface treatments.

HSF funded improvements to pedestrian access, wider pavements and the repositioning of parking bays. Play elements have been delivered alongside graphics that animate the new spaces and also contribute to an enhanced pedestrian experience.

The project supported the creation of a traders' association, Greenhill Action Team (GreAT). This has supported new branding, shopfront enhancements, a business directory and events created or co-created with the local community and businesses.

Reflections on monitoring and evaluation

Investments have delivered against a number of indicators, albeit quite general and limited in breadth. The project did not collect the data to track any potential impact on business turnover as a result of the investments and the stewardship specifically.

Within the existing monitoring and evaluation information, there is very limited information on the wider benefits realised as a result of the HSF investment. There is also limited evidence collected above and beyond the detail provided to monitor the delivery of the project. This alone does not provide a significant basis against which potential impact of investment could be tracked. It is noted that businesses were not willing to discuss their turnover which prevented this indicator being tracked.

Output & Outcomes	Definition	Target	Actual	Performance against target (%)
Public realm improvements	Works to public realm at Central, Eastern and Dominion Parades and to the Elmgrove seating area.	1965 m2	3836 m2	1871
Events	Community events held on Station Road including Xmas lights switch on and GreAT summer festival	3	4	1
Business Association set up	Setting up Greenhill Action Team (GreAT) traders association	1	1	0
Jobs safeguarded		26	36	10
SMEs supported to increase their turnover		15	43	28
New apprenticeship starts		4	1	3
% increase business turnover		10% over two years	not captured	
% increase in footfall		2% over two years	2.90%	

Adapting the measurement and evaluation

There is clearly potential for greater breadth and depth of evidence to be used to capture the full range of impacts the projects has or could have. The following adaptations to the process of tracking, measuring and evaluating projects are suggested:

LOCAL

A1. Baseline:
Establish a clearer baseline on local business performance and specifically the experience of recent start-up companies within the town centre. Better understand barriers to company growth.

A2. Theory of Change:
Provide a clearer link between stewardship and the expected secondary economic benefits. Show more directly how new public realm improves business performance, acknowledging other factors which can impact upon this.

A3. Value:
Better describe the social and community benefits of a stewardship. Consider whether public realm improvements have delivered any improvement against environmental impacts.

(See Relevant GGF Measures)

Lessons:
Provide clearer evidence on the impact of stewardship, in particular how this contributes to economic performance.

A5. Data:
Use data from Companies House to track turnover of local businesses (now and beyond the delivery period) alongside primary research focussed on business aspirations and performance. Use App based technology to enable volunteers to 'check in' and record time dedicated to stewardship.

A4. Evidence Standards:
Identify other similar streets in LB Harrow and neighbouring boroughs against which impact can be tracked. Establish before and after focus groups of residents to understand the impact of public realm improvements. Continue to collect information beyond delivery dates.

EXTERNAL

Provide clear learning on stewardship which can be adopted and responded to by other authorities.

Provide informal guidance to support other locations.

Deliver in new places.

RELEVANT GGF MEASURES

Social:

- Creation and safeguarding of community space
- Number of people volunteering and engaging with civil society

Economic:

- Profit and turnover of businesses
- Active businesses participating in CSR

Environmental:

- Net increase in green cover
- Reduction in overall CO2 emissions

Commercial:

- Space delivered or improved
- Increase in commercial value

Case study 3: Brixton: Pop Brixton and Electric Avenue

The programme was focused on Electric Avenue and Pop Brixton and covered a series of investments which aimed to enhance the physical environment and support local market traders and retailers. The programme of investments included:

- The development of a Brixton Market Strategy.
- Renewal of public realm and upgrades to marker infrastructure on Electric Avenue.
- New signage and wayfinding features.
- Support for the relocation of the Impact Hub workspace to Pop Brixton.
- A series of supporting investments, including the provision of handheld payment devices for market traders, and a cash machine for the Brixton £.

In addition to £870,000 from HSF, the programme also received £2.3 million from sources including Lambeth Council (£0.35m), Carl Turner Architects (£1.6m), Transport for London (£0.25m) and the Heritage Lottery Fund (£0.13 m).

The project was delivered by Lambeth Council, in collaboration with a number of local partners including the Brixton BID, the Brixton Market Traders Federation, Brixton Design Trail, the Brixton Society and local retailers and market traders.

Interventions were informed by the Brixton Economic Action Plan and Brixton Masterplan SPD.

Reflections on monitoring and evaluation

In addition to standard monitoring and output tracking, Lambeth council also commissioned an independent evaluation of High Street Fund Investments. This allowed the partners to collect information and insight above and beyond the specific project outputs and outcomes. Where impacts have not been achieved (particularly in terms off footfall and market occupancy), Lambeth Council are able to identify other

factors (construction elsewhere, overall retail decline) as impacting specifically upon these. The evaluation report also provides clear evidence of the negative impacts associated with the construction and delivery of the programme.

The evaluation report has provided an opportunity to undertake additional primary research to outline some of the more nuanced evidence, not only on process, but also the delivery journey.

- Perceptions (via survey): 82 per cent feel appearance has improved, 81 per cent believe identity has improved, 77 per cent feel the streets are cleaner.
- Business satisfaction: 23/30 market traders are satisfied with improvements.
- 35 per cent of Brixton visitors pass by or through improvements.
- Impacts of construction: 19 or 24 businesses reported a decline in business performance during construction of public realm. Market vacancy increased from 6 – 12 during construction.
- Retaining value: 80 per cent of people employed in Pop Brixton are Lambeth residents.

A fuller [evaluation](#) of the impact of Pop Brixton was also carried out alongside the specific high streets evaluation.

Evaluation and monitoring could have achieved a high standard of evidence by more clearly describing a reference case and forming a robust comparison with other town centres within the analysis. Further focus and reflection on the opportunities and implications of scaling behaviours could have enhanced this further.

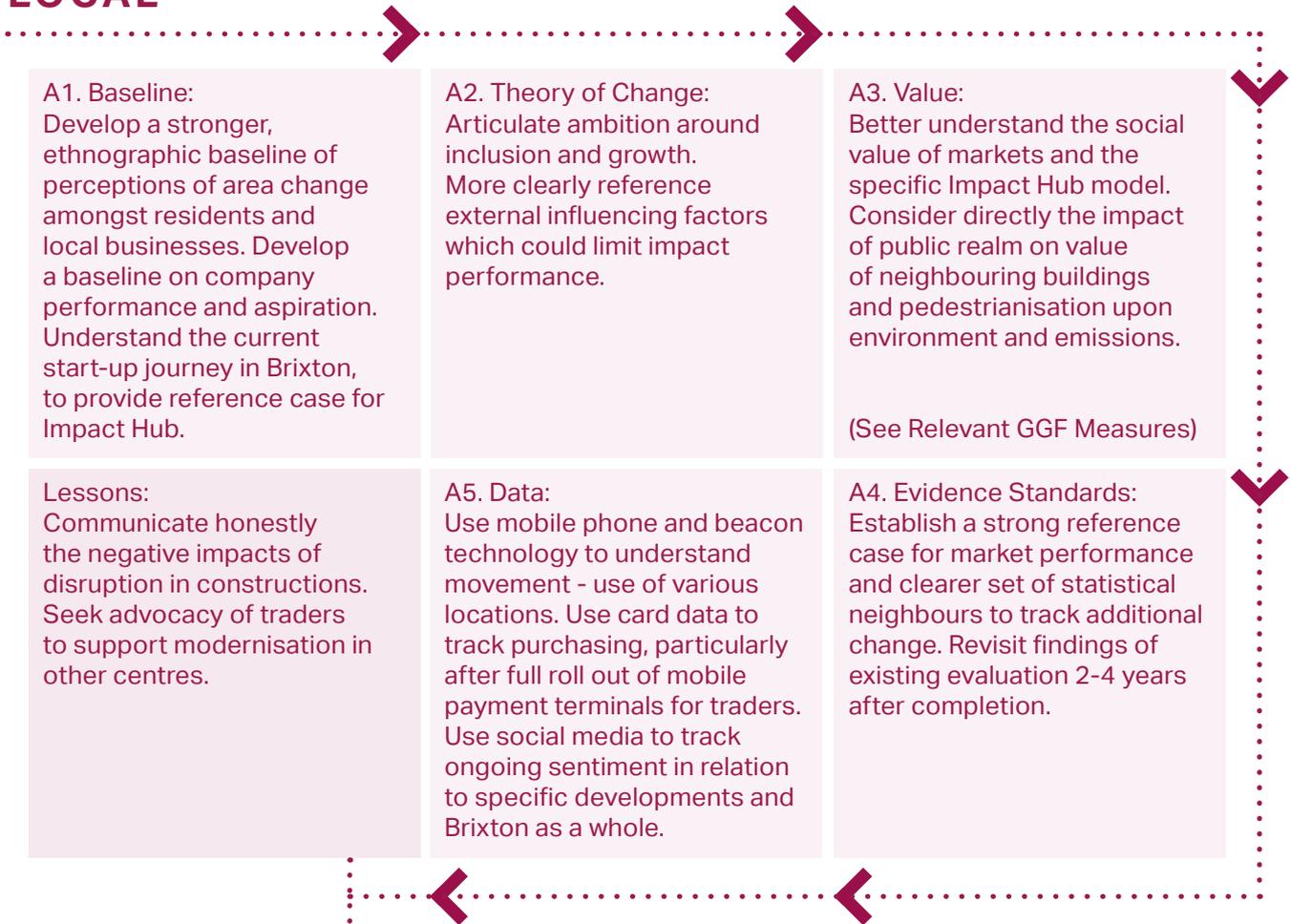
Adapting the measurement and evaluation

Although the more detailed evaluation and research provided a more thorough exploration of impact of investment and more general area change, there are still adaptations to the process which could enable better collection and use of evidence and insights.

**Reflections on monitoring and evaluation
Project outputs and outcomes**

Output & Outcomes	Definition	Target	Actual	Performance against target (%)
Additional funding leveraged	Funding levered from outside sources	£1.2m	£2.3m	£1.1m
New public realms delivered	Public realm delivered in Electric Avenue	2,080m2	2,080m2	0
New business space delivered	Delivery of Impact Hub at Pop Brixton	216m2	216m2	0
New gateway features delivered	New points of arrival for Electric Avenue	3	2	-1
Adoption of new payment practices	Handheld payment consoles used by traders	70	7	-67
Market strategy	Strategy developed and adopted	1	1	0
% Increase in Footfall		+14%	Small decline	
% Market Occupancy Jobs created		+12.5%	Small increase (7 stalls)	
Jobs Created		15	15	0
Jobs safeguarded		50	101	+51
Business capacity building	Businesses receiving training	80	80	0

LOCAL



EXTERNAL



RELEVANT GGF MEASURES

Social:

- General happiness
- Perceptions of safety
- Trust in neighbours
- Creation and safeguarding of community space

Economic:

- SME growth
- Start-ups
- Jobs created and safeguarded
- Profit and turnover of businesses
- Active businesses participating in CSR

Environmental:

- Improvement in waste management
- Pollution (NOx, PM10 & 2.5)

Commercial:

- Affordable space delivered (subsidy)
- Change in commercial value

APPENDIX 2

RELEVANT

DATA

SOURCES

Town Centre Performance Monitoring: Overview of Data Sources

The following list of data sources have been assessed by their ability to provide local granular and quantitative evidence on high streets. They are assessed against the following criteria:

- Theme: economic/social/environmental/cultural
- Scale: borough level– local (LSOA/MSOA level) – hyper local (postcode level)
- Lag: none (several times a year), minor (yearly), moderate (1-10 years), major (>10 years)
- Cost: is it free?
- Access: does it require special authorisation?

1.1 Business Register and Employment Survey (BRES)

<p>Author: Office for National Statistics (ONS) Status: Excel document Latest publication: 2017 Frequency of publication/releases: Yearly Geography: LSOA/MSOAs/local authorities/regions</p> <p>The ONS Business Register and Employment Survey (BRES) is the key source for recent data on workplace jobs during the course of a certain year. The BRES dataset reports on jobs in two different ways:</p> <p>Employees: an employee is anyone aged 16 years or over that an organisation directly pays from its payroll(s), in return for carrying out a full-time or part-time job or being on a training scheme. It excludes voluntary workers, self-employed and working owners who are not paid through PAYE. The employee data also reports on split between public and private sector employment.</p> <p>Employment: includes employees plus the number of working owners. This therefore includes self-employed workers as long as they are registered for VAT or Pay-As-You-Earn (PAYE) schemes.</p>	<p>Theme(s): economic Scale: local Lag: minor Cost: free Access: open</p>
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1.2 UK Business Count

<p>Author: Office for National Statistics (ONS) Status: Excel document Latest publication: 2018 Frequency of publication/releases: Yearly Geography: MSOAs</p> <p>This is a dataset compiled from the Inter Departmental Business Register (IDBR) which can be used to assess the number of enterprises in an area at a single point in the year (March).</p>	<p>Theme(s): economic Scale: local Lag: minor Cost: free Access: open</p>
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1.3 Companies House

<p>Author: Department for Business, Energy and Industrial Strategy Status: Webpage Latest publication: 2018 Frequency of publication/releases: Yearly</p>	<p>Theme(s): economic Scale: hyper local Lag: minor Cost: free</p>
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<p>Geography: MSOAs</p> <p>This dataset lists the profiles of all the companies which have been registered in the UK over the course of a year and provides information on a company's year date of incorporation and associated SIC code category.</p>	<p>Access: open</p>
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1.4 Census

<p>Author: Office for National Statistics (ONS)</p> <p>Status: Excel</p> <p>Latest publication: 2011</p> <p>Frequency of publication/releases: Every 10 years</p> <p>Geography: LSOA/MSOAs/local authorities/regions</p> <p>Census data provides a range of detailed and specialised statistical outputs, collected from questionnaires sent out to 25 million households. Some of the key statistics which the census data covers include age, sex, occupancy household estimates, ethnicities, religion, languages, migration, and travel to work.</p>	<p>Theme(s): economic, social, cultural</p> <p>Scale: local</p> <p>Lag: major</p> <p>Cost: free</p> <p>Access: open</p>
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1.5 Inter-Departmental Business Register (IDBR)

<p>Author: Office for National Statistics (ONS)</p> <p>Status: Excel</p> <p>Latest publication: October 2018</p> <p>Frequency of publication/releases: annual</p> <p>Geography: postcode</p> <p>A detailed business register of UK businesses used by government for statistical purposes and uses VAT and PAYE records to build up a sample frame of organisations which is used to form the national accounts. It contains location information for specific businesses, business name, business birth and death date, SIC code, employment, turnover and country of ownership.</p>	<p>Theme(s): economic</p> <p>Scale: hyper local</p> <p>Lag: minor</p> <p>Cost: free</p> <p>Access: restricted – classified as 'official sensitive' data and requires special authorisation</p>
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1.6 ONS Mid Year Population Estimates

<p>Author: Office for National Statistics (ONS)</p> <p>Status: Excel</p> <p>Latest publication: October 2018</p> <p>Frequency of publication/releases: mid-year</p> <p>Geography: LSOA/MSOAs/local authorities/regions</p> <p>Mid-year population estimates relate to the usually resident population. They account for long-term international migrants but not for short-term. This approach is consistent with the standard UN definition for population estimates, which is based upon the concept of usual residence and includes people who reside, or intend to reside, in the country for at least 12 months, whatever their nationality.</p> <p>Mid-year population estimates are compiled to provide information about the size of the population and how it changes over time. Figures in this dataset are available for various administrative and electoral geographies and for different population sub-groups, for example, estimates of the very old and estimates by marital status.</p>	<p>Theme(s): social, cultural</p> <p>Scale: local</p> <p>Lag: minor</p> <p>Cost: free</p> <p>Access: open</p>
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1.7 Claimant Count

<p>Author: Office for National Statistics (ONS)</p> <p>Status: Excel</p> <p>Latest publication: April 2019</p> <p>Frequency of publication/releases: monthly</p>	<p>Theme(s): economic</p> <p>Scale: local</p> <p>Lag: none</p> <p>Cost: free</p>
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<p>Geography: LSOA/MSOAs/local authorities/regions</p> <p>The claimant count is a measure of the number of people claiming benefits principally for the reason of being unemployed, based on administrative data from the benefits system.</p> <p>The dataset Claimant Count looks at the number of people claiming Jobseeker's Allowance plus those who claim Universal Credit and are required to seek work and be available for work.</p> <p>Data is available by age and sex.</p>	<p>Access: open</p>
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1.8 Annual Population Survey (APS)

<p>Author: Office for National Statistics (ONS)</p> <p>Status: Excel</p> <p>Latest publication: Dec 2018</p> <p>Frequency of publication/releases: quarterly</p> <p>Geography: local authorities/regions (MSOAS: depending on sample size)</p> <p>The APS is a continuous household survey, covering approximately 320,000 respondents in the UK.</p> <p>The topics covered include employment and unemployment, as well as housing, ethnicity, religion, health and education. Key variables include economic activity rate, unemployment rate, occupations and qualifications.</p>	<p>Theme(s): social, economic</p> <p>Scale: local</p> <p>Lag: none</p> <p>Cost: none</p> <p>Access: open</p>
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1.9 Index of Multiple Deprivation (IMD)

<p>Author: Ministry of Housing, Communities and Local Government</p> <p>Status: Excel</p> <p>Latest publication: 2015</p> <p>Frequency of publication/releases: typically every four years</p> <p>Geography: LSOAs</p> <p>It is the official measure of relative deprivation for small areas in England, ranking each small area from 1 to 10 (most to least deprived).</p>	<p>Theme(s): economic, cultural</p> <p>Scale: local</p> <p>Lag: moderate</p> <p>Cost: none</p> <p>Access: open</p>
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1.10 Crime data

<p>Author: The Met</p> <p>Status: Dashboard</p> <p>Latest publication: April 2019</p> <p>Frequency of publication/releases: monthly</p> <p>Geography: neighbourhoods, boroughs</p> <p>The Met provides a crime dashboard which relates information on crime rates, crime types and neighbourhood safety.</p>	<p>Theme(s): social</p> <p>Scale: local</p> <p>Lag: none</p> <p>Cost: none</p> <p>Access: open</p>
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1.11 COSTAR (and Egl)

<p>Author: COSTAR</p> <p>Status: Excel</p> <p>Latest publication: 2019</p> <p>Frequency of publication/releases: monthly</p> <p>Geography: postcode</p> <p>COSTAR is a commercial property group which provides information on property in the UK. It collects data on retail, official and industrial</p>	<p>Theme(s): economic</p> <p>Scale: hyperlocal</p> <p>Lag: none</p> <p>Cost: payed service</p> <p>Access: restricted</p>
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<p>commercial property characteristics, including price per square foot, vacancy rates and available floorspace.</p> <p>EGi is another similar dataset.</p>	
<h3>1.12 UK Land Registry</h3>	
<p>Author: HM Land Registry Status: Excel Latest publication: 2018 Frequency of publication/releases: updated quarterly Geography: postcode/LSOA</p> <p>This dataset is a register of land ownership in England and Wales. It provides information on land ownership, risk of flooding and house prices. House price data is broken down from borough to LSOA level. It also provides information on commercial property landownership.</p>	<p>Theme(s): economic and social Scale: hyperlocal Lag: none Cost: payed service for ownership information/ free for house price Access: restricted</p>
<h3>1.13 Valuation Office Agency (VOA)</h3>	
<p>Author: VOA Status: Excel Latest publication: 2017/2018 Frequency of publication/releases: yearly Geography: local authority</p> <p>It provides information on rents paid for private properties in England, council tax and non-domestic rating.</p>	<p>Theme(s): economic Scale: local authority Lag: minor Cost: none Access: open</p>
<h3>1.14 Experian (GOAD)</h3>	
<p>Author: GOAD Status: Excel or GIS Latest publication: updated on an ongoing basis Frequency of publication/releases: updated on an ongoing basis Geography: premises by premises</p> <p>Experian GOAD is a retail property intelligence system that helps retail developers, property investors, planning professionals, and commercial agents to identify profitable locations for retail property development and investment projects. It offers comprehensive retail location plans and easy to use reports covering over 3,000 shopping areas in the UK and Ireland.</p>	<p>Theme(s): economic Scale: hyper-local Lag: minor Cost: realtively minor cost Access: restricted</p>
<h3>1.15 Mobile phone and wifi data</h3>	
<p>Author: various (comms companies) Status: database and code Latest publication: no set publication / ongoing Frequency of publication/releases: no set publication / ongoing Geography: can be drilled down to understand movements through a specified area</p> <p>Emerging source of intelligence which allows the movements of individuals through an area to be collated and understood. Provides insight on user demography and interests, as well as on local footfall levels and flows.</p>	<p>Theme(s): economic and social Scale: hyper-local Lag: none Cost: high Access: private source</p>
<h3>1.16 Credit card data</h3>	

<p>Author: various (financial companies) Status: database and code Latest publication: no set publication / ongoing Frequency of publication/releases: no set publication / ongoing Geography: can be drilled down to a very local level to understand spend in town centres</p> <p>Emerging source of intelligence which allows expenditure in town centres to be understood – this allows benchmarking of performance over time and against comparator centres. Also allow analysis of times of day when money is spent, and types of transactions.</p>	<p>Theme(s): economic and social Scale: hyper-local Lag: none Cost: moderate Access: private source</p>
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1.17 Footfall (Springboard)

<p>Author: Springboard Status: Excel</p> <p>Springboard is a provider of data and intelligence on customer activity in stores and destinations. They work with brands, malls, property owners, town centres and industry associations across the UK to provide services from customer counting and demographic profiling through to sentiment tracking.</p>	<p>Theme(s): economic, cultural, social Scale: local Lag: none Cost: payed service Access: restricted</p>
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1.18 Public Transport Accessibility Levels (PTAL)

<p>Author: Transport for London Status: Excel Latest publication: 2015 Frequency of publication/releases: unsure Geography: LSOA</p> <p>PTALS are a detailed and accurate measure of the accessibility of a point to the public transport network, taking into account walk access time and service availability. The method is essentially a way of measuring the density of the public transport network at any location within Greater London.</p>	<p>Theme(s): economic, social Scale: local Lag: moderate Cost: none Access: open</p>
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1.19 Air quality

<p>Author: Transport for London and GLA Status: Excel, GIS Latest publication: 2016 Frequency of publication/releases: every 2-3 years Geography: grid level in local authorities</p> <p>The London Atmospheric Emissions (LAEI) provides information on Emissions estimates of key pollutants (NOx, PM10, PM2.5 and CO2) by source type. These emissions have been used to estimate ground level concentrations of key pollutants NOx, NO2, PM10 and PM2.5 across Greater London for year 2016, using an atmospheric dispersion model. Air pollutant concentration maps and associated datasets are available for download.</p>	<p>Theme(s): environmental Scale: local Lag: moderate Cost: none Access: open</p>
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1.20 Access to public open space and nature by ward

<p>Author: Greenspace Information for Greater London (GiGL) Status: Excel Latest publication: 2014 Frequency of publication/releases: every 2 Geography: ward</p>	<p>Theme(s): environmental Scale: local Lag: moderate Cost: none Access: open</p>
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<p>This dataset looks at the percentage and count of residential households within Wards, with access to at least one open space by specified type of space (open space, local parks, district parks, metropolitan parks, regional parks) and the amount/proportion of each ward that is open space with and without public access.</p>	
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Collated Data / Data Platforms

1.21 Social Integration Headline Measures

<p>Author: GLA Status: Excel Latest publication: 2017 Frequency of publication/releases: irregular Geography: borough</p> <p>This dataset contains measures on the state of social integration in London. It is supporting information to the GLA's Social Integration Strategy and draws on the model of integration developed as part of that strategy. It focuses on three parts of social integration – relationships, participation and equality – using existing publicly available datasets to establish the current position of social integration in London, such as English language proficiency, digital literacy, feeling of belonging, political participation and social mixing.</p>	<p>Theme(s): economic, social, cultural Scale: London level Lag: irregular Cost: free Access: open</p>
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1.22 Ward Vulnerable Locality Profile

<p>Author: GLA and Mayor's Office for Policing and Crime (MOPAC) Status: Dashboard Latest publication: 2019 Frequency of publication/releases: irregular Geography: borough</p> <p>This dataset looks at the likelihood for community instability at the ward level. This is based on a number of indicators including crime, population density, health, and educational attainment, and provides a bit more granularity when often these types of indicators are at the borough level.</p>	<p>Theme(s): economic, social Scale: local Lag: irregular Cost: free Access: open</p>
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1.23 Town Centre Health Check

<p>Author: Transport for London and GLA Status: Excel Latest publication: 2017 Frequency of publication/releases: irregular Geography: wards</p> <p>The London Town Centre Health Check (TCHC) provides a snapshot of the health of over 200 of London's town centres using a selection of strategic health check indicators, including retail vacancy, loss of office space, floorspace with permitted development rights and average retail rents.</p>	<p>Theme(s): economic, social, environmental Scale: local Lag: unsure Cost: free Access: open</p>
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1.24 Ward profiles and Atlas

<p>Author: GLA Status: Excel Latest publication: 2013</p>	<p>Theme(s): economic, social, cultural Scale: local</p>
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<p>Frequency of publication/releases: irregular Geography: wards</p> <p>The ward profiles and ward atlas provide a range of demographic and related data for each ward in Greater London. They are designed to provide an overview of the population in these small areas by presenting a range of data on the population, diversity, households, life expectancy, housing, crime, benefits, land use, deprivation, and employment.</p> <p>Indicators included here are population by age and sex, land area, projections, population density, household composition, religion, ethnicity, birth rates (general fertility rate), death rates (standardised mortality ratio), life expectancy, average house prices, properties sold, housing by council tax band, tenure, property size (bedrooms), dwelling build period and type, mortgage and landlord home repossession, employment and economic activity, Incapacity Benefit, Housing Benefit, Household income, Income Support and JobSeekers Allowance claimant rates, dependent children receiving child-tax credits by lone parents and out-of-work families, child poverty, National Insurance Number registration rates for overseas nationals (NINo), GCSE results, A-level / Level 3 results (average point scores), pupil absence, child obesity, crime rates (by type of crime), fires, ambulance call outs, road casualties, happiness and well-being, land use, public transport accessibility (PTALs), access to public greenspace, access to nature, air emissions / quality, car use, bicycle travel, Indices of Deprivation, and election turnout..</p>	<p>Lag: unsure Cost: free Access: open</p>
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1.25 LSOA Atlas

<p>Author: GLA Status: Excel Latest publication: 2013 Frequency of publication/releases: irregular Geography: wards</p> <p>The LSOA atlas provides a summary of demographic and related data for each Lower Super Output Area in Greater London. The profiles are designed to provide an overview of the population in these small areas by combining a range of data on the population, diversity, households, health, housing, crime, benefits, land use, deprivation, schools, and employment</p>	<p>Theme(s): economic, social, cultural Scale: local Lag: unsure Cost: free Access: open</p>
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1.26 Datashine Census

<p>Author: ESRC Future Research Leaders Status: Excel Latest publication: 2011 Frequency of publication/releases: irregular Geography: LSOA</p> <p>The DataShine mapping platform is an output which visualises data from the 2011 Census</p>	<p>Theme(s): economic, social, cultural, environmental Scale: local Lag: unsure Cost: free Access: open</p>
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APPENDIX 3

RELEVANT

LITERATURE

Ref	Item	
1.0	Cultural Infrastructure Plan: Call to Action	
	<p>Author: GLA Status: Published report Date published: March 2019</p> <p>The Cultural Infrastructure Plan includes new policies, research, funding programmes and documents such as the draft London Plan to address the many challenges. The 'Call to Action' is accompanied by an online toolbox and interactive Cultural Infrastructure Map.</p> <p>Action Plan sets out:</p> <ul style="list-style-type: none"> • understanding where cultural infrastructure is located • planning for and creating cultural infrastructure • providing major infrastructure; • supporting culture at risk • increasing investment • creating policy to enable culture and creative industries to put down roots • providing training, networking and guidance <p>The report outlines underlying conditions affecting cultural infrastructure – land value increases, national planning system, business rate increases, licensing restrictions, funding reductions.</p>	<p>Economic ●●●○○ Social ●●●●○ Cultural ●●●●● Environmental ○○○○○ Urban design ●○○○○ Governance ●●●○○</p>
1.1	Social Impact Assessment in London Planning	
	<p>Author: Bartlett DPU & Just Space Status: Draft report Date published: December 2018</p> <p>The report calls for a transparent, inclusive Social Impact Assessment (SIA) to be included as part of the planning approval process. SIAs have been internationally recognised as key components in informed decision making regarding policy, programmes, plans and projects.</p>	<p>Economic ○○○○○ Social ●●●●● Cultural ●○○○○ Environmental ●○○○○ Urban design ●●●○○ Governance ●●●●●</p>
1.2	Social Prescribing: Our vision for London 2018-2028	
	<p>Author: GLA, Healthy London Partnership, NHS England, London Social Prescribing Network Status: Draft report Date published: December 2018</p> <p>Social prescribing involves local authorities, health providers and VCSEs (voluntary, community and social enterprises); it aims to reduce place-based health inequality.</p> <p>A strong collection of services and opportunities is required across arts and culture; environment, food growing and green spaces; sport, wellness and leisure; and education and employment.</p>	<p>Economic ●○○○○ Social ●●●●● Cultural ●●○○○ Environmental ●●○○○ Urban design ●○○○○ Governance ●●○○○</p>
1.3	Culture for all Londoners: Mayor of London's Culture Strategy	
	<p>Author: GLA Status: Published report (submitted to London Plan EIP Library) Date published: December 2018</p> <p>This strategy takes a broad view of culture, from arts institutions, creative industries, the historic environment and museums, to community festivals, pubs and nightclubs, busking pitches, skateparks and street art. Festivals and events programme support the 'Healthy Streets Approach'</p>	<p>Economic ●●●○○ Social ●●●○○ Cultural ●●●●● Environmental ●○○○○ Urban design ●●●○○ Governance ●○○○○</p>

1.4 Walking Action Plan: Making London the world's most walkable city

Author: GLA & TfL
Status: Published report (submitted to London Plan EiP Library)
Date published: December 2018

Economic ●●○○○
Social ●○○○○
Cultural ●○○○○
Environmental ●●●●○
Urban design ●●●●○
Governance ●●○○○

Actions include buildings and managing streets for walking; planning and designing for walking; integrating walking with public transport; and leading a culture change.

1.5 Cycling Action Plan: Making London the world's best big city for cycling

Author: GLA & TfL
Status: Published report (submitted to London Plan EiP Library)
Date published: December 2018

Economic ●●●○○
Social ●○○○○
Cultural ●○○○○
Environmental ●●●●○
Urban design ●●●●○
Governance ●●○○○

Enabling more people to cycle will support the health and quality of life of Londoners.

There is continued investment in cycling infrastructure, including:

- building a London-wide cycle network;
- neighbourhood schemes;
- updated design guidance and new standards
- collaborative approach to route construction

1.6 London Food Strategy

Author: GLA and London Food Board
Status: Published report (submitted to London Plan EiP Library)
Date published: December 2018

Economic ●○○○○
Social ●●●●●
Cultural ●○○○○
Environmental ●●●●○
Urban design ●○○○○
Governance ●●●●●

Food can bring high streets back to life, protect the environment, boost tourism and attract inward investment. The Mayor promotes making streets healthy places, with more healthy options and good food businesses. 62% of Londoners believe that having healthier, cheaper option on the high street would have the biggest impact on improving healthy eating

The strategy sets out a definition of good food and the framework is structured into 6 key settings:

- Good food at home and reducing food insecurity;
- Economy,
- Shopping and eating out
- Community settings and public institutions
- Pregnancy and childhood
- Growing, community gardens and urban farming

1.7 Land Value Uplift Capture

Author: TfL Corporate Finance
Status: Publicly available slides
Date published: November 2018

Economic ●●●●●
Social ●○○○○
Cultural ●○○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

Higher value uplift is more likely in dense cities with high public transport use, and for new rail-based projects, which tend to generate the biggest consumer surplus. Current measure are ineffective; few taxes on existing stock respond well to increases in land or property values; limitations to capturing value from new development. As such Only ~2% of estimated £61.5 bn uplift generated by Crossrail 2 can be captured through over station development (OSD) and Mayoral CIL

The report details measures to overcome these challenges:

- Improve land value capture on new & existing stock (zonal SDLT growth assignment, business rates revaluation & retention, transport premium charge)
- Improve extraction of planning gain from new development (Maintain M-CIL, Continue use of s106, DRAM, CPO enhancement)

1.8 The London Health Inequalities Strategy

Author: GLA
Status: Published report (submitted to London Plan EiP Library)
Date published: September 2018

Economic ●○○○○
Social ●●●●●
Cultural ●○○○○
Environmental ●●●●●
Urban design ●●○○○
Governance ●●●●●

Healthy Places and Healthy Communities are among the 5 strategic aims.

Healthy Places key ambition:

- London should have the best air quality of any major global city, benefitting those most vulnerable to effects of air pollution.

Healthy Communities key ambition is to use social prescribing to help vulnerable and deprived communities.

1.9 Smarter London Together

Author: GLA
Status: Published report (submitted to London Plan EiP Library)
Date published: June 2018

Economic ●●●●●
Social ●●●○○
Cultural ●○○○○
Environmental ●●●●●
Urban design ●○○○○
Governance ●●●●●

GLA and London Boroughs are to ensure access to exemplary affordable fixed and mobile digital connectivity in the new Creative Enterprise Zones. The 'Connected London' programme to mobilise public sector property across London to reduce the costs of full fibre deployment. Aim to enhance public wifi in streets and public buildings to support London's economy.

1.10 Mayor's Transport Strategy

Author: GLA
Status: Published report (submitted to London Plan EiP Library)
Date published: March 2018

Economic ●●●●●
Social ●●●○○
Cultural ●○○○○
Environmental ●●●●●
Urban design ●●●○○
Governance ●●○○○

Healthy Streets approach includes a transport strategy that states that streets should be made appealing to walk, cycle and spend time. The main forms of traffic to consider in relation to/created by high streets and town centres and some proposals to reduce their impact are:

- Servicing and deliveries vehicles must be managed in an integrated, efficient way. TfL to work with boroughs, businesses and the freight and servicing industry to reduce adverse impacts on the road network. Aim to reduce number of vans and lorries by 10% by 2026.
- 'Buying clubs' (groups of businesses join up procurement) reduces number of deliveries. TfL are to support BIDs and clusters to do so.
- Micro-distribution facilities to be established – priority will be given to zero emissions vehicles from these. (84)
- Proposal 17 (85) TfL, boroughs and Freight Forum, BIDs, individual businesses and whole supply chain to improve last mile efficiency.

1.11 All of Us: The Mayor's Strategy for Social Integration

Author: GLA
Status: Published report (submitted to London Plan EiP Library)
Date published: March 2018

Economic ●○○○○
Social ●●●●●
Cultural ●●●○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●○○○

A Healthy Streets Approach to planning the city. City Hall will plan ways to implement relevant recommendations from the High Streets for All report; recognising that high streets and town centres are vital locations for social integration, particularly for disabled people, young people, women and older Londoners. Planning for reduced traffic dominance and car dependency, and increased levels of walking, cycling and public transport use.

1.12 London Town Centre Health Check Analysis Report

Author: GLA
Status: Published document (submitted to London Plan EiP Library)
Date published: January 2018

Economic ●●●●●
Social ●●●○○
Cultural ●●○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●○○○○

Headline takeaways:

- Only 22% of London's town centres have a town centre strategy in place
- Centres within Strategic Area of Regeneration (SAR) tend to have fewer employees working in the town centres and lower levels of office floorspace
- Centres in SARs have higher total vacancy rates than other areas
- Retail constitutes 55-75% of all town centre floorspace (excl. offices)
- Larger centres growing faster than smaller centres
- Some evidence of town centre diversifying uses between 2007-16
- No town centres meet WHO air quality target for PM2.5

1.13 Hot Food Takeaways

Author: GLA
Status: Topic Paper (submitted to London Plan EiP Library)
Date published: January 2018

Economic ●○○○○
Social ●●●●●
Cultural ●○○○○
Environmental ●○○○○
Urban design ●●○○○
Governance ●●●●●

Many boroughs have built upon London Plan 2016 policies by taking a distance (from schools/places attended by children) or concentration (of A5 uses within a stretch of street) policy approach to hot food takeaways. NPPF directs local planning authorities to work with public health leads and health organisations to assess and take account of the health status and needs of the local population and barriers to improving health and well-being.

Local planning authorities and planning applicants could have particular regard to the following issues:

- Proximity to locations where children and young people congregate such as schools, community centres and playgrounds
- Evidence indicating high levels of obesity, deprivation and general poor health in specific locations
- Over-concentration and clustering of certain use classes within a specified area
- Odours and noise impact
- Traffic impact
- Refuse and litter

1.14 Improving Place: Culture and Business Improvement Districts

Author: GLA
Status: Published report (submitted to London Plan EiP Library)
Date published: November 2017

Economic ●●●●●
Social ●●○○○
Cultural ●●●●●
Environmental ●○○○○
Urban design ●○○○○
Governance ●●○○○

The report presents examples of how Business Improvement Districts (BIDs) and cultural organisations can work together to drive economic growth and help their communities thrive.

1.15 Healthy Streets for London

Author: TfL and GLA
Status: Published report (submitted to London Plan EiP Library)
Date published: February 2017

Economic ●○○○○
Social ●●●●●
Cultural ●●○○○
Environmental ●●●●●
Urban design ●●●●●
Governance ●●○○○

Prioritising walking, cycling and public transport to create a healthy city.

1.16 Supporting Places of Work: Incubators, Accelerators and Co-Working Spaces (IACS)

Author: URS & London Enterprise Panel for GLA
Status: Published report (submitted to London Plan EiP Library)
Date published: November 2017

Economic ●●●●●
Social ●●○○○
Cultural ●○○○○
Environmental ●○○○○
Urban design ●●○○○
Governance ●●●●●

IACS taking on temporary use of retail space has regenerative benefits to the locality eg. businesses wishing to test new ideas on a customer base, and helps planning authorities to increase footfall and high street vibrancy. IACS often bring complementary services and function eg. cafes and events. Some IACS also operate community engagement programmes.

Recommendation that Mayor of London promotes potential for IACs to extend into non-office, quasi-industrial, workshop and studio uses.

1.17 Understanding London's Markets

Author: GLA
Status: Published report (submitted to London Plan EiP Library)
Date published: November 2017

Economic ●●●●●
Social ●●●●●
Cultural ●○○○○
Environmental ●○○○○
Urban design ●●○○○
Governance ●●●●●

This report has a clear connection to High Streets for All. It sets out 12 recommendations for the London Markets Board, including to recognise the mutual support of markets with high streets and town centres.

1.18 High Streets for All (Main Report)

Author: We Made That & LSE Cities
Status: Published report (submitted to London Plan EiP Library)
Date published: September 2017

Economic ●●●○○
Social ●●●●●
Cultural ●●○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●○○○○

Investing in high streets benefits all Londoners and deliver Good Growth due to inherent shared and diverse nature.

Strategic Case for Intervention:

- Investing in high streets benefits all Londoners and deliver Good Growth due to inherent shared and diverse nature, locality etc
- High streets provide a spatial focus for initiatives which seek to engage with marginalised groups that don't access institutional support – a familiar space
- High streets offer informal community support – investment should target beyond traditional social infrastructure venues and institutions
- High streets are a common asset – opportunity for cultural exchange
- High streets offer traders a low entry opportunity for self-employment
- Environmental benefits – minimises need to travel to work or to access goods and services.
- Physical and mental health benefits – easy to reach reason to leave home
- High streets have many stakeholders

1.19 High Streets for All (Evidence Base)

Author: We Made That & LSE Cities
Status: Published report
Date published: September 2017

Economic	●●●○○
Social	●●●●●
Cultural	●●○○○
Environmental	●○○○○
Urban design	●○○○○
Governance	●○○○○

High streets offer economic prosperity for small-scale independent traders. Their high levels of employment density give high streets economic value. Opportunities for self-employment, local and national suppliers. Mix of retail caters to needs of local buyers.

High streets offer socio economic value through adaptability and diverse tenure options, creating employment across education levels, country of origin, age and gender.

Social Value is created through mix of commercial outlets and formal social and cultural institutions eg Libraries, pharmacies, places of worship, theatres, community spaces etc.

Spaces for work

- Beyond the retail unit, high streets provide offices, workshops, yards, railway arches, markets etc
- Depth of the high street – diverse spatial mix. Interconnected spaces located behind and above
- Varied unit sizes offer value to start ups and early enterprise – hard to replicate if all ‘secondary space’ is cleared
- Diverse tenure options allow for part time work, affordable and shared ownership (single unit, “multiplicitous” use). Diversity creates social functionality.

Social Care

- 40% of businesses surveyed performed some kind of social function.
- Core and additional social services identified as forms of social care.
- Any space on the high street has the potential to offer ‘additional services’

Users

- A large majority walk to the high street, bus is second most used transportation method
- A1 Retail was the most reported primary use, but 45% reported non-retail primary uses eg leisure facilities, food and drink, socialising for under 25s; health services for seniors)
- ‘People’ and ‘Character’ are amongst the most valued features of the high street. Library facilities, leisure and transport connectivity features highly with retail
- Barriers to participation linked to decline in social capital (social infrastructure and community assets)
- The report identifies high street ‘ecosystems’– complementary offers across high streets that create a network rather than direct competition

1.20 A City for All Londoners

Author: GLA Intelligence
Status: Consultation report (submitted to London Plan EIP Library)
Date published: July 2017

Economic	●●●○○
Social	●●●●○
Cultural	●○○○○
Environmental	●●●○○
Urban design	●●○○○
Governance	●○○○○

The report features stakeholder responses to challenges of growth, housing, economy, environment, transport and inclusivity.

Headline findings:

- High streets were particularly important for retail and community uses.
- Respondents favoured high streets to shopping centres
- Many stakeholders concerned with impact of housing developments on high streets.
- Better digital infrastructure (e.g. WiFi) and wayfinding would encourage more walking

- BAME groups were most likely to think that businesses had been priced out by high leases
- Stakeholders from all sectors expressed that small businesses had been pushed out by high rents.

1.21 From Good Night to Great Night - a vision for London as a 24-hour city

Author: GLA
 Status: Published report (submitted to London Plan EiP Library)
 Date published: July 2017

Economic	●●●●○
Social	●●●●○
Cultural	●●●●○
Environmental	●○○○○
Urban design	●●○○○
Governance	●●●●○

The Night Time Commission was set up to explore making London a 24-hour city. The Commission aims for Town Centres to be planned to be safe and inclusive for all.

1.22 Economic Evidence Base for London

Author: GLA
 Status: Published report (submitted to London Plan EiP Library)
 Date published: November 2016

Economic	●●●●●
Social	●●○○○
Cultural	●○○○○
Environmental	●●○○○
Urban design	●●○○○
Governance	●●○○○

This document seeks to provide consistent data and analysis of London's economy for strategy development purposes (for instance to support the development of the London Plan, Economic Development *Strategy and Transport Strategy*).

1.23 Accommodating London's Growth

Author: Outer London Commission
 Status: Published report (submitted to London Plan EiP Library)
 Date published: March 2016

Economic	●●●●○
Social	●●○○○
Cultural	●○○○○
Environmental	●●○○○
Urban design	●●●●○
Governance	●○○○○

The OLC advised on restructuring of retail to rejuvenate medium sized town centres through higher density, housing led, mixed use development. The report details 'sustainable intensification' – increasing town centre density with good public transport.

1.24 Shaping London: How can London deliver good growth?

Author: Mayor's Design Advisory Group
 Status: Published report (submitted to London Plan EiP Library)
 Date published: February 2016

Economic	●●○○○
Social	●●○○○
Cultural	●○○○○
Environmental	●○○○○
Urban design	●●○○○
Governance	●●●●●

Place-shaping and proactive planning enable good growth. Recommendations regarding recruitment, procurement, design and delivery are detailed as the key factors in delivering good growth.

1.25 Growing London: Defining the future form of the city

Author: Mayor's Design Advisory Group
 Status: Published report (submitted to London Plan EiP Library)
 Date published: February 2016

Economic	●●●●○
Social	●●○○○
Cultural	●○○○○
Environmental	●○○○○
Urban design	●●●●●
Governance	●●●●●

Most lower value workspace is located in or around high streets and town centre, and industrial areas. From 2008 to 2013, 405,800 sqm of storage, distribution and industrial floorspace was lost from our larger town centres alone (net loss). The extent of the reduction of all such space in places that fall outside the medium to large centres, including hundreds of neighbourhood and local centres and undesignated high streets, is unknown. Permitted Development rights for the conversion of retail and office to residential is exacerbating the situation.

The London Plan identifies town centres as ideal locations for growth, however town centres with smaller sites of multiple ownership can be the hardest to intensify. The complexity of successful town centre development, combined with the scale of intensification required, demands a coordinated approach to bring forward development; a sensitive approach to design; a plan for social and transport infrastructure; and a plan for the local economy.

Key recommendations to the Mayor (relating to high streets and town centres):

- support boroughs by providing guidance on how to better account for land in town centres which needs to be assembled
- Support boroughs to produce growth plans for town centres with high potential for growth outside Opportunity Areas that include: options, 3D visualised spatial plan, strategy for social and transport infrastructure and economic growth); a business plan, strategy for implementation, site assembly, design guidance and development briefs.

1.26 Public London: Creating the best public realm

Author: Mayor's Design Advisory Group
 Status: Published report (submitted to London Plan EiP Library)
 Date published: February 2016

Economic	●●●○○
Social	●○○○○
Cultural	●○○○○
Environmental	●○○○○
Urban design	●●●●●
Governance	●●●●●

Issues and recommendations:

- Building an alliance of public, private and local interests (Public Realm Task Force)
- Optimising place and movement
- Supporting investment and design of public realm in key areas

1.27 Ageing London: How do we create a world class city to grow old in?

Author: Mayor's Design Advisory Group
 Status: Published report (submitted to London Plan EiP Library)
 Date published: February 2016

Economic	●●●○○
Social	●●●●●
Cultural	●○○○○
Environmental	●○○○○
Urban design	●●●●●
Governance	●●●●●

The next mayor must drive a progressive agenda for ageing in London and ensure older people are equal as active participants at the heart of our high streets. Considering London's high streets and town centres, the opportunity exists to unlock this positive engagement of older Londoners in the management of local community assets. These could include libraries, community theatres, park facilities and the like, enabled through new tools such as Community Interest Companies. Older Londoners could become the dominant force for spending on cultural or leisure pursuits, and will start to drive the offer provided by various sector. They will start taking the initiative to start new businesses that provide services or facilities in demand from their peers.

MDAG recommends establishing a 'Lifetime High Streets' pilot programme to fund business innovation led by older people; promote intergenerational support networks; support older Londoners in operating community assets.

1.28 London Infrastructure Plan 2050: update report

Author: GLA Economics
 Status: Published report (submitted to London Plan EiP Library)
 Date published: March 2015

Economic	●●●●●
Social	●●○○○
Cultural	●○○○○
Environmental	●●●●○
Urban design	●●○○○
Governance	●○○○○

This report outlines main issues identified through the LIP 2050 consultation process. It details a 'multi-polar' employment model (where town centres outside Central London are developed for employment with supporting transport infrastructure) would be preferable to current system.

1.29 London Infrastructure Plan 2050: Transport Supporting Paper

Author: GLA
 Status: Published report (submitted to London Plan EiP Library)
 Date published: March 2015

Economic	●●●●●
Social	●●○○○
Cultural	●○○○○
Environmental	●●●○○
Urban design	●○○○○
Governance	●○○○○

1.30 Take a Closer Look: A Cultural Tourism Vision for London

Author: GLA
Status: Published report (submitted to London Plan EiP Library)
Date published: March 2015

Economic ●●○○○
Social ○○○○○
Cultural ●●●●●
Environmental ●○○○○
Urban design ○○○○○
Governance ●○○○○

1.31 Culture on the High Street

Author: GLA
Status: Published report (submitted to London Plan EiP Library)
Date published: July 2013

High streets are critical to people who don't leave their local area daily, and contribute significantly to the quality of life of the two-thirds of Londoners who live within a 5 minute walk of one.

Economic ●●●●○
Social ●●○○○
Cultural ●●●●●
Environmental ●○○○○
Urban design ●○○○○
Governance ●○○○○

2.0	Protection before Profit: Principles for the New Data Economy	<p>Author: New Economics Foundation Status: Online article Date published: April 2019</p>	<p>Economic ●●●○○ Social ●○○○○ Cultural ●○○○○ Environmental ●○○○○ Urban design ●○○○○ Governance ●●●●●</p>
Data is a public good and the real value of it should be social and not monetary.			
2.1	Don't Overlook Local Skills	<p>Author: Nesta Status: Online article Date published: April 2019</p>	<p>Economic ●●●●● Social ●●●●○ Cultural ●○○○○ Environmental ●○○○○ Urban design ●○○○○ Governance ●●●●●</p>
<p>Small business are challenged by lack of managerial and business skills required to survive and increase profits. Some training programmes offer formal and standardised courses on marketing and finance developed by external consultants, without considering the complexities and idiosyncrasies of their local context. What would happen if these courses were based on insights from local businesses? Would providing locally relevant information encourage the adoption of successful business practices?</p>			
2.2	A Compendium of Innovation Methods	<p>Author: Nesta Status: Published report Date published: March 2019</p>	<p>Economic ●●●●● Social ●○○○○ Cultural ●○○○○ Environmental ●○○○○ Urban design ●○○○○ Governance ●●●●●</p>
<p>13 methods featured:</p> <p>Accelerators; Anticipatory regulation; Challenge prizes; Crowdfunding; Experimentation; Futures; Impact investment; Innovation mapping; The 100 day challenge; Prototyping; Public and social innovation labs; Scaling grants for social innovations; Standards of Evidence.</p>			
2.3	High Streets and Town Centres in 2030	<p>Author: MHCLG Status: Published document Date published: February 2019</p>	<p>Economic ●●●●● Social ●●○○○ Cultural ●●○○○ Environmental ●○○○○ Urban design ●●○○○ Governance ●●●●●</p>
<p>Headline findings:</p> <ul style="list-style-type: none"> • Four current systemic issues: Too much retail space, fragmented ownership, high fixed costs, business taxation • 2018 'Our Plan for the High Street' included: cuts in business rates by a third for up to 90% of retail properties for 2 years; Future High Streets Fund and Future High Streets Task Force; and a consultation proposing reforms to high street planning. • The current business rate system in the digital era gives competitive advantage to online retailers which have lower rateable value (ie less property at lower rent/sq m) in comparison to high street retailers. • "Place branding can be right, but you have to have something you can brand" • Local Plans cannot keep up with pace of change in high streets and town centres • Store closures hit communities hard. Retailers who close stores should focus on redeploying staff, and consider that CSR responsibilities extend beyond helping to find a future use for the empty property left behind. (particularly anchor stores) 			
2.4	Making Fairer Places: A Think Piece on Land Values	<p>Author: Dr Nicholas Falk for UK2070 Commission Status: Published online Date published: February 2019</p>	<p>Economic ●●●●● Social ●○○○○ Cultural ●○○○○ Environmental ●○○○○ Urban design ●○○○○ Governance ●●●●●</p>
<p>This paper sets out how the UK overcomes spatial inequalities by applying what works elsewhere (and has worked here in the past), and has three main aims:</p>			

- To explain why harnessing land values is crucial to creating a more effective, equitable and efficient UK, and rebalancing our cities
- To show how places can be transformed by applying best practice in other comparable countries
- And to propose how progress could be achieved in stages, starting where it will be easiest before making more fundamental changes that may take longer.

2.5 The High Street Report

Author: MHCLG
 Status: Published document
 Date published: December 2018

Economic	●●●●○
Social	●●●○○
Cultural	●●○○○
Environmental	●○○○○
Urban design	●●○○○
Governance	●●●●●

Against the changing environment for traditional retail some places have bucked the trend. By re-planning their town centre space, inspirational local leaders, working in collaboration with all sections of their community have reinvigorated their town centre, reducing the number of empty shops and increasing footfall.

Evidence indicates major obstacles preventing local communities from reshaping their towns are; planning issues; shortage of specialist space design expertise; lack of forward-looking local leadership.

2.6 Town centre Heritage Action Zones

Author: House of Commons Library
 Status: Debate pack
 Date published: December 2018

Economic	●●●●○
Social	●●○○○
Cultural	●●●●●
Environmental	●○○○○
Urban design	●●○○○
Governance	●●●○○

Heritage Action Zones are programmes that help encourage growth in historic places and help heritage assets be more productive. £40 million of Heritage Action Zones funding (from the Future High Streets Fund) has been allocated to reviving historic high streets. Cultural programmes and capital works are expected to begin in 2020, with projects completing by the end of 2023. 40-60 high streets are expected to be included in the scheme.

Sutton is London's first HAZ. It has funding to restore physical character – Historic England; and equip communities to bring historic buildings back into use. Refer to Sutton Town Centre Historic Area Assessment report by Historic England.

2.7 Future High Streets Fund

Author: MHCLG
 Status: Prospectus – Call for Proposals
 Date published: December 2018

Economic	●●●●●
Social	●●●○○
Cultural	●●●○○
Environmental	●○○○○
Urban design	●○○○○
Governance	●●●●●

£675million fund forms part of the government's Plan for the High Street. It will support places by co-funding transformative, structural changes to overcome challenges in their area. And it will support wider economic growth within local areas, delivering investment and growth across regions in England to deliver the modern Industrial Strategy. £55 million allocated to DCMS to support regeneration of heritage high streets. Local areas to work across public and private sector organisations including local businesses.

Case for investment

- High streets are the locus for some of the highest levels of social interaction in places and can be important drivers of growth in local economies
- In October 2018 almost a fifth of all retail sales took place online ONS Retail Sales 2018
- Scattergun approach does not tackle larger structural issues; effective strategic thinking and masterplanning are needed.

2.8 Planning 2020 – Raynsford Review of Planning in England

Author: Town and Country Planning Association
Status: Published Report
Date published: November 2018

Economic ●●●○○
Social ●○○○○
Cultural ●○○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

Because both Section 106 agreements and CIL are based on recouping development values, they inevitably yield the highest returns in the highest-value areas. Since there is no mechanism for redistributing this revenue to lower demand areas, both CIL and Section 106 agreements have the unintended effect of reinforcing spatial inequality

2.9 Business Rates – Retail Discount

Author: MHCLG
Status: Guidance
Date published: November 2018

Economic ●●●●○
Social ●●○○○
Cultural ●●●●●
Environmental ●○○○○
Urban design ●●○○○
Governance ●●●●●

Retail Discount scheme for occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The value of discount should be one third of the bill, and must be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied.

Shop, restaurants, cafes and drinking establishments can eligible.

Financial (banks, betting shops etc), medical, professional and postal sorting offices are not eligible.

2.10 Open Doors Pilot Prospectus

Author: MHCLG
Status: published document
Date published: November 2018

Economic ●●●●○
Social ●●●●○
Cultural ●●○○○
Environmental ●○○○○
Urban design ●●○○○
Governance ●●●●○

'Open Doors' project seeks to open empty shops to community groups. The pilot seeks 5 shared spaces to be used by groups countrywide. It aims to build socially and economically stronger communities through the project. It encourages meanwhile use to support landlords to cover business rates and other costs.

Benefits to community groups include access to premises for several hours a day for those unable to take on a full lease or those who struggle to pay rents on town centre premises. Benefits to private & public landlords include investment in making property fit for purpose, advantage of not paying empty property rates, drop in insurance costs once occupied.

The Meanwhile Foundation is to broker relationships between landlords and community groups using a proven formula.

2.11 Land Value Capture

Author: MHCLG
Status: Published record
Date published: September 2018

Economic ●●●●●
Social ●○○○○
Cultural ●○○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

Although S106 and CIL are designed to capture land value, for decades, governments have sought to capture increases in land value, but with limited success. Corporation Tax, Capital Gains Tax, Business Rates and Stamp Duty do not capture land value increases. Consideration should also be given to a mechanism for the redistribution of revenues between high and low-value areas.

2.12 Putting Health into Place: Introducing NHS England's Healthy New Towns Programme

Author: NHS, The Young Foundation, Public Health England, The TCPA, The King's Fund, PA Consulting
Status: Introductory guidance leaflet
Date published: September 2018

Economic ●○○○○
Social ●●●●●
Cultural ●○○○○
Environmental ●●○○○
Urban design ●●●○○
Governance ●●●●●

Healthy New Towns programme links health service to other local assets – 'social prescribing' connects GP's with local charities and community groups.

The programme maximises active travel through well planned infrastructure; enables healthy eating; and promotes placemaking that creates opportunities for collective leisure time.

The programme offers an excellent opportunity to unite public health, NHS providers and commissioners, planning and housing development to plan and build healthier places.

The programme is being tested on 10 places across the UK.

2.13 Obesity and the Environment: Density of Fast Food Outlets

Author: Public Health England
Status: Published report (submitted to London Plan EiP Library)
Date published: September 2018

Economic ●○○○○
Social ●●●●●
Cultural ●○○○○
Environmental ●●●●●
Urban design ●○○○○
Governance ●○○○○

This report illustrates the association between density of fast food outlets and area level deprivation. Local authorities with a higher deprivation score (i.e. more deprived) have a greater density of fast food outlets. Evidence from health survey data shows that the prevalence of overweight and obesity also rises with deprivation and fruit and vegetable consumption falls with deprivation.

2.14 The Invisible Land

Author: IPPR Commission on Economic Justice
Status: Discussion paper
Date published: August 2018

Economic ●●●●●
Social ●●●●●
Cultural ●●○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

The hidden force driving the UK's unequal economy and broken housing market.

The systems for regulating and taxing land fail to adequately capture uplift in land value for the public

2.15 Guide to developing the programme business case: Better business cases for better outcomes

Author: HM Treasury
Status: Published guidance
Date published: June 2018

Economic ●●●●●
Social ●●●●●
Cultural ●●○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

All centrally funded public spending proposals including those subject only to approval by UK Departments or other centrally funded organisations are required to use this approach and the five case model method.

- Updated from first publication in 2016, maintains alignment with Green Book 2018
- Five Case Model (includes a strategic, economic, commercial, financial and management case)

2.16 The post-growth challenge – secular stagnation, inequality and the limits to growth

Author: Tim Jackson – Centre for Understanding of Sustainable Prosperity (CUSP)
Status: Working paper
Date published: May 2018

Economic ●●●●●
Social ●●●●●
Cultural ●○○○○
Environmental ●●●●○
Urban design ●○○○○
Governance ●●●●●

Critics have long questioned the feasibility (and desirability) of exponential growth on a finite planet. Declining growth rates have in their turn been identified as instrumental in increased inequality and the rise of political populism. This paper finds no inevitability in the rising inequality that has haunted advanced economies in recent decades, suggesting instead that it lies in the pursuit of growth at all costs. Growth strategy has hindered technological innovation, reinforced inequality and exacerbated financial instability. In the name of growth, successive governments have justified austerity, reduced their commitments to welfare spending, cut taxes for the richest and withdrawn vital safety nets for the poorest in society. These regressive policies have compounded the injustice of income inequality with something even worse: inequalities in healthcare, in longevity, in basic security, in human dignity. New and deepening inequalities are beginning to undermine the social fabric of society and threaten political stability.

The economics of a potential 'post-growth' society is explored in this paper. Approaches tend to accept that beyond a certain point, and for a variety of reasons, economic growth is neither desirable nor indeed feasible.

The dynamics of the existing growth-based paradigm are driving environmental damage, exacerbating social inequality and contributing to increased political instability.

2.17 Healthy High Streets: Good place-making in an urban setting

Author: Public Health England
Status: Published report
Date published: January 2018

Economic ●●●●●
Social ●●●●●
Cultural ●○○○○
Environmental ●●●○○
Urban design ●○○○○
Governance ●●●●●

Healthy high streets are an asset that promotes and improves the health of local residents and the wider local community. In areas of high deprivation, small, independent local retail businesses are undermined by a proliferation of major chain stores, charity shops, 'pay day' loan outlets, and fast food outlets. CABE previously noted that 'poor and disadvantaged people are far more likely to live in poor quality environments' where 'social, cultural and economic inequalities are still literally being built into new places.'

2.18 What next for digital social innovation? Realising the potential of people and technology to tackle social challenges

Author: Nesta, Waag Society, SUPSI
Status: Published document
Date published: May 2017

Economic ●●○○○
Social ●●●●●
Cultural ●○○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

Report explores the barriers to the growth of DSI (digital social innovation). Despite a high level of activity across Europe, few DSI initiatives are delivering impact at scale. Poor connections across projects, lack of funding and investment, public sector and civil society slow to adopt DSI named amongst main causes. 6 recommendations to policymakers and funders are detailed in the report.

2.19 Beyond Consumer Capitalism – Foundations for a Sustainable Prosperity

Author: Tim Jackson – Centre for Understanding of Sustainable Prosperity (CUSP)
Status: Working paper
Date published: October 2016

Economic ●●●●●
Social ●●●●○
Cultural ○○○○○
Environmental ●●●●●
Urban design ○○○○○
Governance ●●●●●

The paper explores robust meanings of prosperity. Prosperity, ultimately, is the art of living well on a finite planet. It is about the quality of our lives and relationships, about the resilience of our communities, and about our sense of individual and collective meaning.

2.20 Wider Economic Impact Appraisal

Author: Department for Transport
Status: Published paper
Date published: September 2016

Economic ●●●●●
Social ●○○○○
Cultural ●○○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

Land value uplift is a local site specific measure, as such it will not account for the loss of land value on other sites, which will occur if there is a relocation of economic activity. In other words it fails to account for displacement. There is a lack of robust evidence on displacement factors – the extent to which land value uplift at one specific plot is at the expense of another area – which could lead to inaccurate estimates of the net land value change. Whilst GDP and GVA are useful economic indicators of economic performance they are not a substitute for welfare based measures used to inform the assessment of Value for Money.

2.21 Identifying Factors that influence vitality and viability

Author: Parker, C., N. Ntounis, S. Quinn and S. Millington
Status: Published by Institute of Place Management
Date published: February 2016

Economic ●●●●●
Social ●○○○○
Cultural ●○○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

25 top priorities of factors affecting viability that could be influenced by the High Street stakeholder identified:

Place marketing, BIDs, Recreational Space, Adaptability, Entertainment & Leisure, Chain vs Independent, Safety, Liveable, Comparison/Convenience, Barriers to Entry, Attractiveness, Appearance, Necessities, Networks & Partnerships with Council, Experience, Anchor stores, Management, Activity hours, Walking, Diversity, Merchandise, Vision & Strategy, Retailers

2.22 Town Centre Investment Zones: Getting Investment Back into the High Street

Author: British Property Foundation
Status: Published report
Date published: January 2016

Economic ●●●●●
Social ●○○○○
Cultural ●○○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

Fragmented ownership promotes short termism and prevents adaption. Pooling of freeholds needs to happen to form new investment entities. 3 recommendations for achieving pooling are Voluntary; Acquisition of Assets by investment vehicle/council; CPO.

Accessibility of town centres makes them suitable housing location housing for older and younger people. There is surplus retail space...adapting to include housing with leisure and community facilities can revitalize town centres - referring to London First's 'Redefining Density' Report 2015

2.23 On Prosperity Growth and Finance

Author: Geof Tily for Prime (Policy Research in Macroeconomics)
Status: Academic paper
Date published: March 2015

Economic ●●●●●
Social ●○○○○
Cultural ●○○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

Demand-orientated policies aimed at employment were rejected because they were not delivering enough growth. Yet in fact we never again performed as well as we had done during the golden age – on any measure, even growth. Sustainability in part, is inherent to the taming of finance and the domestication of economic activity. Domestication permits full employment. It gives us the possibility of aiming part of that employment at social and environmental ends. It permits us the economy we want, and the economy we need.

2.24 Zero growth and structural change in a post-Keynesian growth model

Author: Ekehard Rosenbaum- Institute for Environment and Sustainability, EU Commission
Status: Academic paper
Date published: October 2014

Economic ●●●●●
Social ●○○○○
Cultural ●○○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

Economic growth has become a hallmark of modern economies, the paper seeks to contribute the analysis of stagnant (degrowing) economies by investigating the interrelationship of zero growth and technological progress. In a profit driven economy, the overall stability of the system is not guaranteed if zero growth is imposed. In a wage driven economy, stability can be induced under conditions of zero growth and technological progress. With labour saving technological progress labour demand actually declines in the absence of growth due to the gradual replacement of the existing capital stock by less labour intensive machinery. This implication suggests that the issue of redistributing labour (and hence income) is crucial if low or zero growth are to remain socially and economically sustainable.

2.25 Prosperity Without Growth? – The transition to a sustainable economy

Author: Prof Tim Jackson – Sustainable Development Commission
Status: Academic paper
Date published: 2009

Economic ●●●●●
Social ●○○○○
Cultural ●○○○○
Environmental ●○○○○
Urban design ●○○○○
Governance ●●●●●

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**[www.london.gov.uk/what-we-do/regeneration/advice-and-guidance/
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